



# Academic Catalog

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## 2012 - 2014

**NORTHWOOD UNIVERSITY**  
Discover the leader in you.

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## **Welcome to NORTHWOOD UNIVERSITY:**

Northwood University was founded on the principles of free enterprise and ethics, two principles which have stood the test of time in regard to their impact on success and prosperity.

At Northwood, we know who our students are and we care about them. Our personalized learning communities include not only students, but the entire faculty, administration, and staff, who care deeply about all the students who have made Northwood their university of choice.

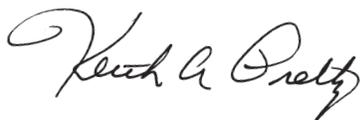
This is the magic of Northwood. The personal attention and caring that exists on our campuses is unique among universities, and because of this, students thrive.

Our student body is very diverse. Northwood has a large international presence—both on our U.S. campuses and abroad. Following graduation, our alumni are at ease in complex, multicultural business environments with a professional network of friends from around the world.

At Northwood we offer high quality private business education with a proven track record of success. We promise a challenging education and we promise to help all students discover the leader within. A college education is a major investment. A commitment to fully engage in both academic and student life will find graduates ready to take their places among the future leaders of a global, free-enterprise society.

At Northwood University, learning takes place in more than just the classroom. From the time students first come to our campuses, opportunities are provided to engage in events, competitions, and organizations which will bring their academic lessons to life. With a multitude of activities from which to choose, students realize significant personal and professional growth which, after graduation, will set them apart as they launch their careers.

Sincerely,



**Keith A. Pretty**  
President and CEO  
Northwood University

# —NORTHWOOD UNIVERSITY GUIDING PRINCIPLES—

## Mission Statement

To develop the future leaders of a global, free-enterprise society.

## Core Values Statement

We believe in:

- the advantages of an entrepreneurial, free-enterprise society;
- individual freedom and individual responsibility;
- functioning from a foundation of ethics and integrity;
- promoting and leveraging the global, diverse, and multi-cultural nature of enterprise.

## Core Purpose Statement

To develop leaders, managers, and entrepreneurs with the character and skills to drive personal, organizational, and societal success.

## Outcomes

A university education is more than the courses offered and the experiences made available. It is the architecture of those elements designed to create defined results. As a learning community, we focus our efforts to the accomplishment of 12 outcomes which become characteristics our graduates share.

- |  |   |
|--|---|
| 1. Understand the tradition of freedom.                        | 7. Can explain their personal values.                                 |
| 2. Have a broad practical understanding of their chosen field. | 8. Understand the aesthetic, creative and spiritual elements of life. |
| 3. Are familiar with the ideas driving enterprise leaders.     | 9. Are effective self-evaluators.                                     |
| 4. Communicate effectively in speech and writing.              | 10. Are action-oriented.  |
| 5. Understand complex global issues.                           | 11. Are skilled at detecting and solving problems.                    |
| 6. Have a constant attraction to new ideas.                    | 12. Seek lifelong education.  |

## Code of Ethics

The community of students, faculty, and staff of Northwood University affirms this code of ethics as the behaviors that advance our shared values:

**FREEDOM** • We will exercise personal freedom while insuring others be immune from arbitrary interference on account of condition or circumstance, insuring that freedom will be constrained only by our responsibility for its consequences.

**RESPECT** • We will treat all others with consideration for their circumstances and with thoughtful regard for their value as human beings.

**EMPATHY** • We will endeavor to understand the feelings, thoughts, and notions of others in order that compassion and fairness of our actions may result.

**SPIRITUALITY** • We will seek the spiritual development necessary for our happiness and growth and encourage an environment that supports this growth for all.

**HONESTY** • We will embrace truthfulness, fairness, probity, and demand the absence of fraud or deceit in ourselves and others with whom we act.

**ACHIEVEMENT** • We will exercise our skills to create high achievement and applaud the high achievement of others.

**INTEGRITY** • In all our actions we shall be guided by a code of behavior which reflects our values, unimpeded by circumstance, personal gain, public pressure, or private temptation.

**RESPONSIBILITY** • We will be accountable for the care and welfare of others and responsible for the intended and unintended consequences of our actions.

## The Northwood Idea

We view a Northwood University education as an investment in your future. Any person who devotes time to a Northwood education gives up the opportunity to devote that time to other pursuits he or she might engage in during that time.

We believe:

- that competitive, productive effort can overcome obstacles, solve problems, and achieve goals;
- that human beings can make a difference in the world in which they live;
- that political and economic freedom are of paramount importance in releasing creativity and productivity;
- that sacrifice—savings—is a necessary prerequisite to progress;
- that equality of opportunity based on contribution and inequality of reward using the same criteria are not only appropriate, but the necessary conditions;
- in a system not forced into conformity with some master plan;
- that it is the differences among us that make us interesting and useful to each other;
- in the freedom to fail. We must be free to bear the positive and negative consequences of our actions;
- that in a competitive system, all who participate benefit from it;
- in dedicating ourselves to the elimination of artificial barriers to equal opportunity for all human beings. Racial, religious, and sexual barriers are anathema to us;
- that an understanding and appreciation of the arts and humanities is a primary source of human enrichment in the lives of productive human beings;
- that education is never something that one person can do to another. It is, rather, something two people do together. This means that an educational
- institution is, primarily, a facilitator of knowledge.

We practice a healthy skepticism of large and powerful government because we believe history has clearly demonstrated that such structures move rapidly from being of the people toward being over the people, and freedom is lost in the balance. Our intolerance of monolithic power is consistent across the business, labor, and government spectrum. We suspect, furthermore, that as a society we cannot gain from the establishment of legal monopolies except in a very few and constrained circumstances.

*This is The Northwood Idea.*

## History of Northwood University:

### 1959 Was a Very Good Year

Alaska and Hawaii became states; Jack Nicklaus won the USGA Amateur Championship; the Frisbee debuted; the space race between the United States and the Soviet Union was running at full steam ahead; and Northwood University was born.

Northwood's founders, Gary Stauffer and Arthur Turner, watched the space race and envisioned a new type of university—one where management led the way. While the frontiers of space were revealing their mysteries, Stauffer and Turner understood that all endeavors—technical, manufacturing, marketing, retail, all business types—needed management that could lead the way.

## Then and Now

Northwood University educates the leaders of the future—skilled, savvy, ethically impeccable leaders who know how to get the best from their teams and forge new processes to keep up with the expanding U.S. and global economies. These are the graduates of Northwood.

Northwood began in a 19th century mansion in Alma, Michigan. In 1993 after years of growth backed by the solid branding of the Northwood identity, Northwood officially became Northwood University. In 1959 and still today, The Northwood Idea of incorporating the teachings of the American free-enterprise system into college classrooms has been an unquestionable success.

Originally a two-year college granting an associate's degree in each of several business fields, Northwood responded fully to the requests of both students and industry by expanding to include a four-year Bachelor's of Business Administration degree with 16 majors, and the Master of Business Administration degree through the DeVos Graduate School.

Today, there are full-service residential campuses in Midland, Michigan; Cedar Hill, Texas; and West Palm Beach, Florida; as well as Adult Degree Program centers across the United States. The DeVos Graduate School currently offers programs in Florida, Michigan, and Texas. International program centers were formed in Malaysia, Peoples' Republic of China, Sri Lanka, and Switzerland.

The Alden B. Dow Center for Creativity & Enterprise located in Midland, Michigan was founded in 1978 to encourage individuals to think creatively and to preserve the architectural concepts and philosophy of Alden B. Dow. Programming includes Entrepreneurial Roundtables and Entrepreneurs-in-Residence. In addition, the center serves the entire university in advancing Northwood's thought-leadership in the intersection of creativity and enterprise.

## A brief history of the origins of each campus:

**THE MICHIGAN CAMPUS – 1962:** As the enrollment grew, the original quarters became inadequate. In 1962, the young college opened a brand-new, built-from-scratch campus in Midland, Michigan. Midland is 135 miles north of Detroit and is most famous as the international headquarters of The Dow Chemical Company. The Midland Campus is 434 acres of beautiful, wooded flatland on the banks of the Tittabawassee River.

**THE TEXAS CAMPUS** – 1966: Continuing its growth in enrollment, facilities, curricula, and educational leadership, Northwood opened a second campus in the Dallas/Fort Worth suburb of Cedar Hill, in 1966. The campus is rugged, cedar-covered hills and valleys, and includes the highest point in the Dallas/Fort Worth Metroplex.

**THE FLORIDA CAMPUS** – 1982: The Florida campus in West Palm Beach began as a conference center in 1982. In the spring of 1984, formal college classes began at this facility on 80 acres of wooded property that includes several small lakes.

## Practical Education

Northwood University is a private, non-profit, tax-exempt, independent, co-educational, management-oriented university actively allied to business and the arts. The university's accreditation through the Higher Learning Commission of the North Central Association extends to all locations. Thus its credits are widely accepted by other institutions of higher learning throughout the United States and internationally.

Northwood translates its philosophy into practical, useful curricula that are designed to prepare students for the realities of the working world. Northwood brings the business world into the classroom. Business professors are successful career professionals who have chosen to direct their business talents toward preparing students to enter their professional careers.

## Programs and Seminars

As campus and enrollment expansion continued, so did program development. As the number of curricula grew and the BBA degree program was added, so did involvement with business and industry. Management education seminars, short courses, and home study programs were developed to serve non-college students already at work in industry.

## Industry Certifications

A major milestone occurred in the automotive area when, in the mid-1960s, the automotive industry, led by the National Automobile Dealers Association, contributed funds for the development of the Automotive Marketing program and the Certified Automotive Merchandiser Award program. The CAM Certificate has become the symbol of professionalism within the automobile retailing business.

Northwood develops its curricula in response to the needs of enterprise in the global economy. Northwood University's curricula offer the most up-to-date programs and information. Practicing business professionals come to the classroom equipped with the most current relevant descriptions of what is transpiring in today's business world. Graduates of Northwood obtain a solid understanding of business with practical, useful management skills.

Graduates have been prepared for successful entry into the business world through a placement service that is available for students from freshmen orientation throughout their lives.

## Northwood University—A Distinctive Education; An Exceptional University

Northwood was founded to prepare students for middle and upper level management positions of a “take-charge leadership” nature who can be immediately productive to global businesses.

Most curricula have their own advisory committees of experienced business people who currently work in those businesses. Each committee's assignment is to ensure the currency and relevancy of the studies offered. It's a big job, but the task is eased by the fact that many Northwood instructors are themselves experienced veterans of the industries they teach. Further, the Northwood Board of Trustees and campus Boards of Governors, comprising business, cultural, and professional leaders from many fields, help oversee the operations of the campus and make policy for expanding the service of the university to the business community and students alike.

A Northwood University education has many distinctive components. Everything we do at Northwood University is designed to help graduates take their places as future leaders of a global, free-enterprise society.

- **Campus Life:** Be it academic-based organizations like the Entrepreneurship Society or Business Professionals of America (BPA) to Greek Life to service based organizations like Circle K and Student Athletic Advisory Council or Student Government Association, Northwood University has ways for students to be engaged and involved on campus and in the local community; helping them learn first-hand, how businesses and people connect through shared experiences.
- **Competitive Advantage:** While our student-athletes are competing on the athletic fields as part of the NCAA Division II, GLIAC; NAIA, Sun Conference, and Red River Athletic Conference; many of our students also compete in academic arenas. Our National Champion Mock Trial team has bested teams from Harvard, Georgetown, and Stanford while our Competitive Speech team, American Marketing Association, BPA, DECA, and American Advertising Federation student chapters regularly place in regional and national competitions.
- **Enterprise/Entrepreneurial Orientation:** Many Northwood alumni earn their livelihoods in enterprises they own in whole or in part. While we offer a program named Entrepreneurship, our entire curriculum is focused on enterprise models and entrepreneurial achievements. Enterprise is a key tenet of our Mission, and we believe entrepreneurship is the essential element of our free-enterprise economy.

- **EXCEL:** Employers constantly stress the need for employee candidates who demonstrate experiences, attitudes, and leadership abilities beyond those provided in the classroom. The EXCEL program helps put NU graduates' résumés at the top of the pile. Upon graduation, other colleges issue an academic transcript listing courses taken and grades earned. Northwood students receive **two** transcripts. In addition to the academic record, students earn an EXCEL transcript detailing each volunteer and leadership activity engaged in. Required activities, combined with those of a student's own initiative, lead to an EXCEL transcript designed to impress potential employers.
- **Experiential Learning:** One hallmark of the Northwood education is hands-on, experiential learning. Many of our academic programs enhance classroom learning with large-scale, active learning projects like the Stafford Dinner (Hotel, Restaurant & Resort Management), Welcome Weekend (Entertainment Sport Promotion Management), NU International Auto Show (all majors), and the Style Show (Fashion Marketing & Management). These events allow our students to apply what they are learning in the classroom to real situations.
- **Omniquest** takes students, faculty, and staff on an intellectual journey. Each semester a book is selected for everyone in the Northwood system to read and discuss. Past books have included *The World is Flat*, *Freakonomics*, *The Science of Success*, and *Good to Great*. Books are cho-

sen that are engaging and likely to be of wide interest—the same that are being read by today's business leaders. Forums and panels are held for group discussions. This encourages readers to look at topics from different viewpoints. Upon graduation, between the content of courses and Omniquest, students will have internalized the best in contemporary business theory and its application.

- **Professional Development:** Northwood students graduate with a superior business education that gives them a foundation of understanding free markets, entrepreneurial endeavors, personal responsibility, and ethical behavior. And, NU students also graduate with the ability to effectively communicate their ideas, beliefs, and experiences in an effort to promote success in their own lives and in the lives of others. Through workshops and campus-life programming, students hone networking, interviewing and résumé writing skills putting them one more step ahead in a competitive job market.
- The *Wall Street Journal* and other business publications are available electronically to students all year long. Immersion in these resources helps keep students on top of everything happening in business—future trends and economic policy—and learn who is in charge of companies and corporations across the world. As a result, reading the *WSJ* and other trade publications usually becomes a lifelong habit.

## ADMISSIONS INFORMATION

Northwood University offers a Bachelor of Business Administration (BBA) degree at the undergraduate level on three residential campuses, over 20 Adult Degree Program (ADP) Centers in eight states, and online. A Master of Business Administration (MBA) degree is also offered on the three residential campuses and Switzerland. Not all majors are offered at all locations. See pages 17-18 for a list of Northwood University degree programs.

### Admission Requirements

Students are admitted to Northwood University without regard to race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status.

High school graduates interested in pursuing careers in business and management who have maintained a cumulative "C" or better average will be considered for admission into Northwood University. Students with averages below "B" may be required to submit the results of additional entrance examinations and if admitted, may be required to enroll in and successfully complete an Educational Success Program prior to enrolling in their first semester. ACT

or SAT scores are required of all applicants. International students must submit TOEFL scores or their equivalent. For home-schooled students, Northwood University requires transcripts, ACT or SAT scores, and degree verification by an applicant's home state.

The most important document used to help determine admission is the applicant's secondary school record. The Admissions Committee carefully weighs motivation, integrity, and maturity as determined by the high school recommendation, as well as the predicted ability to complete an intended program of study. Prior criminal convictions may result in denial of admission.

Applicants who do not hold a high school diploma may be admitted by successfully completing the GED examination. In addition to successfully completing the GED, ACT or SAT scores may be required.

### Advanced Placement

The Advanced Placement (AP) Program is a series of national examinations that measures the knowledge and skills acquired

by students who have taken AP courses. High schools administer the courses and examinations and the resulting examination scores are sent to colleges of the students' choice. Students with sufficiently high scores on certain AP examinations may be eligible for specific course credit.

Participants applying for Northwood University admission should arrange to have their AP examination records sent to the Northwood University Admissions Office. Information on the required scores and specific course credit awarded can be accessed on the Internet at <http://northwood.edu/> on the academic pages of each of the locations.

### College-Level Examination Program and Defense Activities for Non-Traditional Educational Support

Northwood University recognizes that some students have acquired proficiency in college-level material outside of the traditional college classroom. The College-Level Examination Program (CLEP), American Council on Education (ACE), and Defense Activities for Non-Traditional Educational Support (DANTES) provide these students with the opportunity to demonstrate their college-level learning through examinations that assess the knowledge taught in common college courses. Northwood awards credit for satisfactory performance CLEP general examinations and for several of the CLEP, ACE, and DANTES subject area examinations. CLEP, ACE, and DANTES score reports are to be sent to the Northwood University Office of Admissions.

### International Baccalaureate

International Baccalaureate examination scores high enough to reflect probable collegiate success are considered for transfer to Northwood University. Information on the required scores and specific course credit awarded can be accessed at <http://northwood.edu/> on each location's academic pages. Official scores are required to be submitted to the Northwood University Admissions Office.

### International Student Applications

Each year, hundreds of international students attend Northwood University. Students from over 107 countries around the world have come to our campuses in Michigan, Texas, and Florida. Official transcripts of all high school level and college work (when applicable) must be provided with the application. All students who apply should be in good social and academic standing at the high school or college from which they are coming.

## Northwood University English Proficiency Policy for International Students

The Northwood University (NU) policy regarding English proficiency for international students is as follows:

### I. Waiver of English proficiency requirement

The University will waive the English proficiency requirement for:

1. students who have resided for at least three years within and are citizens of a country where English is the, or one of, the official languages (e.g., Canada, United Kingdom, Ireland) as designated in the CIA World Factbook at: <https://www.cia.gov/library/publications/the-world-factbook/fields/2098.html>;
2. students who have completed all coursework for an accredited Associate of Arts (A.A.) degree conducted entirely in English;
3. students who come from an accredited educational program where the student has been enrolled full-time and taken at least two years of post-secondary instruction conducted all in English.

In all cases, students must be able to provide documentation (which includes official transcripts) verifying these conditions.

### II. Evidence of English proficiency

As evidence of language proficiency, Northwood University accepts scores from:

- TOEFL (Test of English as a Foreign Language)
- IELTS (International English Language Testing System)
- STEP (Japanese exam)
- UCLES Cambridge exams
- International Baccalaureate (IB) exams
- ELS Language Centers (Level 112)
- ACT or SAT scores (undergraduate admission only)

Following are the English language proficiency requirements for regular admission to Northwood University based on official test scores from each testing service:

#### TOEFL

	Paper-based	Computer-based total (CBT)	Internet-based (IBT)
Undergraduate	500	173	61
Graduate	550	213	80

#### IELTS

Undergraduate	Minimum overall band score of 6.0
Graduate	Minimum overall band score of 7.0

#### STEP (Japanese-based exam)

Undergraduate	Pre-1st Grade Level
Graduate	Grade 1

**International Baccalaureate**

Undergraduate Score of 5 or above on English A1 or A2 Exam

**UCLES Cambridge Exams**

Undergraduate FCE or CAE (minimum score of C)  
Graduate CAE or CPE (minimum score of C)

**ELS Language Centers**

Undergraduate Successful completion of Level 112  
Graduate Successful completion of Level 112

**ACT or SAT (Undergraduate only)**

ACT 18 for both composite and reading sub-score  
SAT 450 Critical Reading

**Undergraduate** students who submit standardized scores that do not meet these minimum requirements may be considered for provisional admission. In this circumstance, the University reserves the right to:

1. require the completion and submission of a Northwood University English Placement Test prior to arrival in the U.S.;
- AND
2. grant provisional admission but require the student to complete mandatory ESL coursework and/or register for a reduced course load and/or attend mandatory tutoring/academic assistance for a length of time to be specified by the University.

These conditions shall be communicated in writing to the applicant.

The University requires the submission of standardized exam scores unless the requirement has been waived as noted above. The standardized exam is by far the best evidence of language proficiency in terms of application materials. However, undergraduate students who do not submit a standardized exam score may also be considered for admission provided they:

1. complete and submit a required Northwood University English Placement Test (EPT) that will be evaluated and scored by a Northwood University faculty member in English. The EPT score must be administered by an NU employee or a proctor designated by NU prior to the student's arrival in the U.S.
- OR
2. present scores from institutional tests regarding proficiency in English. Such scores must be submitted on original institutional letterhead and must include a written explanation of the exam format and scoring/evaluation procedure and a quantitative comparison of the score to that of a standardized exam score such as the Cambridge, TOEFL, IELTS, or STEP.

In the absence of standardized exam scores, the University reserves the right to deny admission on that basis alone.

**Graduate** student applicants to the DeVos Graduate School **must** submit standardized exam scores. Applications cannot be considered without the submission of an official TOEFL, IELTS, or STEP score report. However, if an applicant's undergraduate coursework was delivered **entirely** in English, standardized exam scores may be waived provided the applicant provides official institutional documentation of delivery in English and/or agrees to pre-admission oral interview.

**Guest Student Applications**

Students from another institution who wish to attend Northwood University as a guest student must complete a guest student application through their home institution's Registrar's Office. Students do not need to go through the normal admissions process. Students must request in writing that the Northwood Registrar's Office send an official transcript back to their home institution after their stay has been completed.

Northwood students wishing to attend another institution may complete a guest student application at the Northwood Registrar's Office. Only credits transfer back to Northwood; grades do not transfer. Students must request in writing that the guest institution send an official transcript back to Northwood.

**International Transfer Students**

A majority of international students have begun their college education at overseas institutions, and apply to Northwood University as transfer students to earn their bachelor's degree. If an international student applies as a transfer student, his or her transcripts and records will be evaluated, and a Degree Completion Program (DCP) will be prepared. The DCP outlines the courses a student will need to successfully complete to earn a degree from Northwood. Students will be permitted to transfer equivalent courses and selected electives with grades of "C" (2.0) or better.

**Programs of Study**

Northwood University is a specialized business university offering many specialized business majors. At Northwood University, students have the opportunity to start business classes their first semester. Academics combined with internships provide students the hands-on experience needed to enter the career of their choosing. See pages 17-18 for degree program options.

**Readmission to the University**

Northwood University allows a student to leave at the end of any semester and be re-admitted any following semester, providing the student is in good standing at the end of the last semester attended. The student must go through the standard admission procedure to be readmitted. There is no application fee for this process.

## Transfer Students

Northwood University strongly encourages students who have followed an approved course of study at another college or university to apply for admission. Students transferring without degrees will have their transcripts evaluated by the registrar for equivalent Northwood credit. Students in this category will be permitted to transfer equivalent courses and selected electives with grades of “C” (2.0) or better. All students who apply for transfer admission should be in good academic and social standing at the college from which they are transferring.

Our transfer program is designed to allow each student to transfer the maximum number of credit hours that will facilitate a program of study.

Students accepted to Northwood University with an associate’s degree from a regionally accredited college or university will receive:

- immediate junior status, although more than the full two academic years may be required to complete all requirements for the degree depending on the major.
- acceptance of all credits with the degree package.

Transfer students who wish to complete academic minors/concentrations should meet with an academic advisor to determine what additional courses are needed.

## Veterans

Northwood University is recognized as a Military-Friendly School. The University is approved to provide training for Veterans on all three residential campuses, in our Distance Education Online program, for our MBA program, and at most of our Adult Degree Program Centers. Each program has a professional Veterans Certifying Official eager to help students get started achieving their educational goals.

Northwood University is a participant in the Post 9/11 GI Bill and the Yellow Ribbon Program. Your VA Certifying Official for your particular program or location will be able to assist you with questions regarding VA benefits. You can also visit the VA website at:

<http://www.northwood.edu/militaryveterans>

## When to Apply

Students are encouraged to apply after completion of their junior year of high school to gain acceptance, if qualified, on their first choice campus. When enrollment limits have been reached on any campus, acceptance may be offered at an alternative campus. Northwood University has three residential campuses located in Midland, Michigan; Cedar Hill, Texas; and West Palm Beach, Florida.

Applicants to Northwood University can obtain application forms from the Office of Admissions of any Northwood campus. Completed applications should be forwarded to the Office of Admissions on the Northwood campus of each applicant’s choice, along with a non-refundable application fee of \$25. Applicants can also apply online at no charge at [www.northwood.edu](http://www.northwood.edu).

The applicant’s final high school transcript must be sent by his or her school to the same Office of Admissions. Transfer students must provide official transcripts of all college or university work completed, along with their final high school transcript.

Northwood requires that all applicants take either the American College Testing (ACT) exam or the Scholastic Assessment Test (SAT). International students are required to provide evidence of English proficiency (as outlined in the International Student Applications section) exam scores with their application. Official transcripts of all previous high school and college work should accompany the application.

All international applicants should contact [intlprograms@northwood.edu](mailto:intlprograms@northwood.edu) or 989-837-4451 or gain online information at [www.northwood.edu](http://www.northwood.edu). The international admissions form is also available online.

## Commitment Deposit Policy

Michigan, Texas, and Florida campuses:

Resident Students: \$250 deposit for entering students applied in this manner:

\$100 refundable housing security deposit

\$150 tuition deposit

Commuter Students: \$150 deposit for entering students to be applied toward tuition costs.

This policy also applies to readmits and transfer students. Entering freshmen deposit is refundable until May 1.

## FINANCIAL INFORMATION

Northwood prides itself in being very competitive with other private and many public colleges for room, board, and tuition charges.

All applicable charges must be paid prior to validation of registration for each semester.

While the college reserves the right to change these charges or procedures upon 30 days notice, every effort will be made to maintain these costs throughout the school year. At publication date of this catalog, charges are as follows:

### Traditional Students

Fall Semester (16-Week) Charges 2012-2013

Item	MI	TX	FL
Tuition (12-17 cr. hrs.)	\$10,020.00	\$10,020.00	\$10,020.00
Room	2,285.00	2,280.00	2,515.00
Board	2,100.00	2,100.00	2,226.00
Student Fee	315.00	315.00	315.00
Technology Fee	163.00	163.00	163.00
State Tax	173.25	133.56	
	<b>\$14,883.00</b>	<b>\$15,051.25</b>	<b>\$15,372.56</b>

*Note: Tuition is \$776 per credit hour for fewer than 12; \$532 for over 17 credit hours per semester; and \$668 per credit hour for compressed sessions, practicums, and internships. Summer tuition for on-campus face to face courses is \$500 per credit hour. Special lab or equipment fees may be appropriate in some cases. Textbook charges depend on the class requirements could be approximately \$607 per semester.*

Full tuition entitles the student to register for 12 to 17 credit hours inclusive during a 16-week semester. Credit hours greater than 17 are charged at \$532 per credit hour.

Certain special and course fees, as follows, are charged at all campuses. In addition, a campus may have a special offering for which an appropriate fee may be charged. Applicable information is available from the Business Office of that campus shortly before the beginning of each term.

- Application fee due with application (non-refundable)\* \$25
- Graduation fee \$75
- Housing Security Deposit (refundable—included in tuition deposit) \$100
- Late payment fee \$200
- Late registration fee \$100
- Fee per credit hour for students taking fewer than 12 hours \$776
- Fee per credit hour for students taking more than 17 credit hours \$532
- Credit hour fee to audit courses (no college credit) \$388

Comprehensive Exam fee to test out of a course per credit hour \$75 (not available for all courses; students may not test out of courses that they have previously failed)

Car permits (per year) \$40

Car permits commuter students (MI only) \$70

Temporary car permits (10 days) \$10

*\*Applicants can also apply online at no charge at [www.northwood.edu](http://www.northwood.edu)*

### Car Permits

Any student who wishes to have a car on campus must make an application to Campus Security. There is a non-refundable fee per semester and upon approval will be issued a car permit to be attached to his or her car in the manner prescribed in the student handbook. Failure to do this will result in a penalty, and the student will be required to remove the car from the campus. This privilege may be forfeited without refund if campus driving rules are violated.

### Deposits on Accounts

Students may at any time prior to registration make deposits to their accounts in the Business Office and such credit will be deducted from their total charges on the day of registration.

### Financial Requirements

Students who owe balances and who, within 30 days of the beginning of any semester, have not made arrangements with the Business Office to make payments may not continue in class. If a financial obligation remains at the end of the semester, an official transcript will not be released, until the obligation has been fulfilled.

A monthly late fee may be added on the unpaid balance of all accounts over 30 days old. A \$35.00 service charge will be added to each check coming back dishonored from the bank. An additional \$10.00 will be assessed if not paid in 10 days.

All unpaid Medical Center charges, parking, residence hall charges, library fines, etc., will incur an additional \$10.00 charge if not paid during the semester and/or are turned over to the Business Office for collection.

All checks are to be made payable in U.S. funds.

Housing Security Deposit – A housing security deposit is required from all resident students. The deposit is \$100.00 for all three campuses. The University will hold this amount until the end of a school year or until the student graduates. It will not be returned if room is damaged or dirty. This deposit is included in the tuition deposit on all campuses.

## Refunds

Prepayments will be refunded in full on all payments made prior to validation day, with the exception of application fees and tuition deposits. Any changes of classes must be done during the drop and add period. All charges stand after that time.

For any student withdrawing from college, the following policy applies:

Days after classes start	Refund amount
1 - 3 days	100% credit of all charges
4 - 11 days	90% credit of tuition and board
12 - 22 days	80% credit of tuition and board
23 - 33 days	70% credit of tuition and board
34 - 44 days	60% credit of tuition and board
45 - 55 days	50% credit of tuition and board
56 - 66 days	40% credit of tuition and board
More than 66 days	0% credit of tuition and board

Refund calculations will be based upon the date the student begins the official withdrawal process. Days listed above are calendar days and include weekends and holidays. In cases where a student stops attending all his/her classes without officially withdrawing, refund calculations will be done at 50 percent (50%) unless the student attended a class later than 55 days after the start of classes. If the student attended any class later than 66 days after the start of classes, there will be no refund.

Fees and room charges are non-refundable after the third day classes start. Students who move off campus after classes begin forfeit charges per the housing contract guidelines.

**MBA and Adult Degree Program** – All MBA and Adult Degree Program (ADP) students should review their respective section for the refund policy that applies to MBA and ADP courses.

## Return of Title IV Aid Policy for Federal Financial Aid Recipients

As prescribed by law and regulation, Federal Title IV funds will be returned to the applicable sources in the following order: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct PLUS Loans, Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (SEOG), and other Title IV Aid Programs. Examples of this refund policy are available at the financial aid offices on each campus.

## Textbooks

The textbooks for all classes will be available in the bookstore and must be paid for in full at the time of purchase. Cost per semester for 2012-2013 will be approximately \$607, depending on courses.

## Veterans

Any student eligible for veterans' benefits must contact the Northwood veterans' office for initiation and certification of benefits to the Department of Veterans' Affairs. It is the student's obligation, on a semester-by-semester basis, to notify the Northwood VA Certifying Official of his or her class schedule and any change in the schedule (i.e. withdrawals, drop/add) throughout a semester.

## Academic Probation Policy for Students with VA Benefits

The Florida State Approving Agency has imposed the following requirements for students to receive veterans' benefits.

**Satisfactory Grade (Cumulative Grade Point Average and Probation)** – All students receiving veterans' benefits must maintain a cumulative grade point average of 2.0. Failure to maintain that GPA will result in the student being placed on probation. A student will be allowed 2 semesters including the summer session to raise the cumulative GPA to that required for graduation and come off probation. If the student fails to come off probation, the U.S. Department of Veterans Affairs (USDVA) will be notified of termination in writing.

**Failing Grade and Last Date of Attendance** – A student receiving veterans' benefits and earning a failing grade(s) must inform the Northwood University Veterans' Certification Office in writing of the last date of attendance in that class or classes. Failure to notify the Veterans' Certification Office will result in the Veterans' Certification Office informing the USDVA that the last date of attendance in that class or classes was the first day of the class.

**Withdrawal and Last Date of Attendance** – A student receiving veterans' benefits who withdraws from a class or classes officially must inform the Veterans' Certification Office of the withdrawal from the class/es. A student who is receiving veterans' benefits and fails to withdraw officially or who walks away from a class or classes without informing the Veterans' Certification Office in writing will cause the Veterans' Certification Office to inform the USDVA that the last date of attendance in the class(es) was the first day of the class.

**Credit for Previous Training**— All students who are requesting veterans' benefits when enrolling here will be given credit for previous training, where appropriate. The total length of the program of study will be reduced proportionately. The student and the USDVA will be advised in writing of the credit given to the student and the appropriate reduction in the total length of the program. All students receiving veterans' benefits must have transcripts and other documents showing credit for previous training sent to the Northwood University Registrar's Office for evaluation by the end of the second semester. Failure to do so will result in no further certification for veterans' benefits until those transcripts have been provided.

## Withdrawals

Any student withdrawing from Northwood must first notify the University, stating the reason or reasons, and all refunds that are due will be based on the approval of the University in accordance with established policy. Refunds will be calculated based upon the date that the student provides official written notification of his or her intent to withdraw. Completing the withdrawal form in the appropriate offices provides written notification. The appropriate offices are Academic Dean or Registrar.

## FINANCIAL AID

Northwood strives to provide adequate financial aid opportunities to all students of academic ability and personal promise, based on financial need. With the cooperation of business, individuals, state, and federal governments, Northwood has developed a comprehensive program of financial aid to help students complete their college education. Please go to the financial aid page at [www.northwood.edu](http://www.northwood.edu) for additional information.

Students seeking financial aid should first apply for admission to the Northwood campus of their choice: Michigan, Texas, or Florida. Applicants for financial assistance should direct all questions to the financial aid office on their campus. The financial aid office on the Michigan campus is located in Miner Hall; in Texas, in the Lambert Commons; and in Florida, in the Turner Education Center.

Students also should submit the Free Application for Federal Student Aid (FAFSA) from the U.S. Department of Education. Applications may be completed on the web at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). If the student does not have access to the Internet, the forms are available from high school guidance offices or from the Northwood financial aid offices. This information is treated in the strictest confidence by the University. All financial aid forms should be submitted after January 1 and prior to April 1. FAFSA applications received by the processor after April 1 will be considered on a funds-available basis. Students must complete a new FAFSA each academic year. Award eligibility is determined on an annual basis.

To be considered for eligibility for federal and/or state funds, a student must be a U.S. citizen or an eligible non-citizen as defined in the federal regulations; meet standards of satisfactory academic progress; be accepted as a regular student in a degree program; not be in default on a federal student loan or have made satisfactory arrangements to repay; not owe a repayment on a federal student grant or have made satisfactory arrangements to repay it; and be registered for selec-

tive service, if male between the ages of 18 and 25. For the purposes of determining financial aid eligibility, a student is considered to be full-time when enrolled for 12 credit hours or more, three-quarter time when enrolled for 9-11 credit hours, half-time when enrolled for 6-8 credit hours, and less than half-time when enrolled for fewer than 6 credit hours. Any change to a student's eligibility criteria may result in a change in financial aid eligibility at any time. The financial aid office must be informed of changes to eligibility criteria (i.e., enrollment, outside resources, etc.) so financial aid award adjustments can be made and are subject to award fund availability.

Students should note that the Tax Reform Act of 1986 amended the Internal Revenue Code section pertaining to the taxability of scholarships. Effective January 1, 1987, only the amount of a scholarship that is used for qualified tuition and related expenses (e.g., tuition, fees, books, supplies, and equipment) is excluded from gross income. Any scholarship funds used for non-course related expenses (e.g., room and board, etc.) are taxable and should be included in the student's gross income. Students should keep accurate records of all these funds and expenses for tax purposes.

## Award Disbursement

Federal, state, and most institutional financial aid is divided equally between the semesters of enrollment and will be credited to the student's account upon verification of enrollment for that period. Revisions of awards or late awards will be applied throughout the year as required due to fluctuations in eligibility. Some financial aid funds may require adjustment due to being restricted to direct costs (i.e., tuition, fees, housing and meal plan charges, etc.) that show directly on the student's NU account. Federal Direct Loan funds will be credited to the student's account. The student is responsible for all charges not covered by financial aid. If the student's credits exceed their charges, the student has an option of receiving a refund check for the credit balance, or retaining

the credit balance on his or her student account to pay future costs if the business office is notified in writing. Overpayments resulting from full or partial cancellation of aid will normally result in a debit balance on the student's account and must be paid back according to the repayment policies of the University. It is the student's responsibility to verify the accuracy of billings, financial aid credits, and refund checks.

### Award Adjustments

All financial aid awards are subject to adjustment and revision if changes to eligibility are required. Some financial aid funds may require adjustment due to being restricted to direct costs (i.e., tuition, fees, housing and meal plan charges, etc.) that show directly on the student's NU account. In such cases, federal sources will have priority in the package, state aid will have second priority, private donor funds restricted to direct costs will have third priority, and Northwood sources of financial aid will receive fourth priority. Every effort will be made to maximize financial aid eligibility, however, award funds received from outside sources may affect/reduce eligibility for Northwood funds.

### Statement of Financial Aid Rights and Responsibilities

Students have the right to be informed of and to apply for all financial aid programs for which they are eligible. Northwood University is an equal opportunity/affirmative action institution and employer, complying with federal and state laws prohibiting discrimination including but not limited to Section 504 of the Rehabilitation Act of 1973. It is the policy of Northwood University that no person on the basis of race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status shall be discriminated against in receiving financial assistance or in educational programs or activities receiving federal financial assistance.

Students have the right to know how financial need and award packages will be determined and to request a review of the financial aid package should circumstances change to negatively affect the family's ability to meet costs of attendance. Students have the responsibility to notify the University should new resources become available during the academic year that were not originally considered in the student's financial aid package.

Students who borrow while in attendance at the University have a right to full disclosure of the terms and provisions of loan programs, including typical repayment schedules. Students must repay their loans on a timely basis and keep the University informed of their current address. Northwood notifies the student when electronic student loan funds are applied to his or her student account. Students have 14 days from the date of notification to cancel all or a portion of the loan funds. The business office must receive this request in writing.

Students have the right to be informed of financial aid policies and have the responsibility to be aware of all published financial aid policies and to comply with these policies. Students have the responsibility to submit accurate information on all documents relating to the financial aid application process.

### Northwood Financial Assistance

Listed below are some of the awards provided by Northwood to eligible full-time traditional undergraduate students. Most Northwood awards are restricted to direct costs (e.g., tuition, fees, campus housing charges, campus meal plan, etc.) and may affect eligibility for other need-based aid and aid restricted to direct costs; adjustments may be required. Learn more about these awards and others by visiting the financial aid section of the Northwood website at [www.northwood.edu](http://www.northwood.edu).

- *Northwood Merit Scholarships* – Eligibility for the Constitutional Scholarship, Presidential Scholarship, Freedom Scholarship, Free-Enterprise Scholarship, Entrepreneur Scholarship, Liberty Scholarship, and Incentive Grant is limited to students who have demonstrated excellent academic and extracurricular performance. They are renewable provided the student maintains the required grade point average.
- *Private Donor Scholarships* – Primarily for upper class students, the scholarship committees on each campus award these scholarships based on academic performance. Selections are based on requirements specified by donors and information provided by students. Scholarship applications, descriptions of scholarships, and instructions for application are available December 1 of each year. Visit the Financial Aid section of our website ([www.northwood.edu](http://www.northwood.edu)) for more information or to apply online. Paper applications are available in the financial aid office on your campus.
- *Northwood Grants* – These are awarded to students who have a demonstrated financial need as a result of completing the FAFSA every year.
- *Athletic Scholarships* – These awards are determined by the coaching staff and are applied according to the policies of the Athletic Department.
- *Family Tuition Grants* – For new incoming Fall students: If two or more dependent students from the same family attend full-time in the traditional program for the Fall and Spring semesters, each student will receive \$2,000 for the spring semester assuming the incoming student has committed by May 1. After May 1, the discount is reduced to \$1,500.

## State of Michigan Financial Assistance

Learn more about these state aid programs by visiting Northwood's Michigan Financial Aid website pages at [www.northwood.edu/mi/financialaid](http://www.northwood.edu/mi/financialaid).

- **Michigan Competitive Scholarships** – These are awarded by the State of Michigan to Michigan residents on the basis of demonstrated need and a qualifying ACT test score. First-time students who feel they should qualify for the competitive scholarship should file their financial aid forms no later than March 1 every year. Awards may be renewed for ten (10) semesters if the student shows need, maintains a 2.0 GPA, and meets the standards of satisfactory academic progress as defined by the University. Awards are restricted to tuition and mandatory fees.
- **Michigan Tuition Grants** – These are awarded by the State of Michigan to Michigan residents who have demonstrated financial need. The award may be renewed for ten (10) semesters if the student continues to demonstrate need and meets the standards of satisfactory academic progress as defined by the University. Students should file their financial aid forms no later than March 1. Awards are restricted to tuition and mandatory fees.

## State of Florida Financial Assistance

Learn more about these state aid programs by visiting Northwood's Florida Financial Aid website pages at [www.northwood.edu/fl/financialaid](http://www.northwood.edu/fl/financialaid).

- **Bright Futures Scholarship** – These lottery-funded scholarships are awarded to Florida high school graduates who demonstrate high academic achievement. This scholarship program has three award levels: the Florida Academic Scholars Award, the Florida Medallion Scholars Award, and the Florida Gold Seal Vocational Scholars Award. The state determines eligibility for these awards. Contact your high school guidance counselor for further information and application. Students must complete the FAFSA every year to receive this award.
- **Florida Student Assistance Grant (FSAG)** – These grants are based on financial need and state-mandated regulations. Students must meet the Florida residency requirements for state aid and enroll full-time. To apply, students must complete a Free Application for Federal Student Aid (FAFSA). Initial consideration will be given to students whose FAFSA is received on a first-come, first-served basis each year.
- **Access to Better Learning and Education Grant (ABLE)** – This is a tuition assistance program awarded to Florida residents who meet all program requirements. Students must complete the FAFSA every year to receive this award.

## Federal Student Aid (All campuses)

Learn more about these federal student aid programs by visiting the Financial Aid section of the Northwood website at [www.northwood.edu](http://www.northwood.edu). Additional Federal Student Aid information can be found at [www.federalstudentaid.ed.gov](http://www.federalstudentaid.ed.gov) for the following awards. Students may be selected for a process known as verification which could require students to provide additional documentation (such as tax transcripts, verification of household size, etc.) to the financial aid office.

- **Federal Pell Grant** – This award is based solely on financial need as determined by the Pell Grant regulations. Students will be notified of their eligibility for the Pell Grant directly from the federal government by the Student Aid Report (SAR). Upon verification of enrollment, funds will be credited to the student's institutional account. Pell funds are available only to students seeking their first bachelor's degree.
- **Federal Supplemental Educational Opportunity Grant (FSEOG)** – Receipt of these funds is limited to students who demonstrate exceptional financial need and who are eligible for a Pell Grant. Awards are subject to the availability of funds.
- **Federal Work Study (FWS)** – This is a need-based employment assistance program. Contact the financial aid office for postings of available work study positions. Students are paid by check bi-weekly for the hours worked. Awards and earnings are subject to job availability and the availability of funds.
- **Federal Direct Loans (subsidized and unsubsidized)** – These are fixed rate loans based on need as determined through filing the FAFSA and the student's cost of attendance as determined by the school. Loan funds are obtained through the Department of Education upon completion of a Master Promissory Note (MPN) and entrance loan counseling. Students making satisfactory academic progress and are enrolled at least half-time per semester may borrow up to \$3,500 per year as a freshman, \$4,500 per year as a sophomore, and \$5,500 per year as a junior and senior depending on financial need. Independent students or students whose parents are denied the Federal Direct PLUS Loan may borrow additional funds under the Federal Direct Unsubsidized Stafford Loan program. Loan limits for these additional funds are \$4,000 per year for freshmen and sophomores and up to \$5,000 per year for juniors and seniors.

- **Federal Direct PLUS Loans** – Parents who want to borrow to help pay for their children’s education may use this loan program. Federal Direct PLUS Loans are limited to the cost of attendance minus other aid received and dependent on the parent’s credit history.
- **Master Promissory Note (MPN) and Loan Counseling** – All Federal Direct Loan funds received must be repaid once students ceases half-time attendance and are subject to the terms and conditions stated in the MPN. Also, first-time Federal Direct Loan borrowers are required by federal regulations to complete entrance loan counseling prior to receiving their first loan proceeds. All students receiving Federal Direct Loans are required by federal regulations to complete exit loan counseling prior to graduating or withdrawing from the University. Students must contact the University if there are any changes to enrollment and plans to continue at Northwood.

## Student Employment

In line with its philosophy of training young people for a world of work, Northwood assists students in finding employment during their college years. All Northwood campuses participate with the federal government in the Federal Work Study Program. A student who qualifies for need-based under Federal Methodology (using FAFSA information) has the opportunity for employment while enrolled on the Northwood campuses. Many other Northwood students maintain part-time jobs in the community while in school. For additional information regarding Federal Work Study, please contact your campus financial aid office.

## Other Sources of Assistance

These sources of aid are completely independent of Northwood University. Eligibility depends entirely on specific circumstances and the program requirements.

Application should be made directly to the specific organization:

- Church Groups
- Veterans’ Educational Benefits
- Business Organizations
- Vocational Rehabilitation
- Fraternal Organizations
- Social Services
- Civic Organizations
- Bureau of Indian Affairs
- Professional Groups

*Useful website links can be found in the Financial Aid section of the Northwood website – [www.northwood.edu](http://www.northwood.edu).*

## Satisfactory Academic Progress Policy for Undergraduate Financial Aid Recipients

This policy reflects the standards that are used to measure satisfactory academic progress (SAP) at Northwood University for purposes of financial aid eligibility. Federal regulations require that the university establish and implement a policy to measure if a financial aid recipient is making satisfactory academic progress toward a degree. Satisfactory academic progress is measured by evaluating both GPA achievement (qualitative measurement) and pace (quantitative measurement) to ensure successful program completion within the maximum timeframe allowed. The standards are subject to change per federal regulations. The Financial Aid Office would notify students if any changes were to occur.

A student receiving federal, state and/or Northwood financial aid must maintain satisfactory academic progress to retain financial aid eligibility. Some scholarship, grant, and loan programs may impose higher standards of performance. Each student’s academic record will be reviewed annually at the end of the Spring semester. Students who do not maintain satisfactory progress will have their financial aid eligibility suspended.

Courses taken during compressed sessions will be counted at the time of review occurring after the Spring semester. All English as a Second Language and remedial/developmental coursework is considered part of the student’s cumulative academic record.

**Transfer Student Eligibility** – Transfer students enrolling at Northwood are considered to be making satisfactory academic progress. All transfer hours accepted toward completion of the student’s program must be counted as both hours attempted and hours completed for measurement of maximum time frame (pace/quantitative – see below).

**Treatment of Grades** – For purposes of this policy, the following grades are considered attempted and completed: A, B, C, D, I, P, or a Z, including pluses and minuses. Grades of W and F are considered attempted and not completed. A grade of X (audit) will not be considered as attempted or completed.

**Repeat Courses** – Repeat classes are assessed as new classes. Initial and repeated enrollments in the same course count as hours attempted each time the course is taken. A student may receive financial aid for repeating a failed class until it is passed. A student may receive financial aid for repeating a previously passed course once.

**Maximum Timeframe/Credits (Quantitative – 150%)** – The length of eligibility is based on a student’s total academic record starting with the entry date at Northwood and includes

all Northwood attempted hours, transfer hours from other institutions, advanced standing credit, prior learning assessment credit and test outs. A student may receive financial aid for no more than a maximum of 150% of their published program length. For example, if the length of an academic program is 123 credit hours, the maximum timeframe during which a student may be eligible for financial aid must not exceed 185 total credit hours.

In the event a student decides to add a second major or completely change his or her major, the published program length of the student's current program is used at the time of the evaluation.

**Pace of Progress Toward Degree Completion (Quantitative)** – Students must earn at least 70% of credit hours attempted.

**Minimum GPA Requirements (Qualitative)** – The following table details the minimum cumulative Grade Point Average (GPA) requirements.

Semester Hours Earned	Minimum Cumulative GPA
1-15	1.70
16-29	1.80
30-59	1.90
60 or more	2.00

Students must achieve and maintain a 2.0 minimum cumulative grade point average at the end of the second academic year, or have an academic standing consistent with the minimum GPA requirements listed above.

**Change of Satisfactory Academic Progress Status** – Although a student's cumulative grade point average or earned credits may change within a semester (e.g. by recording a final grade in place of a grade of I), the student's academic progress status is not re-evaluated or changed during the semester. It will be re-evaluated at the time of the next review.

**Financial Aid Suspension and Probation** – Students that do not maintain satisfactory academic progress will be placed on financial aid suspension and notified in writing. Probationary status will be considered upon appeal.

**Financial Aid Suspension:** In the event the student's aid is suspended, the student has a right to appeal. The appeal process is described below. If the student's appeal is denied, the student remains on Financial Aid Suspension until he/she meets the requirements for reinstatement.

**Financial Aid Probation:** If the student's appeal is granted, the student will be placed on Financial Aid Probation and may receive aid for one (1) semester. At the end of that semester, progress will be reviewed, and the student must be making satisfactory academic progress or must be successfully following an Academic Performance Improvement Plan in order to continue receiving aid. If

the student fails to meet the requirements, the student's aid is suspended again. To regain eligibility the student must meet the requirements for reinstatement as described below.

**Appeal Process** – A student whose aid has been suspended and has documentable mitigating circumstances, such as a death in the family or an illness, may appeal his/her aid suspension. The student's appeal must include why he/she failed to make satisfactory academic progress and what has changed that will allow the student to make satisfactory academic progress at the end of the semester. To appeal, a student must submit, to the Academic Dean's Office, a Satisfactory Academic Appeal form with non-returnable supporting documentation. The appeal and documentation must be submitted within 14 calendar days of the date of the financial aid suspension notification. The date the documents are considered submitted is the receipt or postmarked date of the final documentation. The appeal form can be downloaded from the Northwood website.

The Academic Dean, after consulting with the Financial Aid Director, will notify the student in writing of the appeal decision. In the event the appeal is granted, the student will be placed on Financial Aid Probation. **Please note: If an appeal is granted, the student MUST meet with his/her academic advisor to develop an Academic Performance Improvement Plan.**

If the appeal is denied, the student remains on Financial Aid Suspension until he or she meets the requirements for reinstatement.

**Reinstatement of Financial Aid Eligibility** – Students who have had their financial aid suspended will have their progress reviewed at the end of each future semester until the standards of progress are met. To re-establish satisfactory status, the student must meet all GPA (qualitative) and maximum timeframe/pace (quantitative) standards in this policy or successfully meet the standards in the student's Academic Performance Improvement Plan. Aid granted after reinstatement would begin the next semester of enrollment following reinstatement and will be based on funds available at that time.

## Refunds for Recipients of Federal Financial Aid

As prescribed by law and regulation, Federal Title IV funds will be returned to the applicable sources in the following order: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct Plus Loans, Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (SEOG), other Title IV Aid Programs, other federal sources of aid, state sources of aid. Examples of this refund policy are available at the financial aid offices on each campus.

# DEGREE PROGRAM INFORMATION

## A Northwood University

### Undergraduate Degree

The Northwood University Bachelor of Business Administration (BBA) degree delivers contemporary business theory coupled with practical application. In addition, ample cross-major experiential learning opportunities enhance and solidify classroom activities while providing students with leadership skill-building experiences. Required general education courses present an intellectual understanding of society and culture.

## DEGREE PROGRAMS

### Bachelor of Business Administration (BBA) Degree Requirements

- The BBA degree requires a minimum of 123 semester credit hours. Thirty-one semester credits must be earned at Northwood. A 2.0 cumulative grade point average overall is required.

- Academic major program and major concentration program requirements consist of a minimum of 24 semester hours within the designated major or major and concentration. Nine major credit hours must be completed at Northwood.
- A minor is 18 or more credit hours in a defined discipline and includes a six-credit residency requirement. Courses from the business core, general education core, and electives may be counted toward completion of the requirements, with at least one-half the minor credits being at the 3000/4000 level.
- A second major (or major concentration) consists of a minimum of eight courses, no more than three of which may be taken from business core or general education core courses. To earn a second major as part of a BBA degree, a student must complete a minimum of 138 semester credits or more depending on the major chosen.

## Northwood University Degrees/Majors

Northwood University offers a Bachelor of Business Administration (BBA) degree at the undergraduate level on three residential campuses, over 20 Adult Degree Program (ADP) Centers in eight states, five International Program Centers, and online. A Master of Business Administration (MBA) degree is also offered on the three residential campuses,

centers in Switzerland, and other locations. Not all majors are offered at all locations. The Associate of Arts general education and business core requirements provide the basis for a Bachelor of Business Administration degree and is appropriate for students who may be required to enroll in an Associate of Arts program to realize scholarship, employment or reimbursement opportunities.

### MAJORS (FLORIDA, MICHIGAN & ADP SITES)

- Accounting
- Advertising & Marketing
- Aftermarket Management
- Automotive Marketing & Management
- Computer Information Management
- Economics
- Entertainment, Sport & Promotion Management
- Entrepreneurship
- Fashion Marketing & Management
- Finance
- Health Care Management
- Hotel, Restaurant & Resort Management
- International Business
- Management
- Management Information Systems
- Marketing
- Operations & Supply Chain Management

### CAMPUS

- FL, MI, ADP
- FL, MI
- FL, MI, Online
- FL, MI, ADP, Online
- FL, MI (transfers), ADP
- FL, MI
- FL, MI
- FL, MI
- MI
- FL, MI
- ADP
- FL, MI
- FL, MI
- FL, MI, ADP, Online
- MI
- FL, MI, ADP
- MI

*Students can choose one or combine any two of the undergraduate majors above and earn a single or double major in only four years. Ask your admissions representative or academic advisor for details.*

Four Year BBA/MBA Program

FL, MI, TX

## MAJORS (TEXAS)

Accounting  
 Management  
 Marketing

## MAJOR CONCENTRATIONS

In Texas, students have an option of choosing one of the following concentrations to complement their Management or Marketing Major.

Advertising  
 Aftermarket Management  
 Automotive Marketing & Management  
 Economics  
 Entertainment, Sport & Promotion Management  
 Entrepreneurship  
 Fashion Marketing & Management  
 Finance  
 Hotel, Restaurant & Resort Management  
 International Business  
 Management Information Systems

## MINORS

Minors are offered in all major fields. Some minors may require specific coursework.

## DEVOS GRADUATE SCHOOL (FL, MI, TX, SWITZERLAND)

Master of Business Administration (12-Month Switzerland Program; 12-Month Daytime Program; 24-Month Evening Program; as well as specialty MBA programs)

## General Education

Northwood University's general education courses are a foundation of the University's 12 outcomes for its graduates. Our graduates communicate effectively in speech and writing; understand complex global issues; can explain their personal values; understand the aesthetic, creative, and spiritual elements of life; are skilled at detecting and solving problems; and are effective self-evaluators. Through the general education core students gain exposure to a wide range of subjects in the behavioral and social sciences (psychology and history, for example); English, economics, philosophy, and other humanities subjects; and mathematics and the natural sciences.

Through the general education core, students will:

- Build strong communication skills.
- Develop essential quantitative skills.
- Enhance their ability to find information, think critically, and solve problems.
- Broaden their perspective of cultures within the U.S. and globally.
- Explore interests outside their major.

Northwood University's general education curriculum provides the knowledge and skills necessary to excel as a business professional and leader.

### General education core courses:

ECN 2210 Principles of Microeconomics  
 ECN 2220 Principles of Macroeconomics  
 ENG 1150 Composition I  
 ENG 1200 Composition II  
 ENG 4010 Communication & Interpersonal Relations or  
     Advanced Studies in English or Language Elective  
 HIS 2100 Foundations of Modern World I  
 HIS 2150 Foundations of Modern World II  
 MIS 1050 Basic Computer Applications or MIS 1600  
     Advanced Office Applications  
 MTH 1100 Finite Math or MTH 1150 College Algebra,  
 MTH 2310 Statistics I  
 NSC 2100 Environmental Science  
 PHL 3100 Ethics  
 PHL 4100 Philosophy of American Enterprise  
 PSC 2010 Intro to American Government  
 SPC 2050 Speech  
 3000/4000 Level NSC or MTH Elective  
 3000/4000 Level PSY or SOC Elective  
 3000/4000 Level HUM Elective  
 3000/4000 Level Elective  
 3000/4000 Level Elective

## Business Core

All undergraduate students take the business core which, in addition to the general education core, provides a foundation of the University's 12 outcomes for its graduates. These

courses provide students with the common body of knowledge needed for creative and responsible citizenship and leadership roles in business and society, domestic and worldwide.

Through the business core, students will:

- Develop a fundamental knowledge of the principles of the essential business disciplines of accounting, finance, management, and marketing.
- Build a practical understanding of the dynamic business environment and successful adaptation to organizational and industry changes as a business professional.

#### **Business core courses:**

MGT 2300 Principles of Management  
 MKT 2080 Principles of Marketing  
 ACC 2410 Fundamentals of Financial Accounting  
 ACC 2415 Fundamentals of Managerial Accounting  
 FIN 3010 Financial Management  
 LAW 3000 Business Law  
 3000/4000 Business Elective  
 MGT 4250 Organizational Behavior  
 MGT 4800 Strategic Planning

### **Major Core**

All students must choose an academic major or a major concentration which comprises a minimum of 24 hours in a specific discipline. Faculty who have appropriate credentials and related industry experience provide a theoretical as well as practical approach to major courses. Students are engaged in classes in their majors from their first semester at Northwood University.

### **Honors Program**

The Northwood University Honors Program's general academic mission is to emphasize critical analysis, synthesis, and evaluation of course content. Its professional mission is to provide a more comprehensive exploration of disciplines used within various professions. The Honors Program enhances personal growth by creating a community of likeminded students dedicated to maximizing the value of their education.

The Honors Program began in Fall 1991. In it, honors sections of a variety of courses are offered. Faculty members are carefully selected for their expertise and their creative use of teaching resources, materials, and innovative teaching strategies. Honors course offerings will generally apply to all majors and will not extend the time required to complete a Northwood degree. However, the character and course offerings of the Honors Program do vary on each campus.

Honors courses offer an enhanced range and depth of study through increased quality of work, not quantity of work. Honors courses are also characterized by enhanced discipline-specific and interdisciplinary combinations of the following traits:

- Critical thinking skills—emphasizing reasoning and synthesis, evaluating credibility, intellectual curiosity, consideration of alternatives
- Discipline-specific/general research skills—stressing independent research and learning, utilizing primary and secondary sources, originality in research and writing
- Variation in learning experiences—encouraging collaborative learning, out-of-classroom experiences, frequent student-faculty interaction, and discussion-based learning
- Limited size—honors courses are capped at an enrollment of 20, allowing greater faculty-student interaction, participation and discussion, and encouraging self-directed learning.

*Qualifications* – See <http://www.northwood.edu/mi/academics/honorsprogram/> for Honors Program qualifications.

*Honors Scholarship* – Honors students who have completed 15 or more semester credit hours in honors courses at Northwood University may apply for honors admission to either Semester in Asia or Semester in Europe. Honors admission automatically provides a scholarship that adjusts the study abroad program fee to the fee level students would otherwise pay for the combination of residential tuition, fees, and room and board on the Northwood campus they attend. Scholarship amounts will be adjusted in proportion to the individual program fees. The Honors scholarship may only be used once. Students cannot receive multiple honors scholarships for study abroad.

*Honors Program Participation and Recognition* – Honors students can participate in honors courses at three levels and earn three types of recognition. All honors courses are designated on the student's academic transcript, as is successful completion of an Honors Certificate or Honors Diploma.

- Any student enrolled in an honors class is an Honors Participant. Students may do this as long as they meet the minimum requirements for enrollment in the program
- Any student who successfully completes 12 semester credit hours of honors courses in certain categories will have completed the Honors Certificate.
- Any student who successfully completes 24 semester hours of honors courses in certain categories will have completed the Honors Diploma.

The Honors Certificate and Honors Diploma (available only on the Michigan campus at this time) require the completion of a BBA degree with cumulative grade point of 3.25. For details see <http://www.northwood.edu/mi/academics/honorsprogram/>.

More information about the Honors Program is available from the Director of the Honors Program on the Michigan

campus, or from the Academic Dean's office on the Florida and Texas campuses.

## Study Abroad Programs

Making a decision to explore the world beyond the borders of your home country is an important step for any student. Study abroad is an experience that will enrich students personally, professionally, and academically, and is something that no amount of classroom experience can simulate or replace. Study abroad helps students develop a higher level of maturity and self-confidence, and can also help students better appreciate other cultures, make lasting global friendships, understand historical events, and develop a greater awareness of global business and enterprise.

Northwood University is committed to offering a number of faculty led group study abroad opportunities to its students. Groups of 10 to 30 students typically participate in individual study abroad programs. The University currently offers two extended study abroad programs: Semester in Europe and Semester in Asia. In addition, a variety of short-term study abroad programs in Europe, Asia, and Latin America occur annually, on a biennial, or one-time basis. Information on all study abroad programs is available on the University's website (<http://www.northwood.edu/international/studyabroad/>).

All study abroad programs carry academic credit. Academic credit for study abroad programs entails participation in the travel period and class work may include written papers, oral reports, daily journals, research projects, group projects, quizzes, and written exams both before and after the travel period. The subject matter of academic credit varies according to the expertise and experience of the faculty leader and nature of the study abroad program.

It is very important that students who are interested in a study abroad experience to consult with an academic advisor early in their Northwood years to determine how and when academic credit associated with study abroad programs can most appropriately fit within their curriculum.

## General Eligibility Guidelines for Study Abroad Programs

1. Successful completion of at least 30 semester credit hours at Northwood University or, for transfer students, completion of the equivalent 30 semester credit hours and at least one semester at Northwood University. Students typically apply for study abroad programs as juniors or seniors.
2. Fulfillment of any course prerequisites for academic credit associated with study abroad programs.
3. A cumulative GPA of at least 2.0 (4.0 scale). Individual programs may establish higher cumulative GPA require-

ments. Students on academic probation are not eligible for study abroad programs. Note: If a student is in good academic standing when he or she applies for study abroad, but is placed on academic probation between the time of acceptance into the program and the starting date of the specific program, the student becomes ineligible to participate in study abroad.

4. Individual programs may establish additional eligibility requirements.

## Honors Scholarship for Study Abroad Programs

Honors students who have completed 15 or more credit hours in honors courses at Northwood University may apply for honors admission to either **Semester in Asia** or **Semester in Europe**. Honors admission automatically provides a scholarship that adjusts the study abroad program fee to the fee level students would otherwise pay for the combination of residential tuition, fees, room and board on the Northwood campus they attend. Scholarship amounts will be adjusted in proportion to the individual program fees. The honors scholarship may only be used once. Students cannot receive multiple honors scholarships for study abroad.

## Semester Length Study Abroad Programs

**Semester in Asia** – Students study and travel in Southeast Asia for a five to six week summer program. Students may earn 3-15 credits. Formal classes are supplemented by study tours, industry and cultural visits, and opportunities to meet with students and industry leaders from host countries such as Thailand, Malaysia, and Vietnam. Students are typically expected to complete academic class work prior to and after the travel period. Admission to the program is competitive. Semester in Asia is typically offered in the summer.

**Semester in Europe** – Students study and travel in western and central Europe for an eight to ten week program. Students earn 15 credits. Formal classes are supplemented by study tours, industry and cultural visits, and opportunities to meet with students and industry leaders from host countries such as France, Germany, Switzerland, The Netherlands, Austria, and Hungary. Students will complete academic class work prior to and after the travel period. Admission to the program is competitive. Semester in Europe is typically offered in the fall semester.

## Short-term Study Abroad Programs

Several short-term study abroad programs are also available for students. Students earn 3 credits. The travel portion of these programs typically lasts from one to two weeks, and some programs are adaptations of the compressed courses or compressed sessions held between regular semesters or during summer

sessions. In the past, Northwood faculty have led short-term programs to locations as varied as Argentina, Australia, the Czech Republic, China, Costa Rica, the Dominican Republic, France, Germany, Ireland, Mexico, Romania, Switzerland, and the United Kingdom. Short-term programs require a series of on-campus formal class meetings and orientation sessions prior to the onset of travel. Students are typically expected to complete academic class work prior to and after the travel period.

## Exchange Programs

An exchange program is one in which colleges and universities agree to exchange students over a specified period of time. Students who participate in exchange programs travel to the foreign institution—known as the **host** institution—to study and live for a specified period of time, usually a semester or a year, and transfer the academic credit back to their home institution. In exchange, students from the foreign host institution come to the **home** institution for a period up to one year. Northwood University has exchange agreements with colleges and universities in France, Germany, Hungary, The Netherlands, Malaysia, Romania, Serbia, and the Dominican Republic. Northwood University also offers one way exchange program where NU students will study at our partner universities in London, Florence, and Rome. Information on all exchange programs is available on Northwood's website and through the International Programs Office.

Unlike group study abroad programs, where a group of Northwood University students travel together with an NU faculty member, individual exchange students apply directly to the host institution through the International Programs office. Participation in an exchange program allows not just for study at a foreign institution, but also for a deeper cultural immersion. Students who participate in exchange programs invariably return to the U.S. with a profound appreciation for the richness and diversity of other cultures and customs. Students also develop a higher level of intellectual and emotional maturity and often new language and interpersonal skills.

Like study abroad, all exchange programs carry academic credit. It is very important that students who are interested in

exchange programs consult with an academic advisor early in their Northwood years to determine how and when academic credit transferred from host institutions can most appropriately fit within their curriculum.

## General Eligibility Guidelines for Exchange Programs

Most host institutions will assume that students have completed basic coursework in areas like English, Computer Science, Mathematics, Economics, Accounting, Management, and Marketing before participating in an exchange program. Thus, the eligibility standards for exchange programs are different than for group study abroad programs.

1. Successful completion of at least 60 semester hours at Northwood University, or, for transfer students, successful completion of the equivalent of 60 semester hours and at least one semester at Northwood University. Students typically apply for exchange programs as juniors or seniors.
2. Fulfillment of all course prerequisites for academic credit offered within exchange programs.
3. A cumulative GPA of at least 2.5 (4.0 scale). Students on academic probation are not eligible for exchange programs. *Note: Students must be in good academic standing during the program itself. If students are in good standing when they apply for exchange programs, but are put on academic probation between the time of application and the starting date of the program, the student becomes ineligible to participate in the exchange.*
4. Specific exchange programs may have additional eligibility requirements (these will be noted in the host institution's application and information).

Students who wish to participate in exchange programs must have a written recommendation from Northwood University to the host institution and must coordinate their application through the International Programs Office.

## CURRICULUM GUIDES

Curriculum guides are student completion guides for bachelor degree programs. The official curriculum guides for each campus and catalog year are available from admissions and academic offices at each campus or location. To fulfill graduation requirements, students are required to complete the curriculum guide that is in effect at the time they are admitted to the University. However, if a student has stopped attending Northwood for a period of 5 years or more, upon readmission to the University, the student's transcript will be re-evaluated on the program requirements currently in force.

The student may be responsible for taking additional course work if requirements have changed significantly.

Northwood University is devoted to continuous improvement of all programs and reserves the right to revise all curriculum guides or academic programs. These enhancements could cause changes in students' programs of study.

The Curriculum Guides in this catalog reflect what is correct at the time of publication. Students should obtain a date-specific curriculum guide from their campus Registrar or Academic Office.

## Accounting (FL & MI)

The accounting major prepares students for the field of accounting and prepares students to sit for the CPA examination in most states, and to begin a career in public or corporate accounting.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FLORIDA AND MICHIGAN CAMPUSES:

#### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
MIS 1600 Advanced Office Applications	3
ECN 2210 Principles of Microeconomics	3
ENG 1150 Composition I	3
ACC 2410 Fundamentals of Financial Accounting	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

#### SPRING

MKT 2080 Principles of Marketing	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
ENG 1200 Composition II	3
ACC 2415 Fundamentals of Managerial Accounting	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

#### SOPHOMORE YEAR - FALL

3000/4000 HUM Elective	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
ACC 3110 Intermediate Accounting I	3
	<b>15</b>

#### SPRING

3000/4000 PSY <i>or</i> SOC Elective	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
ACC 3115 Intermediate Accounting II	3
	<b>15</b>
	<b>30</b>

#### JUNIOR YEAR - FALL

FIN 3210 Financial Management	3
LAW 3025 Business Law I	3
3000/4000 Elective	3
ACC 3120 Managerial/Cost Accounting	3
ACC 3400 Federal Taxation	3
	<b>15</b>

#### SPRING

3000/4000 Business Elective (MI) <i>or</i> LAW 3050 Business Law II (FL)	3
PHL 3100 Ethics	3
3000/4000 NSC <i>or</i> MTH Elective	3
ACC 3500 Accounting Information Systems	3
ACC Elective	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

#### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
ACC 4010 Auditing	3
ACC 4220 Advanced Accounting	3
	<b>15</b>

#### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
ACC 4080 Accounting Ethics	3
ACC 3000/4000 Elective	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE**

**123**

## Accounting (TX)

The accounting major prepares students for the field of accounting and prepares students to sit for the CPA examination in most states, and to begin a career in public or corporate accounting.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### TEXAS CAMPUS:

#### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1600 Advanced Office Applications	3
ECN 2210 Principles of Microeconomics	3
ACC 2410 Fundamentals of Financial Accounting	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

#### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
ACC 2415 Fundamentals of Managerial Accounting	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

#### SOPHOMORE YEAR - FALL

3000/4000 Humanities - Fine Arts Elective	3
HIS 2160 Foundations of the Modern World	3
MTH 2310 Statistics I	3
PSC 2010 Intro. to American Government	3
ACC 3110 Intermediate Accounting I	3
	<b>15</b>

#### SPRING

MIS 1200 Introduction to Programming Languages	3
HIS 2175 History of the United States of America	3
SPC 2050 Speech Communication	3
NSC 2100 Environmental Science	3
ACC 3115 Intermediate Accounting II	3
	<b>15</b>
	<b>30</b>

#### JUNIOR YEAR - FALL

FIN 3210 Financial Management for Majors	3
LAW 3025 Law for Accounting Majors	3
3000/4000 PSY <i>or</i> SOC Elective	3
ACC 3120 Managerial/Cost Accounting	3
Accounting Elective	3
	<b>15</b>

#### SPRING

ACC 3400 Federal Taxation	3
ACC 3500 Accounting Information Systems	3
3000/4000 Natural Science Elective	3
PHL 3100 Ethics	3
Accounting Elective	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

#### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Adv. Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
ACC 4080 Accounting Ethics	3
ACC 4220 Advanced Accounting	3
	<b>15</b>

#### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
ACC 4010 Auditing	3
ACC 4070 Federal Tax Research	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE 123**

## Advertising & Marketing

The advertising & marketing degree program offers a unique curriculum. The curriculum provides marketing's overview of research, promotions, pricing, product development, and sales; along with the specific knowledge of advertising (creative or research teams and/or account management) and provides the graduate with the skills necessary to direct, control, and supervise these functions.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
ENG 1150 Composition I	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

ENG 1200 Composition II	3
MIS 1050 Basic Computer Applications	3
ECN 2220 Principles of Macroeconomics	3
ADV 1100 Principles of Advertising	3
ADV 1110 Copywriting	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
LAW 3000 Business Law I	3
PSC 2010 Introduction to American Government	3
ADV 2100 Adv. Sales & Media Planning	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial. Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
ADV 2150 Creative Process & Design	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MTH 2310 Statistics I	3
3000/4000 NSC <i>or</i> MTH Elective	3
ADV 2310 New Media Strategies & Tactics	3
MKT 3050 Consumer Behavior	3
	<b>15</b>

### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MTH 3340 Statistics II	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
MKT 4230 Marketing Research	3
ADV 4100 Advertising Campaigns	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 HUM Elective	3
ADV 4790 Current Issues in Advertising	3
	<b>15</b>
	<b>30</b>

### SEMESTER HOURS TO GRADUATE

**123**

## Aftermarket Management

With an emphasis on value chain management, the Aftermarket Management program is a program covering all aspects of the automotive and heavy-duty aftermarkets. Also included are specialties such as motor sports, classic vehicles, and vehicle customization and restoration, to name a few. A wide variety of typical management roles, such as sales and marketing, operations, finance, and supply chain management are available to our graduates throughout the entire distribution chain consisting of manufacturing, warehousing, wholesaling, and retailing.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (126 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
AMM 1100 Introduction to the Automotive & Heavy Duty Aftermarket	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1050 Basic Computer Applications	3
ECN 2220 Principles of Macroeconomics	3
AMM 1120 Aftermarket Manufacturing Management	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
AMM 2050 Automotive Retail/Wholesale Management	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
AMM 2100 Heavy Duty Parts & Service Marketing	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
MKT 3350 Lean Distribution	3
	<b>15</b>

### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MKT 3450 Logistics	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>
<b>AMM 3990 Internship (Required)</b>	<b>3</b>
	<b>3</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
AMM 4040 Aftermarket Field Sales Management	3
AMM 4120 Current Issues in Global Aftermarket	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
AMM 4130 Aftermarket Management Research	3
AMM 3500 Supply Chain Management	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE 126**

## Automotive Marketing & Management

The bachelor's degree in automotive marketing and management focuses on the various aspects of the automotive marketing function including dealership advertising, finance and insurance, budgeting and forecasting, parts and service, and used car management. A computer simulation in which class members are challenged to rescue a troubled dealership is completed during the final semester.

The following guide outlines the suggested sequence for a student to complete 4 years of course work (126 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
AM 1320 Role and Function of the American Automobile Dealership	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
AM 2640 Dealership Variable Operations	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
AM 2650 Dealership Fixed Operations	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
AM Elective	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
AM 3650 Dealership Legal Issues/Finance & Insurance	3
	<b>15</b>

### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
AM 3630 Dealership Accounting	3
FDN 3100 Career Development	1
	<b>16</b>
<b>AM 3990 Internship (required)</b>	<b>3</b>
	<b>31</b>
	<b>3</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
AM 4650 Dealership Financial Statement	3
AM Elective	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
AM 4670 Dealership General Management <i>or</i> AM 4660 Dealership Management for International Students	3
AM Elective	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE 126**

## Economics

The economics major focuses on important aspects of economic theory, philosophy, and application, including courses in intermediate theory, development of economic thought, economic forecasting and research, and monetary theory.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
PSC 2010 Introduction to American Government	3
ECN 2210 Principles of Microeconomics	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
NSC 2100 Environmental Science	3
ECN 2220 Principles of Macroeconomics	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
LAW 3000 Business Law I	3
MTH 3100 Calculus I	3
ECN 3310 Money & Banking	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
MTH 3200 Calculus II	3
ECN 3510 Development of Economic Thought	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MTH 2310 Statistics	3
3000/4000 Elective	3
3000/4000 HUM Elective	3
ECN 3010 Intermediate Microeconomics	3
	<b>15</b>

### SPRING

3000/4000 Business Elective	3
MTH 3340 Statistics II <i>or</i> 3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
3000/4000 Global Understanding Elective	3
ECN 3020 Intermediate Macroeconomics	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
ECN 4500 Introduction to Econometrics	3
ECN 4400 Austrian Economic Theory	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
PHL 3100 Ethics	3
3000/4000 Civic Literacy Elective	3
ECN 4890 Research Methods	3
ECN 4100 International Finance	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE 123**

## Entertainment, Sport & Promotion Management

The entertainment, sport & promotion management major focuses on the national and global expansion of entertainment and sport and its impact on cultural, social, and economic issues at regional, national, and international levels.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (127 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
ESM 1010 Introduction to Sport & Entertainment Management	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1050 Basic Computer Applications	3
ECN 2220 Principles of Macroeconomics	3
ESM 1030 Sport & Entertainment Communication & Public Relations	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
ESM 2010 Sociology of Sport & Entertainment	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
ESM 2050 Sport & Entertainment Facility & Event Management	3
	<b>15</b>
<b>ESM 2040 Practicum I (recommended)</b>	<b>1</b>
	<b>30</b>
	<b>1</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
ESM 3010 Sport & Entertainment Marketing	3
	<b>15</b>

### SPRING

MGT 4250 Organizational Behavior	3
3000/4000 Civic Literacy Elective	3
3000/4000 HUM Elective	3
PHL 3100 Ethics	3
3000/4000 ESM Elective	3
FDN 3100 Career Development	1
	<b>16</b>
<b>ESM 3040 Practicum II (required)</b>	<b>1</b>
<b>ESM 3990 Internship (required)</b>	<b>3</b>
	<b>31</b>
	<b>4</b>

### SENIOR YEAR - FALL

3000/4000 Elective	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
ESM 4020 Sport & Entertainment Economics	3
ESM 4040 Governance & Legal Aspects of Sport & Entertainment	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Business Elective	3
ESM 4100 Sport & Entertainment Ethics & Leadership	3
ESM 4300 Senior Seminar in Sport & Entertainment	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE**

**127**

## Entrepreneurship

The entrepreneurship major focuses on business enterprise models and entrepreneurial bases. By combining a rigorous academic curriculum, leadership development, experiential learning, and relationships with industry leaders, graduates prepare to become tomorrow's entrepreneurs.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (126 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ACC 2410 Fundamentals of Financial Accounting	3
MIS 1050 Basic Computer Applications	3
ENG 1150 Composition I	3
ETR 1010 Introduction to Entrepreneurship	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ACC 2415 Fundamentals of Managerial Accounting	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
SPC 2050 Speech	3
ETR 1200 Successful Business Models	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ENG 1200 Composition II	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
ECN 2210 Principles of Microeconomics	3
ETR 2010 Entrepreneurial Marketing	3
	<b>15</b>

### SPRING

PSC 2010 Introduction to American Government	3
HIS 2150 Foundations of the Modern World II	3
ECN 2220 Principles of Macroeconomics	3
FIN 3010 Financial Management	3
ETR 2200 Entrepreneurship Distribution Strategies	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

NSC 2100 Environmental Science	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
ETR 3010 New Venture Finance	3
	<b>15</b>

### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
ETR 3300 Business Plan Development	3
FDN 3100 Career Development	1
	<b>16</b>
<b>ETR 3990 Internship (Required)</b>	<b>3</b>
	<b>3</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communications & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
ETR Elective	3
ETR 4010 Risk Analysis & Sources of Capital	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
ETR Elective	3
ETR 4200 New Venture Business Case Senior Project	3
	<b>15</b>
	<b>30</b>

### SEMESTER HOURS TO GRADUATE

126

## Fashion Marketing & Management

The fashion marketing & management (FMM) degree focuses on the highly complex world of fashion marketing. Fashion courses include textiles, fashion promotions, history of costume, buying, theory and practice, and apparel analysis. The program includes a career-related externship.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (126 semester credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MKT 2080 Principles of Marketing	3
ECN 2210 Principles of Microeconomics	3
FMM 1010 Introduction to Fashion Merchandising	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MIS 1050 Basic Computer Applications	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
MKT 2010 Principles of Selling	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
FMM 2010 Fashion Promotions & Visual Merchandising	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
FMM 2050 Textiles	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
FMM 3020 History of Costume	3
	<b>15</b>

### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
FMM 3110 Apparel Analysis	3
FDN 3100 Career Development	1
	<b>16</b>
<b>FMM 3990 Internship (required)</b>	<b>3</b>
	<b>31</b>
	<b>3</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
FMM 4030 Merchandise Buying II	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 Business Elective	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
FMM 4120 Theories & Practice of Fashion Merchandising	3
3000/4000 Business Elective	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE**

**126**

## Finance

The finance major focuses on course work designed to place graduates in financial service industry careers. Specialty areas include securities, banking, insurance, credit, trusts, taxes, and financial advising. Graduates are prepared to sit for the Series 7 Examination.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1600 Advanced Office Applications	3
ECN 2210 Principles of Microeconomics	3
FIN 1010 Introduction to Finance	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Algebra <i>or</i> MTH 1150 College Algebra ( <i>or</i> Calculus)	3
ECN 2220 Principles of Macroeconomics	3
SPC 2050 Speech Communications	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
3000/4000 PSY <i>or</i> SOC Elective	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
MTH Elective	3
NSC 2100 Environmental Science	3
FIN 2600 Financial Institutions & Simulation	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3210 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
FIN 3750 Capital Markets & Analysis	3
	<b>15</b>

### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 Global Understanding Elective	3
FIN 3600 Real Estate Finance & Analysis	3
FIN 3760 Applied Financial Analysis & Portfolio Management	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
FIN 4100 Chartered Financial Analyst Topics <i>or</i> FIN 4150 Certified Financial Planner Topics	3
FIN 4550 Corporate Investment Decisions	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
PHL 3100 Ethics	3
3000/4000 Civic Literacy Elective	3
FIN 4010 International Finance	3
FIN 4850 Corporate Financing Decisions & Valuation	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE 123**

## Health Care Management (ADP Only)

The Health Care Management degree provides a comprehensive approach to management in the health care industry. The broad areas of study include cultural and organizational behavior, human resources and business management. Students in the program acquire knowledge and skills with a strong focus on critical health care topics including finance, budgeting, accounting, marketing, legal and ethical issues. This program provides strong emphasis on the development of leadership skills necessary to manage effectively in professional health care environments.

### FOUNDATION COURSES (15 SEMESTER HOURS)

ENG 1150 Composition I	3
ENG 1200 Composition II	3
MTH 1150 College Algebra	3
SPC 2050 Speech	3
MIS 1050 Basic Computer Applications	3

*Students transferring in fewer than 60 credits must complete: FDN 1100, FDN 1200 AND FDN 3100 (3 Sem. Hrs.)*

### MAJOR (24 SEMESTER HOURS)

HCM 1010 Introduction to Health Care Management	3
HCM 1020 Organizational Behavior and Culture in Health Care	3
HCM 2010 Economics of Health Care	3
HCM 3000 Health Care Accounting, Budgeting and Financial Management	3
HCM 3030 Human Resource Management for the Health Care Industry	3
HCM 4010 Health Care Quality Management	3
HCM 4030 Marketing Management for the Health Care Industry	3
HCM Elective	3

### GENERAL EDUCATION (48 SEMESTER HOURS)

ECN 2210 Principles of Microeconomics	3
ECN 2220 Principles of Macroeconomics	3
ENG 3200 Report Writing & Applied Business Communication	3
PHL 3100 Ethics	3
MTH 2310 Statistics I	3
ENG 4010 Communication & Interpersonal Relations	3
*PHL 4100 Philosophy of American Enterprise	3
NSC Environmental Science	3
HIS History	3

### BUSINESS CORE (24 SEMESTER HOURS)

ACC 2410 Fundamental of Financial Accounting	3
ACC 2415 Fundamentals of Managerial Accounting	3
MGT 2300 Principles of Management	3
MKT 2080 Principles of Marketing	3
FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
MGT 4250 Organizational Behavior	3
MGT 4800 Strategic Planning	3

### GENERAL EDUCATION ELECTIVES

**Take 7 courses from 3 or more of the following subject areas:**

ECN, ENG, HIS, HUM, NSC, PHL, PSY, SOC, PSC, MTH, Global or Civic (3 hours each)

**SEMESTER HOURS TO GRADUATE**

**123**

## Hospitality Management

The hospitality management (HRM) major focuses on the largest components of the highly competitive service economy. HRM courses include facilities engineering, food and beverage management, human resource management, and current hospitality industry issues. The program includes a career-related externship.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (128 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
HRM 1010 Introduction to Hospitality Management	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Math or MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
HRM 1030 Sanitation	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
HRM 2050 Food and Beverage Management	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
HRM 2100 Facilities Engineering	3
	<b>15</b>
	<b>30</b>
<b>HRM 2040 Practicum I (required)</b>	<b>1</b>
	<b>1</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
HRM 3050 Hospitality Operations Management	3
	<b>15</b>

### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
HRM 3100 Resort and Club Management	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>
<b>HRM 3040 Practicum II (required)</b>	<b>1</b>
	<b>1</b>
<b>HRM 3990 Internship (required)</b>	<b>3</b>
	<b>3</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations or Advanced Studies in English or Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
HRM 4100 Human Resource Applications	3
HRM 4050 Cost and Budgeting (MI) or HRM 4150 International Tourism (FL)	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
HRM 4180 Special Events & Meeting Planning	3
HRM 4500 Current Issues in the Hospitality Industry	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE 128**

## International Business

International business is an interdisciplinary major that focuses on the emerging global business environment. International business courses include trade, finance, law, marketing, management, culture, world geography, and comparative economic systems.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
INB 1100 Introduction to International Business	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
SPC 2050 Speech	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
Foreign Language I	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
NSC 2100 Environmental Science	3
ECN 3410 Comparative Economic Systems	3
Foreign Language II	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
Foreign Language III	3
ECN 3000 International Trade	3
	<b>15</b>

### SPRING

3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
Foreign Language IV	3
MKT 3100 International Marketing	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations or Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
LAW 4050 International Law	3
MGT 4030 International Management	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
FIN 4010 International Finance	3
3000/4000 Elective	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE 123**

## Management (FL & MI)

The bachelor's degree in management focuses on the broad functional disciplines of management and prepares graduates with a diverse background in general management and industry who have developed strong ethics, outcomes, and who are ready to lead.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FLORIDA AND MICHIGAN CAMPUSES:

#### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2210 Principles of Microeconomics	3
Elective	3
FDN 1100 First Year Seminar I	1
<b>16</b>	

#### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MIS 1050 Basic Computer Applications	3
ECN 2220 Principles of Macroeconomics	3
Elective	3
FDN 1200 First Year Seminar II	1
<b>16</b>	<b>32</b>

#### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 2310 Statistics I	3
PSC 2010 Introduction to American Government	3
MGT 2500 Human Resource Management	3
<b>15</b>	

#### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
Elective	3
<b>15</b>	<b>30</b>

#### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
MGT 3500 Operations Management	3
<b>15</b>	

#### SPRING

3000/4000 Elective	3
3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MGT 3700 Practice of Management & Leadership	3
FDN 3100 Career Development	1
<b>16</b>	<b>31</b>

#### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 Elective	3
MGT 4030 International Management	3
<b>15</b>	

#### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Ele.	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
MGT 4300 Management of Information Technologies	3
<b>15</b>	<b>30</b>

**SEMESTER HOURS TO GRADUATE 123**

## Management (TX)

The bachelor's degree in management focuses on the broad functional disciplines of management and prepares graduates with a diverse background in general management and industry who have developed strong ethics, outcomes, and who are ready to lead.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### TEXAS CAMPUS:

#### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
Elective	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

#### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
MIS 1200 Introduction to Programming Languages	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

#### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2160 Foundations of the Modern World	3
MTH 2310 Statistics I	3
Elective	3
MGT 2500 Human Resource Management	3
	<b>15</b>

#### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2175 History of the United States of America	3
PSC 2010 Introduction to American Government	3
NSC 2100 Environmental Science	3
MGT 3500 Operations Management	3
	<b>15</b>
	<b>30</b>

#### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
3000/4000 Elective	3
3000/4000 Humanities - Fine Arts Elective	3
MGT 4300 Management of Information Technologies	3
	<b>15</b>

#### SPRING

SPC 2050 Speech Communication	3
3000/4000 Elective	3
3000/4000 SOC <i>or</i> PSY Elective	3
PHL 3100 Ethics	3
MGT 3700 Practice of Management and Leadership	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

#### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 Elective	3
3000/4000 Natural Science Elective	3
	<b>15</b>

#### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
MGT 4030 International Management	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE**

**123**

## **Management (TX continued)**

Management major concentrations are available in the following areas. See specific guides available online at <http://www.northwood.edu/tx/academics/> for required courses.

**Advertising**

**Aftermarket Management**

**Automotive Marketing & Management**

**Economics**

**Entertainment, Sport & Promotion Management**

**Entrepreneurship**

**Fashion Marketing & Management**

**Finance**

**Hotel, Restaurant & Resort Management**

**International Business**

**Management Information Systems**

## Management Information Systems

Northwood's MIS curriculum offers you the application of information technology to support business activities and a host of business management courses that help you build management potential. As a global economy, there is a growing demand for graduates who have the analytical skills and business background to make business processes more productive. Our MIS students will learn to analyze organizational information needs, and then design a computer-based system to meet these needs, and finally, direct the implementation and operation of the system.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
ECN 2210 Principles of Microeconomics	3
MIS 1600 Advanced Office Applications	3
MIS 1110 Introduction to Management Information Systems	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ENG 1200 Composition II	3
ECN 2220 Principles of Macroeconomics	3
MIS 1800 Collaboration and Web Programming	3
MIS 1300 Information Technology Infrastructure	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
PSC 2010 Introduction to American Government	3
MIS 2140 Business Applications Programming	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
MTH 2310 Statistics I	3
MIS 2150 Business Applications Programming II	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
NSC 2100 Environmental Science	3
3000/4000 HUM Elective	3
MIS 3300 Project Management	3
	<b>15</b>

### SPRING

3000/4000 Business Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MIS 3250 ERP Business Applications - SAP	3
MIS 3400 Systems Analysis & Design	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 NSC <i>or</i> MTH Elective	3
MIS 4110 Systems Project I	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
MIS 4210 Systems Project II	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE**

**123**

## Marketing (FL & MI)

The marketing major focuses on the various aspects of the marketing function, including business-to-business marketing, marketing research, integrated marketing, and marketing management. Students develop a marketing plan as a capstone marketing project.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FLORIDA AND MICHIGAN CAMPUSES:

#### FRESHMAN YEAR - FALL

MKT 2080 Principles of Marketing	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
ADV 1100 Principles of Advertising	3
FDN 1100 First Year Seminar I	1

**16**

#### SPRING

MKT 2300 Principles of Management	3
ENG 1200 Composition II	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
MKT 2010 Principles of Selling	3
FDN 1200 First Year Seminar II	1

**16 32**

#### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
LAW 3000 Business Law I	3
PSC 2010 Introduction to American Government	3
MKT 3050 Consumer Behavior	3

**15**

#### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech Communications	3
NSC 2100 Environmental Science	3
MKT 2200 Sales Management	3

**15 30**

#### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MTH 2310 Statistics I	3
3000/4000 NSC <i>or</i> MTH Elective	3
3000/4000 HUM Elective	3
MKT 3000 E-Commerce	3

**15**

#### SPRING

3000/4000 Elective	3
3000/4000 PSY <i>or</i> SOC Elective	3
PHL 3100 Ethics	3
MTH 3340 Statistics II	3
MKT 3100 International Marketing	3
FDN 3100 Career Development	1

**16 31**

#### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 Elective	3
MKT 4230 Marketing Research	3

**15**

#### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
3000/4000 Business Elective	3
MKT 4240 Marketing Management	3

**15 30**

**SEMESTER HOURS TO GRADUATE**

**123**

## Marketing (TX)

The marketing major focuses on the various aspects of the marketing function, including business-to-business marketing, marketing research, copywriting, and marketing management. Students develop a marketing plan as a capstone marketing project.

Upon registering for classes, students will pick a major and a concentration. Each concentration has a four-year plan or curriculum guide associated with it. See <http://www.northwood.edu/tx/academics/> for curriculum guides for the specific concentrations listed at the bottom of this guide. The curriculum guide acts as your plan of study. Academic advisors are available to assist you with questions that arise regarding your degree path.

### TEXAS CAMPUS:

#### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ENG 1150 Composition I	3
MIS 1050 Basic Computer Applications	3
ECN 2210 Principles of Microeconomics	3
MKT 2080 Principles of Marketing	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

#### SPRING

MKT 2010 Principles of Selling	3
ENG 1200 Composition II	3
MTH 1150 College Algebra	3
ECN 2220 Principles of Macroeconomics	3
MIS 1200 Introduction to Programming Languages	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

#### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2160 Foundations of the Modern World	3
MTH 2310 Statistics I	3
MKT 2200 Sales Management	3
SPC 2050 Speech Communication	3
	<b>15</b>

#### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2175 History of the United States of America	3
PSC 2010 Introduction to American Government	3
NSC 2100 Environmental Science	3
MKT 3050 Consumer Behavior	3
	<b>15</b>
	<b>30</b>

#### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
LAW 3000 Business Law I	3
MKT 3450 Logistics	3
3000/4000 Humanities - Fine Arts Elective	3
MKT 4220 Marketing Research Seminar	3
	<b>15</b>

#### SPRING

MKT 3100 International Marketing	3
MKT 3000 E-Commerce	3
3000/4000 SOC <i>or</i> PSY Elective	3
PHL 3100 Ethics	3
3000/4000 Natural Science Elective	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

#### SENIOR YEAR - FALL

MGT 4250 Organizational Behavior	3
ENG 4010 Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
PHL 4100 Philosophy of American Enterprise	3
3000/4000 Business Elective	3
MKT 4240 Marketing Management	3
	<b>15</b>

#### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Ele.	3
3000/4000 Civic Literacy Elective	3
3000/4000 Elective	3
MKT 4490 Advanced Marketing Strategies	3
	<b>15</b>
	<b>30</b>

**SEMESTER HOURS TO GRADUATE**

**123**

## **Marketing (TX continued)**

Marketing major concentrations are available in the following areas. See specific guides available online at <http://www.northwood.edu/tx/academics/> for required courses.

**Advertising**

**Aftermarket Management**

**Automotive Marketing & Management**

**Economics**

**Entertainment, Sport & Promotion Management**

**Entrepreneurship**

**Fashion Marketing & Management**

**Finance**

**Hotel, Restaurant & Resort Management**

**International Business**

**Management Information Systems**

## Operations and Supply Chain Management (OPS)

Operations and Supply Chain Management (OPS) is a key element in the improvement of productivity in business around the globe. This program emphasizes four of the most widely used elements of Operations and Supply Chain Management in business today are Supply Chain Management, Six Sigma, Project Management, and Enterprise Resource Planning. In the global economy, there is a growing demand for graduates who have the analytical skill and business background to make business processes more efficient and effective.

The following guide outlines the suggested sequence for a student to complete 4 years of coursework (123 credits) including general education, business core, and major requirements. Students who want to pursue an additional major or minor should consult with an academic advisor to determine the best education plan.

### FRESHMAN YEAR - FALL

MGT 2300 Principles of Management	3
ECN 2210 Principles of Microeconomics	3
MIS 1600 Advanced Computer Applications	3
MTH 1100 Finite Math <i>or</i> MTH 1150 College Algebra (ACT 24-28/MTH 0980)	3
OPS 1100 Introduction to Operations Management	3
FDN 1100 First Year Seminar I	1
	<b>16</b>

### SPRING

MKT 2080 Principles of Marketing	3
ECN 2220 Principles of Macroeconomics	3
MTH 2310 Statistics I	3
OPS 1200 Business Process Management	3
ENG 1150 Composition I	3
FDN 1200 First Year Seminar II	1
	<b>16</b>
	<b>32</b>

### SOPHOMORE YEAR - FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
ENG 1200 Composition II	3
PSC 2010 Introduction to American Government	3
OPS 2350 Statistics for Quality Engineering	3
	<b>15</b>

### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Foundations of the Modern World II	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
MIS 3250 ERP Business Applications	3
	<b>15</b>
	<b>30</b>

### JUNIOR YEAR - FALL

FIN 3010 Financial Management	3
MIS 1050/1600)	
LAW 3000 Business Law I	3
3000/4000 Humanities Elective (HUM, ART, LIT)	3
MTH 3340 Statistics II	3
OPS 3500 Purchasing	3
	<b>15</b>

### SPRING

MGT 4300 Management of Information Technologies	3
PHL 3100 Ethics	3
3000/4000 PSY <i>or</i> SOC Elective	3
OPS 3600 Supply Chain Management	3
OPS 3400 Project Management	3
FDN 3100 Career Development	1
	<b>16</b>
	<b>31</b>

### SENIOR YEAR - FALL

MGT 4250 Org. Behavior	3
ENG 4010 Communication & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Second Year Language Elective	3
3000/4000 Business Elective	3
OPS 4100 Statistics for Continuous Improvement	3
OPS 4200 Lean Six Sigma	3
	<b>15</b>

### SPRING

MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
3000/4000 Civic Literacy Elective	3
PHL 4100 Philosophy of American Enterprise	3
OPS 4500 Operations & Supply Chain Management Capstone	3
	<b>15</b>
	<b>30</b>

### SEMESTER HOURS TO GRADUATE

**123**

## Four Year BBA/MBA Program

The Northwood University Four Year BBA/MBA Program is an intensive program of study that allows high-achieving, focused students to complete their Bachelor of Business Administration degree in three years and their Master of Business Administration degree in one additional year. This program allows for and encourages students to participate in co-curricular campus life programming like varsity athletics, Greek life, business clubs, and academic, service, and social organizations while at Northwood University.

Multiple majors are available and can be viewed at <http://www.northwood.edu/mi/academics/accelerated/default.aspx>. The Management curriculum guide is an illustration and students wishing to pursue this option must apply in advance for acceptance. Information on this process is available from admissions representatives or academic advisors.

### MANAGEMENT CURRICULUM:

#### FIRST YEAR FALL

MGT 2300 Principles of Management	3
MTH 1150 College Algebra or MTH 1100 Finite Math <i>or</i> MTH 3100 Calculus I	3
ENG 1150 Composition I	3
ECN 2210 Principles of Microeconomics	3
MIS 1050 Basic Computer Applications	3
MKT 2080 Principles of Marketing	3
FDN 1100 First Year Seminar I	1
	<b>19</b>

#### SPRING

ECN 2220 Prin. of Macroeconomics	3
ENG 1200 Composition II	3
MTH 2310 Statistics I	3
SPC 2050 Speech	3
NSC 2100 Environmental Science	3
PSC 2010 Introduction to American Government	3
FDN 1200 First Year Seminar II	1
	<b>19</b>

#### SECOND YEAR FALL

ACC 2410 Fundamentals of Financial Accounting	3
HIS 2100 Foundations of the Modern World I	3
3000/4000 NSC/MTH Elective	3
3000/4000 Psychology <i>or</i> Sociology Elective	3
MGT 2500 Human Resource Management	3
3000/4000 Elective	3
	<b>18</b>

#### SPRING

ACC 2415 Fundamentals of Managerial Accounting	3
HIS 2150 Fdn. of the Modern World II	3
MGT 3500 Operations Management	3
3000/4000 Elective	3
3000/4000 Elective	3
LAW 3000 Business Law I	3
FDN 3100 Career Development	1
	<b>19</b>

#### SUMMER *or* COMPRESSED COURSES

3000/4000 Humanities Elective	3
PHL 3100 Ethics	3
	<b>6</b>

#### THIRD YEAR FALL

FIN 3010 Financial Management	3
3000/4000 Elective	3
MGT 4250 Organizational Behavior	3
3000/4000 Elective	3
MGT 3700 Practice of Mgt. & Leadership	3
PHL 4100 Philosophy of American Enterprise	3
	<b>18</b>

#### SPRING

3000/4000 Elective	3
MGT 4800 Strategic Planning	3
3000/4000 Global Understanding Elective	3
MGT 4030 International Management	3
MGT 4300 Management of Information Technology	3
3000/4000 Elective	3
	<b>18</b>

#### SUMMER *or* COMPRESSED COURSES

ENG 4010 Communications & Interpersonal Relations <i>or</i> Advanced Studies in English <i>or</i> Language Elective	3
ECN 4010 Economics of Public Policy	3
	<b>6</b>

**SEMESTER HOURS TO GRADUATE 123**

#### Notes:

- A maximum of 19 credits are to be taken in semester.
- Any courses taken in a compressed or summer session are in addition to the base tuition that the student pays for a semester.

## COURSE DESCRIPTIONS

This section lists current descriptions for all undergraduate courses; the descriptions appear in alphabetical order according to their course letter designations. These descriptions include any prerequisites (requirements students must satisfy before registering for the course), co-requisites (requirements students must satisfy while taking the course), and the number of credit hours for each course.

Students should be aware that the courses listed here are subject to change. Many courses are regularly offered in the fall, while others are offered in the spring or summer. However, semester enrollment, course demand, changes in faculty, and other factors will sometimes affect the offering of courses. In addition, new courses may have been added and changes in existing courses may have occurred since the printing of this catalog. Not all courses are offered at every location. The curriculum guides for the various academic programs detail the courses offered by semester at each location.

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### ACCOUNTING (ACC)

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#### **ACC 2410 FUNDAMENTALS OF FINANCIAL ACCOUNTING 3 credits**

Theory and practice of measuring and interpreting financial data for business units: basic concepts, principles, and procedures. Financial statement preparation and analysis.

#### **ACC 2415 FUNDAMENTALS OF MANAGERIAL ACCOUNTING 3 credits**

Introduction to cost behavior, budgeting, responsibility accounting, cost control techniques, and product costing. Use of budgets and methods of measuring performance.

**Prerequisite:** ACC 2410

#### **ACC 3110 INTERMEDIATE ACCOUNTING I 3 credits**

The first of two intermediate accounting courses that describes accounting theory and principles for defining, measuring, and reporting financial information with an emphasis on assets. Provides an opportunity to understand the challenges and limitations of accounting standards in order to critically evaluate and understand financial accounting. This course requires the use of spreadsheets for problem solving and analysis.

**Prerequisite:** ACC 2415

#### **ACC 3115 INTERMEDIATE ACCOUNTING II 3 credits**

The second of two intermediate accounting principles courses that describes accounting theory and principles for defining, measuring, and reporting financial information with an emphasis on liabilities and equity. Additionally, accounting for investments, leases, debt, and earnings per share will be considered. Provides an opportunity to understand the challenges

and limitations of accounting standards in order to critically evaluate and understand financial accounting. This course requires the use of spreadsheets for problem solving and analysis.

**Prerequisite:** ACC 3110

#### **ACC 3120 MANAGERIAL/COST ACCOUNTING 3 credits**

The managerial use of accounting data to make business decisions, particularly in the areas of product cost, resource allocation, performance evaluation, and on the accounting systems managers use to assist them in their decisions. Concepts relating to manufacturing and service entities will be covered.

**Prerequisite:** ACC 2415

#### **ACC 3400 FEDERAL TAXATION 3 credits**

Introduces a broad range of tax concepts and types of taxpayers; emphasizes the role of taxation in the business decision-making process; provides opportunities to conduct basic tax research and tax planning; and requires preparation of basic tax returns. Coverage includes professional standards and ethics; the interrelationship and differences between financial accounting and tax accounting; taxation of individuals, corporations, and partnerships.

**Prerequisite:** ACC 2415

#### **ACC 3500 ACCOUNTING INFORMATION SYSTEMS 3 credits**

A study of accounting information systems (AIS) tracing the capture of accounting data, processing of that data into information, and reporting that information in various business environments. Areas of study include an introduction and discussion of the AIS role in management decision making; internal controls for public and private enterprises, including computer and technology controls; analysis of business processes and how they are integrated; and systems studies, including the analysis, design, development, implementation, and operation of AIS.

**Prerequisite:** ACC 3110

#### **ACC 3800 TAXATION OF INDIVIDUALS 3 credits**

An in-depth study of individual taxation examining the tax rate structure and applicable federal tax laws, as well as determining income, deductions, and tax credits for a variety of different scenarios.

**Prerequisite:** ACC 2415

#### **ACC 3850 SPECIAL TOPICS 1-3 credits**

Various topics in accounting. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

#### **ACC 3990 INTERNSHIP 3 credits**

The internship (400 hours with an approved employer) is

designed to provide the student with supervised on-the-job experience. A contracted and supervised work program is arranged between the student, employer, and the university to meet program objectives.

**ACC 4010 AUDITING 3 credits**

Fundamental procedures, principles, and philosophy of independent and internal auditing. Professional ethics, audit reports, audit work papers, internal controls, evidence, proper disclosure, statistical sampling and testing, and general audit procedures are emphasized. Other assurance and attestation services will be introduced, and the accountant's professional obligations for all attestation services will be discussed in view of the accountant's liability to clients and third parties.

**Prerequisite:** ACC 3500

**ACC 4040 GOVERNMENTAL AND NON-PROFIT ACCOUNTING 3 credits**

This course is a comprehensive review of the accounting principles, reporting (including tax requirements), and procedures for governmental units and not-for-profit entities. Topics covered include the study of the accounting cycle, budgeting, fund accounting, accounting for state and local governments, accounting for colleges and universities, hospital units, voluntary health and welfare organizations, and other not-for-profit entities. The Governmental Accounting Standards Board objectives of accounting and financial reporting for governmental entities and not-for-profit entities will be examined.

**Prerequisite:** ACC 3115

**ACC 4060 FRAUD EXAMINATION 3 credits**

Defines fraud and examines the nature of those who commit fraud, how it is prevented, detected, and investigated, the different types of fraud and their impact, and methods of resolution, legal and otherwise.

**Prerequisite:** ACC 4010

**ACC 4070 FEDERAL TAX RESEARCH 3 credits**

Students complete a series of case studies and exercises requiring the familiarization with the most important elements of Federal Tax Law and utilize the Internal Revenue Code and other resources, such as online professional research sites. Students will gain experience in locating, understanding, and interpreting source material and in communicating the results of their research.

**Prerequisite:** ACC 3400 or ACC 3800

**ACC 4080 ACCOUNTING ETHICS 3 credits**

Develops students' understanding of the accountant as a financial watchdog for the investing public. This is done through philosophical rigor and analysis of case studies. Students will explore the accounting profession's ethical responsibilities, the accountant's role in corporate governance, and corporate codes of conduct. Recent examples of unethical corporate behavior are examined and students offer prescriptions for preventing similar incidents. The course deliberately

emphasizes the importance of personal integrity for enabling professional ethical conduct.

**Prerequisite:** ACC 3115

**ACC 4100 FINANCIAL STATEMENT ANALYSIS AND VALUATION 3 credits**

This course focuses on users of financial statements and how these users evaluate and value a business based on financial information available. The objective is to use various analytical tools as well as perform other quantitative and qualitative analyses when making judgments concerning the financial condition of a company. Upon completion of this course a student should be equipped with the skills necessary to analyze financial information for decision making.

**Prerequisite:** ACC 3115

**ACC 4150 ESTATE PLANNING THEORY 3 credit**

This course introduces fundamental tax, financial, and legal questions encountered in estate planning; provides an overview of inter vivos planning in today's changing environment; analyzes post mortem strategies and the administration of estates; and covers planning for medical and health related issues and incapacitation. Emphasis is placed on various planning techniques used in estate planning including the use of trusts and charitable planning.

**Prerequisite:** ACC 2415 and LAW 3000 or LAW 3025

**ACC 4220 ADVANCED ACCOUNTING 3 credits**

Accounting for business combinations and consolidations, interim and segment reporting, accounting for foreign currency transactions, the translation and re-measurement of foreign currency financial statements, and an introduction to governmental and not-for-profit accounting.

**Prerequisite:** ACC 3115

**ACC 4250 INTERNATIONAL ACCOUNTING 3 credits**

Course topics include the history and evolution of international accounting and the international standards used today. Students compare and contrast various countries' accounting standards and study the harmonization efforts and standards promulgated by the International Accounting Standards Board. Current international accounting issues will be examined. The course will examine the impact on the financial reporting environment of International Financial Reporting Standard (IFRS), as well as its relationship to U.S. GAAP.

**Prerequisite:** ACC 3115

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**ADVERTISING (ADV)**

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**ADV 1100 PRINCIPLES OF ADVERTISING 3 credits**

An introduction to the principles of advertising and public relations as related to marketing and business management

practices in enterprise. In this course students will participate in a detailed study of the principle functioning groups of advertising professionals: advertisers/clients, advertising agencies, advertising media, and advertising suppliers of special services such as artists, photographers, talent, production suppliers, and research. Students will study how each group is interdependent and how all are vital parts of the process of commercial marketing communications. Students will also gain an understanding and appreciation of the roles of professionals in terms of strategies, tactics, execution, and results, as well as how advertising relates to the public, government, and consumers. Additionally, the course will take a comprehensive and practical look at the nature, scope, and use of public relations skills.

**ADV 1110 ADVERTISING RESEARCH AND COPYWRITING 3 credits**

Orients students to the purpose and role of research in making conceptual and creative recommendations. Included in this course are the development and implementation of primary and secondary research to create effective copy for printed and electronic media. This course takes an in-depth look at how research is used to build a strategy and how data are then used to create proper messaging/copywriting for ads, commercials, and promotional materials. This is a writing course, therefore, students will write advertising copy for various media. Students will also gain an orientation to the developmental steps of creative thinking, strategy, and copywriting for ads, commercials, and promotion materials.

**ADV 2100 ADVERTISING SALES AND MEDIA PLANNING 3 credits**

Students examine various media available to the contemporary advertiser, including traditional media newspapers, magazines, out-of-home, radio, television, direct mail, and new media opportunities in the constantly evolving digital environment, as well as related initiatives such as viral marketing and guerrilla marketing. In addition to analysis of the message delivery platform, research techniques that support message placement including primary and secondary research methodologies are examined as students become familiar with construction of a media plan. Students will discover the relationship between financially accountable budget planning and the media mix with the goal of reaching maximum communications objectives. Students will experience what it's like to be on the other side of the table, as they learn how to sell the various media outlets and media planning strategies to buyers.

**ADV 2150 ADVERTISING CREATIVE PROCESS AND DESIGN 3 credits**

An examination of the nature and importance and applications of the creative process, complemented by a series of exercises, discussions, and exposure to a variety of stimuli organized and presented in such a way as to help each student maximize his/her creative abilities at work, at home, and in the community. In this course students will analyze elements

of an ad including layout, fonts, color, casting, lighting, and images, and how these communicate with a target audience.

**ADV 2310 NEW MEDIA STRATEGIES AND TACTICS 3 credits**

The advertising field today deals with communicating with a target audience through many other advertising vehicles rather than the traditional print and broadcast. Guerilla marketing, the digital age of advertising, and interactive and viral advertising are now considered mainstream media when communicating with a target audience. This course introduces students to the concepts and use of new media including: viral marketing, digital media, guerilla marketing, social networking, and viral advertising. Through this course students will learn forms of media and unconventional systems for communication/promotions that rely on time, energy, and imagination rather than a big marketing budget.

**Prerequisite:** ADV 1100

**ADV 3850 SPECIAL TOPICS 1-3 credits**

Various topics in advertising. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**ADV 4100 ADVERTISING CAMPAIGNS 3 credits**

Students will review historical and contemporary advertising and marketing communication campaigns, analyze consumer, business-to-business, national, and local campaigns including volunteer, not-for-profit public service advertising. Students work in team groups to create and present a completely integrated advertising campaign supporting and coordinating all strategy, creative, media, and sales promotion aspects for final recommendation. Students on each team grade the work of their teammates within the group. This is the capstone course of Northwood's Advertising Program. This is a practical knowledge and hands-on course.

**Prerequisites:** ADV 1110 and ADV 2100

**ADV 4790 CURRENT ISSUES IN ADVERTISING 3 credits**

Examination of and discussion about major issues confronting the advertising industry—especially those issues being fueled by the dramatic changes that are sweeping over business generally and the advertising industry specifically. This is a discussion-based course that requires student to be aware of the changes happening daily in the industry.

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**AFTERMARKET MANAGEMENT (AMM)**

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**AMM 1100 INTRODUCTION TO THE AUTOMOTIVE AND HEAVY DUTY AFTERMARKET 3 credits**

Each step of the automotive and heavy duty aftermarket distribution system and interrelations of all segments from manufacturer to consumer are explored. The course includes the aftermarket history, industry terminology, distribution

channels, sales organization, trade associations, the trade press, and aftermarket trends.

**AMM 1120 AFTERMARKET MANUFACTURING MANAGEMENT 3 credits**

The aftermarket management manufacturing functions are examined including market planning, sales training and management, advertising, selecting and directing employees, establishing and controlling budgets, executive responsibilities, managing for profit, trade shows and clinics, market research, branding, remanufacturing, and manufacturer representative firms.

**Prerequisite:** AMM 1100

**AMM 2050 AUTOMOTIVE RETAIL/WHOLESALE MANAGEMENT 3 credits**

The organization, capitalization, layout, product lines, inventory control, purchasing, personnel, financial control, and other management topics for the wholesale and retail segments of the automotive aftermarket are explored. Functions of consumer-oriented marketing are looked at for all segments. Includes retail attitude, pricing and promotion, retail/wholesale combinations, identity and store image, influence of aesthetics and design, purchasing procedures, employee hiring and personnel management, and merchandising and display.

**Prerequisite:** AMM 1100

**AMM 2100 HEAVY DUTY PARTS AND SERVICE MARKETING 3 credits**

The functions of each step of heavy duty aftermarket parts and service marketing and interrelations of all segments from manufacturer to consumers are explored, including industry terminology, channels of distribution, financial implications and supply chain marketing techniques, and aftermarket trends. The management of heavy duty aftermarket manufacturing is also examined, including market planning, sales training, market research, branding, remanufacturing, and manufacturer representative firms. This course also covers the function of the warehouse distributor within the automotive aftermarket.

**Prerequisite:** AMM 1100

**AMM 3500 SUPPLY CHAIN MANAGEMENT 3 credits**

Explores the principal concepts of supply chain management, including generation of requirements, sourcing, pricing, and post-award activities. The supply chain management philosophy includes all internal functions plus external suppliers involved in the identification and fulfillment of needs for materials, equipment, and services. The course also covers basic principles and philosophies of quality control and quality management, the concept of the extended enterprise, and the importance of establishing the proper relationship with supplier companies. The basic three-tier supply chain typical of automotive manufacturing will be examined in detail.

**Prerequisite:** MKT 3450

**AMM 3600 LOGISTICS AND SUPPLY CHAIN MANAGEMENT 3 credits**

Focuses on management of the flow of products from raw materials sourcing and acquisition through delivery to the final user. Current topics include logistics and transportation planning, information technology, response-based strategies, third party logistics, and relationship management. This course also covers the role of logistics and distribution in the marketing process.

**Prerequisite:** AMM 2050

**AMM 3850 SPECIAL TOPICS 1-3 credits**

Various topics in aftermarket management. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**AMM 3990 INTERNSHIP 3 credits**

This is a work-study project by the individual student about the applicability of theories and principles of aftermarket management. A contracted and supervised work program is arranged with an employer, faculty member, and student.

**Prerequisite:** AMM 2050 and faculty approval

**AMM 4040 AFTERMARKET FIELD SALES MANAGEMENT 3 credits**

The examination of the field sales manager's job activities. Subjects include selling skills, expense management, time management, merchandising/advertising plans, sales report writing/sales forecast plans, trade show management, and human resource skills.

**AMM 4120 CURRENT ISSUES IN GLOBAL AFTERMARKET 3 credits**

A current issues study confronting the aftermarket with emphasis on the changing distribution channels and their effect on manufacturing. Concepts included are traditional and retail distribution and how these changes will be managed in the multi national business environment.

**AMM 4130 AFTERMARKET MANAGEMENT RESEARCH 3 credits**

Individual research assignments and projects based on the establishment of a new, student-selected aftermarket business are required, with instructor guidance and supplementary material provided. Includes location and business type, advertising, merchandising and promotion, personnel requirements, pricing and inventory, building, design and layout, product and service selection, and financial considerations.

**Prerequisites:** AMM 2050 and AMM 3500

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**ART (ART)**

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**ART 3050 BEGINNING DRAWING 3 credits**

Drawing fundamentals are explored through hands-on studio experience, introducing a variety of materials and mediums.

Techniques include contour drawing, sighting and modeling, creating three-dimensionality (shading, chiaroscuro), understanding positive and negative space, creating texture, and mastering linear and aerial perspective. Elements of design and composition are taught through exercises in still life, landscape, portraiture, and on-site drawing. Works of master artists will be presented along with interaction with guest artists which will require some written work. Course may include various field trips to local sites.

**ART 3080 PAINTING 3 credits**

The color wheel and impact of color choices will be explored exposing students to a working knowledge of color terminology; primary, secondary and tertiary colors, while also introducing color scheme and theory. Analogous, complementary, neutral, and monochromatic color concepts will be taught through hands-on painting experiences. Physical properties of color (hue, value, intensity, tint, and tone) are discussed as well as the elements and principles of art (line, color, shape, pattern, rhythm, unity, balance, and composition). The student will have opportunities to implement various paint and color techniques through multiple exercises. Field trips to local studios and museums may be incorporated into the syllabus. Course may include various field trips to local sites.

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**AUTOMOTIVE MARKETING & MANAGEMENT (AM)**

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**AM 1320 ROLE AND FUNCTION OF THE AMERICAN AUTOMOBILE DEALERSHIP 3 credits**

An introductory course for students in automotive marketing and management. Studies the role and function of the automobile dealership by examining several key factors including the relationship between the manufacturers and their dealers, possible career paths within the automotive industry, finding the right location, and facilities planning. Cash flow planning, vehicle floor planning, and marketing topics will be discussed.

**AM 2520 INDEPENDENT DEALERSHIP OPERATIONS 3 credits**

Focuses on the non-franchise independent automobile dealer. These dealers are essential to the long-term survival of the American automobile industry. The disposition of used vehicles is necessary to accommodate the sale of new vehicles and these dealers have unique requirements that make them important organizations to study. Among the issues that this class will consider are the role of sales and salespeople, advertising, marketing, auctions, reconditioning of vehicles for resale, wholesalers, vehicle pricing, financing - including sub-prime and dealer financing, lot location and display.

**Prerequisite:** AM 1320

**AM 2540 CURRENT ISSUES IN DEALERSHIP TECHNOLOGY 3 credits**

A study of the current trends in technology available to dealers including computer systems to retain and utilize financial and customer data including service history; business development centers to create a stronger bond with customers and prospects; computer software to develop strong advertising campaigns using the Internet and other electronic media; and customer relationship management tools to maximize customer retention and to develop directed prospecting systems. This course examines virtual dealership models and virtual selling techniques.

**Prerequisite:** 30 credit hours completed

**AM 2560 STRATEGIC SALES AND MARKETING ISSUES 3 credits**

Automobile dealers must develop a successful market strategy for their dealership to differentiate themselves from their competitors. This course covers the differences between sales and marketing, the functions of a successful marketing campaign, creating and sustaining a brand identity, creating customer value, the differences between conquest sales and fresh sales, and a discussion of various buyer profiles.

**Prerequisite:** 30 credit hours completed

**AM 2640 DEALERSHIP VARIABLE OPERATIONS 3 credits**

Study of the vital role successful new and used vehicle departments play in the profitability of American franchise automobile dealerships. Topics covered include selection and motivation of employees, directing the sales staffs, evaluating advertising media basics, sales promotion, facilities planning, inventory control, maximizing inventory turn methods, wholesaling practices, trade-in appraising, vehicle reconditioning for retail sales, and the role of auctions in maintaining proper inventory balance. This course utilizes the ERA computer system.

**Prerequisite:** AM 1320

**AM 2650 DEALERSHIP FIXED OPERATIONS 3 credits**

Study of the management of the mechanical service department, the body shop department, and the parts department of American franchised automobile dealers. This class emphasizes repair order generation and control, shop utilization, scheduling of work, employee selection and motivation, technician productivity and efficiency, body shop estimating techniques, and dealing with insurance companies. This course also emphasizes the relationship between the parts and service departments, retail counter sales, wholesale parts sales, inventory ordering and turn, stock and non-stock parts numbers, level of service, stock order performance, and part phase-in/phase-out criteria. This course utilizes the ERA computer system.

**Prerequisite:** AM 1320

**AM 3020 INTERNATIONAL SUMMER UNIVERSITY 3 credits**

The International Summer University (ISU) is a two week, international marketing program sponsored by the Ostfalia University of Applied Sciences in Wolfsburg, Germany. While the general emphasis is on marketing, it does focus on automotive applications. Students attending this conference will be assigned case studies in marketing issues and team assignments designed to demonstrate their capability in analytical problem solving. The course includes visits to several organizations and a formal presentation of the final project on the City of Wolfsburg to the Lord Mayor of Wolfsburg in the City Council chambers.

**Prerequisites: 60 credit hours completed**

**AM 3040 GLOBAL AUTOMOTIVE ISSUES 3 credits**

An examination of the critical decision making process manufacturers go through when allocating resources for new product launches while looking for the best return on their investment. American manufacturers are entering developing markets where a large, new customer base has yet to be established. This means more new products will go to the BRIC markets (Brazil, Russia, India, and China) rather than the United States. Market strategies of the major global manufacturers and their potential in those markets is analyzed. Each market is analyzed while concentrating on the advantages and disadvantages from a manufacturing and consumer point of view.

**Prerequisite: 60 credit hours completed**

**AM 3630 DEALERSHIP ACCOUNTING 3 credits**

Focuses on the application of the basic accounting principles to the retail automobile dealership. Transactions are traced from the source documents through the accounting records into the financial statements. Students prepare and analyze all standard dealership operating and reporting documents. Included in the course is exposure to computerized accounting through the use of an ERA computer system.

**Prerequisite: ACC 2415**

**AM 3650 DEALERSHIP LEGAL ISSUES/FINANCE AND INSURANCE 3 credits**

A review of the many federal, state, and local regulatory agencies and laws dealerships must respond to including the Internal Revenue Service, state and local Departments of Revenue, Federal Trade Commission, Fair Labor Standards Act, Truth in Advertising, Truth in Lending, OSHA, EPA, and other agencies. Also includes an in-depth study of the dealership finance and insurance departments, with special emphasis on products offered in these departments and the profit potential.

**Prerequisite: 60 credit hours completed**

**AM 3680 ADVANCED DEALERSHIP FIXED OPERATIONS 3 credits**

A comprehensive analysis of successful fixed operations management and its contribution to the viability and profit performance of the entire dealership. This is achieved by examining the processes and economics of the mechanical service, body shop, and parts departments of American franchised dealerships as both traditional stand-alone departments and also as a unified business unit. The investigation of operational and financial considerations underlying essential concepts includes: repair order generation, technician and shop efficiency and productivity, scheduling, body shop estimating techniques, parts inventory strategies, part phase-in/out criteria, and level of service. Special attention is given to advanced issues intended to build competitive advantage for the entire dealership in the current business environment, such as adoption of lean production techniques, sources and uses of working capital, and strategies to retain/regain market share relative to aftermarket competitors. This course includes an ERA computer lab section.

**Prerequisite: AM 2650**

**AM 3850 SPECIAL TOPICS 1-3 credits**

Various topics in automotive marketing and management. These may be one-time or occasional course offerings.

**Prerequisite: Dependent on specific course content**

**AM 3980 RETAIL AUTOMOTIVE OPERATIONS MANAGEMENT 3 credits**

A focus on workflow within the retail/wholesale value chain to achieve maximum product exposure. Students are challenged by an extensive case study requiring skills related to all value chain components. This is a highly intense class with limited enrollment.

**AM 3990 INTERNSHIP 3 credits**

The internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

**Prerequisite: 30 credit hours completed**

**AM 3995 DIRECTED STUDY 3 credits**

A focus on the uniqueness and diversity of American franchise automobile dealerships in a major metropolitan market. The student will gain an understanding of dealership design, management and operation, customer relations, inventory control, and other dealership activities through visitation and observation of dealerships in operation, and by talking directly to dealers and managers at various dealerships. The class will visit a minimum of six dealerships during the semester. Attention will be given to comparing and contrasting different dynamics of dealership operation such as size (large versus small), brand (import versus domestic), and age

(older versus newer). The student will be required to select one dealership for an in-depth case study.

**Prerequisite: 60 credit hours completed**

**AM 4020 DEALERSHIP VALUATION, DEALER DEVELOPMENT, SUCCESSORSHIP ISSUES 3 credits**

A discussion regarding the important topics of determining the value of a business, specifically an automobile dealership, transferring ownership of that business through buy-sell agreements and the role that the manufacturers play in keeping dealerships from failing. Discusses how manufacturers have a vested interest in seeing their franchise dealerships succeed. Likewise, they are very protective of who owns and manages these dealerships. For these reasons, the manufacturers have instituted programs aimed at helping dealerships remain profitable and have incorporated into the language of the franchise agreement the right to approve successors to existing dealer principals.

**Prerequisite: 90 credit hours completed**

**AM 4100 INDEPENDENT RESEARCH TOPICS 3 credits**

Requires selecting a specific, research area of interest as the project. Potential topics include: personnel issues, the heavy duty truck sector, publicly owned dealerships, global marketing strategies, or other areas as approved by the department chair. Students must have an approved abstract outlining the nature and topic of the research prior to beginning. The research project and methodology must be approved by the department chair.

**Prerequisite: 90 credit hours completed**

**AM 4650 DEALERSHIP FINANCIAL STATEMENT ANALYSIS 3 credits**

Covers the importance of employing sound business and financial practices in the operation of a profitable automobile dealership. This class will discuss topics such as sound credit practices, insurance requirements, inventory control, wholesale and retail financing practices, and budgeting and forecasting techniques. This class concentrates on studying in-depth the dealership financial statement, examining it by use of established ratios and percentages and other analytical tools, in order to make sound business decisions.

**Prerequisite: 90 credit hours completed**

**AM 4651 DEALERSHIP ACCOUNTING & FINANCIAL STATEMENT ANALYSIS 3 credits**

This course explores ways and means of mining a dealership's data management systems (DMS) to improve operational performance. Study begins by tracing the entry of individual transactions from source documents through the dealership's accounting records and into the resulting management reports and financial statements. Students will prepare and analyze standard dealership operating and reporting docu-

ments with emphasis on financial statement analysis as a management tool. This course is offered in conjunction with a required lab section.

**Prerequisites: ACC 2410 and AM 3680**

**AM 4660 DEALERSHIP MANAGEMENT FOR INTERNATIONAL STUDENTS 3 credits**

Designed to be a capstone course for international students studying the American franchise automobile dealership. The focus is on studying current trends and developments, doing research in relevant topics, and individual and team case studies. Experts from outside the classroom are brought in to discuss important topics of current concern. Students will also be encouraged to visit dealerships located near the campus to observe their operations.

**Prerequisite: 90 credits completed and international students**

**AM 4670 DEALERSHIP GENERAL MANAGEMENT 3 credits**

A capstone course for automotive marketing and management which includes a study of current retail marketing and management enterprises, inventory control, personnel management, customer care, and financial controls, as well as a review of the function and management of each of the five basic dealership departments. This course will utilize the ERA computer system to evaluate critical dealership operational and financial performance.

**Prerequisite: 90 credit hours completed**

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## ECONOMICS (ECN)

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**ECN 2210 PRINCIPLES OF MICROECONOMICS 3 credits**

An examination of general microeconomic theory with an emphasis on supply and demand, opportunity cost, consumer choice, the firm, the market structures and regulations, allocation of resources, capital, interest, profit, labor unions, income analysis, energy, national resource economics, and public policy.

**ECN 2220 PRINCIPLES OF MACROECONOMICS 3 credits**

An examination of general macroeconomics theory with an emphasis on government spending and taxation, national income accounting, economic fluctuations, macroeconomics theory, fiscal policy, monetary policy, the banking system, economic stabilization, international trade, economic growth, and comparative economic systems.

**ECN 3000 INTERNATIONAL TRADE 3 credits**

Examines the basis of trading among nations with emphasis on resources, foreign exchange, balance of payments, investments, tariffs, import quotas, export controls, nationalism, free trade, protectionism, and the institutions aiding in world trade.

**Prerequisites: ECN 2210 and 2220**

**ECN 3010 INTERMEDIATE MICROECONOMICS**  
**3 credits**

A study of resource allocation, scarcity, income distribution, consumer choice; theory of the firm, market structures, factor markets, welfare economics, and general equilibrium.

**Prerequisites:** ECN 2210, 2220, and MTH 3100

**ECN 3020 INTERMEDIATE MACROECONOMICS**  
**3 credits**

A study of income theory, employment, interest rates, and price level determination. The role of government and its influence on these variables via monetary and fiscal policies will be studied.

**Prerequisites:** ECN 2210 and 2220

**ECN 3110 ECONOMIC HISTORY 3 credits**

A study of significant periods and development in the evolution of economic activity in the U.S. with special emphasis on the place of the American business community and its relationship to the world economy from 1607 to date.

**Prerequisites:** ECN 2210 and 2220

**ECN 3310 MONEY AND BANKING 3 credits**

Examines the role of money and financial institutions in the U.S. economy. Includes an analysis of the role of the Federal Reserve and the impact of monetary policy on interest rates, exchange rates, inflation, and a comparison of different institutional arrangements in financial markets.

**Prerequisites:** ECN 2210 and ECN 2220

**ECN 3410 COMPARATIVE ECONOMIC SYSTEMS**  
**3 credits**

An analysis of the various systems of economic organization; comparison of socialist methods of economic management with the operations of the market economy; overview of the current economies of several nations.

**Prerequisites:** ECN 2210 and 2220

**ECN 3510 DEVELOPMENT OF ECONOMIC THOUGHT 3 credits**

An analysis of the theories advanced from the Greeks to the contemporary schools of economic thought and their effects on present-day economic policies designed to give students an appreciation for the intellectual foundation of the discipline.

**Prerequisites:** ECN 2210 and 2220

**ECN 3710 ENVIRONMENTAL ECONOMICS**  
**3 credits**

Applies tools of economic analysis to issues of environmental pollution and resource depletion. Students will learn techniques for evaluating current resource use and compare various regulatory and incentive-based public policy alternatives for improvement. Applications include solid waste management, air and water pollution, energy, wildlife habitat, population, and trans-boundary pollution.

**Prerequisite:** ECN 2210

**ECN 3850 SPECIAL TOPICS 1-3 credits**

Various topics in economics. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**ECN 3990 ADVANCED TOPICS - POLITICAL ECONOMY 3 credits**

An analytical and critical paper written after attendance at the annual summer "Freedom Seminar" or through arranged independent study.

**Prerequisites:** ECN 2210 and 2220

**ECN 4010 ECONOMICS OF PUBLIC POLICIES**  
**3 credits**

A study of both the short-term and long-term economic consequences of public policies as they relate to individuals and organizations. Policies examined include public pensions, health insurance, health and safety regulation, environmental protection, energy, industrial policy, and taxation.

**Prerequisites:** ECN 2210 and 60 credit hours completed.

**ECN 4250 CASES AND PROBLEMS IN GLOBAL ENTREPRENEURSHIP 3 credits**

The case study method is used to analyze the global environment confronting the entrepreneur engaged in cross-border enterprise. Important course components include public policy, markets, labor, and financial forces.

**Prerequisite:** ECN 3000

**ECN 4400 AUSTRIAN ECONOMIC THEORY**  
**3 credits**

Provides a general overview of how a generalized understanding of human action under subjective preferences can be used to deduce a wide range of economic phenomena.

**Prerequisites:** ECN 2210 and ECN 2220

**ECN 4500 INTRODUCTION TO ECONOMETRICS**  
**3 credits**

Introduces students to the basics of econometrics and regression analysis to evaluate economic problems. Familiarizes students to basic applied econometrics theories and techniques that can be used with commonly available computer software. A strong emphasis is placed on applications to relevant real-world data and to the recognition and understanding of common statistical problems.

**Prerequisites:** 60 credits hours completed, ECN 3010, and MTH 2310

**ECN 4890 RESEARCH METHODS 3 credits**

This course is based on the belief that in order to learn economics, a student must do economics. Provides a framework within which the students learn to understand and evaluate economic research, while completing an original research paper under the supervision of the instructor.

**Prerequisite:** ECN 4500

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**ENGLISH (ENG)**

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**ENG 0900 DEVELOPMENTAL COMPOSITION**  
**3 credits**

A developmental course for students who demonstrate a need for extra assistance in collegiate writing based on English ACT or SAT scores or a placement exam.

**ENG 0990 ENGLISH FOR ACADEMIC PURPOSES (EAP) 3 credits**

Designed to address the needs of international undergraduate transfer students identified as needing English as a Second Language (ESL) instruction based on TOEFL or IELTS scores or a placement exam, the course's objective is to strengthen the student's ESL/EAP skills in order to prepare them for academic success in an American university. This course covers grammar, writing, listening, speaking, and reading, with special emphasis on meeting the academic expectations of upper level classes. The course helps students gain confidence and competency in daily communications and personal interactions during the completion of their degree program.

**ENG 1150 COMPOSITION I 3 credits**

Uses a variety of genres to introduce students to rhetorical awareness focusing on audience and purpose. Readings in fiction and/or non-fiction are used to support writing strategies. A researched argumentative paper using APA documentation is required during the freshman composition sequence in either Composition I or Composition II or both.

**Prerequisite:** ENG 0900 or minimum ACT English score of 18 or minimum SAT verbal score of 421

**ENG 1200 COMPOSITION II 3 credits**

Uses analytical, interpretive readings as a basis for refining critical thinking and writing skills. Readings in fiction and/or non-fiction are used to support writing strategies. A researched argumentative paper using APA documentation is required during the freshman composition sequence in either Composition I or Composition II or both.

**Prerequisite:** ENG 1150

**ENG 3110: WORLD LITERATURE I 3 credits**

This course focuses on global literature from ancient times through the 1500s. Works of fiction and non-fiction from a variety of global cultures are included.

**Prerequisite:** ENG 1200

**ENG 3120: WORLD LITERATURE II 3 credits**

This course focuses on global literature from 1600 to the present. Works of fiction and non-fiction from a variety of global cultures are included.

**Prerequisite:** ENG 1200

**ENG 3200 REPORT WRITING AND APPLIED BUSINESS COMMUNICATIONS 3 credits**

Focus on improving writing ability with various types of business communications and reports for practical purposes consistent with business norms and conventions. Enhance written communication skills including executive summaries, business correspondence and reporting, and presentation of research findings. Includes collecting, organizing, interpreting facts, and presenting the findings in a well-documented report. Professional techniques of structuring and presenting business data are emphasized.

**Prerequisite:** ENG 1200

**ENG 3600 APPLIED COMMUNICATIONS**  
**3 credits**

Students learn techniques and psychology of effective domestic and cross-cultural business communication, with emphasis on business letters, reports (oral and written), memoranda, and electronic submissions.

**Prerequisite:** ENG 1200

**ENG 3850 SPECIAL TOPICS IN LITERATURE**  
**3 credits**

In these courses, students refine their reading, writing, and thinking abilities through responding, interpreting, analyzing, and evaluating literature. The English department chair, arts and sciences division chair, and academic dean on each campus are responsible for approving specific courses for this elective.

**Prerequisite:** ENG 1200

**ENG 4010 COMMUNICATION AND INTERPERSONAL RELATIONS 3 credits**

Examines the fundamental connection between the use of language and the way people communicate, think, and act. To understand the deeply symbolic nature of language, students study modern semantics and focus on how to interpret spoken and written words, especially by examining how the meaning of words is influenced by physical, verbal, and historical contexts. Students increase their self-awareness and their abilities to communicate, think, and act effectively and ethically.

**Prerequisite:** ENG 1200

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**ENTERTAINMENT, SPORT & PROMOTION MANAGEMENT (ESM)**

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**ESM 1010 INTRODUCTION TO SPORT AND ENTERTAINMENT MANAGEMENT**  
**3 credits**

Orients students to the field of sport and entertainment management and provides an overview about how to manage sport and entertainment enterprises for the major and non-major student.

**ESM 1030 SPORT AND ENTERTAINMENT COMMUNICATIONS AND PUBLIC RELATIONS 3 credits**

Emphasizes academic and skill development with the purpose of adding value to the organization. There is a focus on understanding the difference between interpersonal, mass communications, and public relations. Theoretical foundations of interpersonal communication including dyadic and small group communication will be explored. Theoretical foundations of mass communications and the mass media industry, including both the print and electronic media relative to the understanding of business decisions concerning market share and viewer ratings.

**ESM 2010 SOCIOLOGY OF SPORT AND ENTERTAINMENT 3 credits**

Explore and develop knowledge about the sociological impacts of sport and entertainment across genders, ethnicities, religions, and disabilities. Students learn to understand sociological phenomena and how they affect participation and behavior; identify and understand the internal and external factors that shape sport and entertainment in a culture; understand how sport and entertainment mirrors the society in which it exists; and develop an understanding regarding the differences between entertainment and recreational sport, as well as highly organized competitive programs in high school, college, and professional levels to a culture.

**ESM 2040 PRACTICUM 1 credit**

This is a 50 hour practicum completed on a part-time basis. The practicum includes coursework and are generally with businesses near the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

**Prerequisite: 30 credit hours completed**

**ESM 2050 FACILITY AND EVENT MANAGEMENT 3 credits**

This course gives the student an overview of the three major components of facility management. The three components are event management, risk management, and facility management. This course surveys the working components of new facility design and planning.

**ESM 2550 EVENT AND PRODUCTION MANAGEMENT 3 credits**

This course is designed to give students experience in planning and executing sporting events, entertainment events, corporate events, trade shows, or exhibitions with emphasis on pre-planning, budget preparation, advertising, and public relations. Designing, planning and developing an integrated marketing campaign will be explored to develop an understanding about contract negotiations and supplier agreements.

**ESM 3010 SPORT AND ENTERTAINMENT MARKETING 3 credits**

Explores marketing principles and resources for sport and entertainment marketing. Includes how increasing attendance and revenue is achieved by developing an understanding of the how, who, what, and where to market information.

**Prerequisite: MKT 2080**

**ESM 3030 SPORTS AND ENTERTAINMENT MARKETING AND COMMUNICATIONS 3 credits**

Integrates marketing principles specifically for the sports and entertainment marketing field. Strategic market segmentation, understanding media outlets, ratings and shares, and understanding budget and marketing constraints will be emphasized. Additional emphasis is put on the difference between interpersonal, mass communications, and public relations.

**ESM 3040 PRACTICUM II 1 credit**

This is a required 50 hour practicum completed on a part-time basis. The practicum includes coursework and are with businesses within close proximity to the campus. Students will gain experience by job shadowing and/or providing assistance for the organization. Directed and evaluated by the chair with appropriate supervision by an on-site professional.

**Prerequisite: 30 credit hours completed**

**ESM 3070 APPLIED RECORD & FILM INDUSTRY MARKETING 3 credits**

This course is a unique combination of marketing theory and applied concepts specific to the record and film industry. Topics include press kit development, music and film sales and distribution, advertising and promotion, film premier public relations, sponsorship development, theater fundraising and development, and live concerts.

**ESM 3300 SPORT AND ENTERTAINMENT SPONSORSHIP AND FUNDRAISING 3 credits**

Focuses on three interrelated areas: 1) Sport and entertainment sponsorship basics including marketing issues, strategic communication through sponsorship, sponsorship value, and sponsorship evaluation; 2) Various public and fundraising techniques utilized by sport and entertainment managers; and 3) Integrating sport and entertainment sponsorship marketing and public relations as a concept of value-added marketing.

**ESM 3520 SALES AND REVENUE GENERATION IN SPORTS AND ENTERTAINMENT 3 credits**

The course explores income opportunities within the sports and entertainment industry. This includes sponsorships, ticketing, tax incentives, public financing, auxiliary events, event recruiting, fundraising, non-profits, personal seat licensing, and luxury suites. Students will be introduced to selling techniques, proposal writing and presentation development.

**ESM 3850 SPECIAL TOPICS 1-3 credits**

Various topics in entertainment, sport, and promotion management. These may be one-time or occasional course offerings.

**Prerequisite: Dependent on specific course content**

**ESM 3990 INTERNSHIP 3 credits**

The (400 hours) full-time internship is designed to provide students with valuable work experience in a sport and entertainment management industry. The experience must be directed and evaluated by the chair with appropriate supervision by the on-site professional. Final agreements for the internship are to be completed by the ESPM department chair.

**Prerequisite: Department chair approval**

**ESM 4020 SPORT AND ENTERTAINMENT ECONOMICS 3 credits**

Provides students with an introduction to financial planning and budgeting, sport organization funding, and the fundraising process. Students analyze demand curves, supply curves, and market equilibrium curves in relation to pricing and utility or products or services. Students learn how to maximize residuals generated by product or service production.

**Prerequisites: ECN 2210 and ECN 2220**

**ESM 4030 FACILITIES AND OPERATIONS MANAGEMENT 3 credits**

In-depth investigation of event, risk, and facility management. This course delves into the budgeting and financials of facility concession and sport merchandising. Specific attention will be given to private and public entertainment facilities and their similarities and differences. This course also surveys the working components of new facility design and planning, overall layout and traffic flow, the process of mega-shelters in catastrophic events, and the possibilities of expansion/renovations in existing venues.

**ESM 4040 GOVERNANCE AND LEGAL ASPECTS OF SPORT AND ENTERTAINMENT 3 credits**

Students become familiar with the various agencies governing professional, collegiate, high school, and amateur level sports. This course explores various areas of law in relation to sport and entertainment industry, including both state and federal legislations. Students will investigate liability and contract law related sport and the sport industry. The course explores collective bargaining agreements in relation to labor law.

**Prerequisite: LAW 3000**

**ESM 4070 AGENTS, PRODUCTION & ARTIST MANAGEMENT 3 credits**

This course focuses on the roles and activities of the music and film agent, managers, and artist representation through case studies, market research, and trend analyses. This course covers forming the artist-manager relationship, creating the artist's career plan and image, selecting a development team, securing a contract with a record label, and handling money and success will be studied.

**ESM 4080 ENTERTAINMENT LAW 3 credits**

A study of the legal issues in the film, television, and music businesses and covers the entertainment industry structure; First Amendment issues, legalities of agency/talent representation, contracts, bankruptcy, torts/defamation, copyright issues and trademarks, and unfair competition.

**ESM 4100 SPORT AND ENTERTAINMENT ETHICS AND LEADERSHIP 3 credits**

Enhances student awareness of how ethical behavior and decision-making impacts the leadership roles of the sport and entertainment manager. Leadership is explored from two different perspectives: 1) Focus on determinants and consequences of individual motivation and attitudes in organizations; 2) Theory related to those responsible for guiding people toward organizational goals.

**Prerequisite: 90 credits completed or department chair approval**

**ESM 4300 SEMINAR IN SPORT AND ENTERTAINMENT MANAGEMENT 3 credits**

This is a capstone course for students who have completed all of the ESM core course requirements. Students apply their internship experience and develop a sport and entertainment management project related to strategic management concepts.

**Prerequisites: 90 credits completed and 21 ESM credits completed**

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**ENTREPRENEURSHIP (ETR)**


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**ETR 1010 INTRODUCTION TO ENTREPRENEURSHIP 3 credits**

An introduction to the creative and innovative managerial practices of successful entrepreneurship. This course reviews the significant economic and social contributions entrepreneurs provide to society, the intense lifestyle commitment, and the skills necessary for entrepreneurial success. Provides an overview of the entrepreneurial process.

**ETR 1200 SUCCESSFUL BUSINESS MODELS 3 credits**

A survey course of successful entrepreneurial business models and the initial challenges these business models encountered. Students review and evaluate the business models of some of the world's great entrepreneurs such as Astor, Lowell, Swift, Rockefeller, DeVos, Walton, and Gates. Explores how to use a company's business model to identify resource requirements, focus risks, and diagram revenue streams.

**ETR 2010 ENTREPRENEURIAL MARKETING 3 credits**

This course reviews and applies entrepreneurial marketing approaches used by successful entrepreneurs. These include utilizing industry sector trends, identifying emerg-

ing customer niches, developing new products/services, using guerilla marketing strategies, and Internet and social marketing strategies. Methods to research industry sector trends, identify emerging needs, develop new product and service ideas, and evaluate their feasibility, competitive advantage, and potential profitability. Explore the relationship between a well-developed marketing plan and successfully raising start-up capital.

**Prerequisite:** MKT 2080

**ETR 2200 ENTREPRENEURIAL DISTRIBUTION STRATEGIES 3 credits**

This course reviews and explores the various distribution strategies available to entrepreneurs to deliver products and services in the 21st century. These include traditional layered distribution, franchise development and/or purchase, multi-level marketing, direct Internet, and direct distribution models including 800 numbers and advertising-based response approaches. Also included are the factors to consider when selecting a business location, deciding to build, buy or lease space, as well as tradeoffs and process of signing a lease for company space.

**Prerequisite:** ETR 2010

**ETR 3010 NEW VENTURE FINANCE 3 credits**

The application of prerequisite accounting and finance course material to the challenges and specific needs of entrepreneurial ventures. The course emphasizes importance of managing cash flows, ratio analysis, pro forma development, and the basics of deal structure and harvesting a business venture. Students will identify and interpret sources of information from company financial reports, financial publications, industry benchmarks, the media, and web sites.

**Prerequisite:** FIN 3010 or FIN 3210

**ETR 3100 ENTREPRENEURIAL LEADERSHIP 3 credits**

This course explores how to identify and develop solutions to the most common leadership and personal challenges faced by entrepreneurs when starting new ventures or launching new products. Promotes a deeper understanding of what is required to be a successful entrepreneur. Highlights the skills and tools necessary to start a new business and explores alternatives to common pitfalls.

**Prerequisite:** 60 credit hours completed

**ETR 3200 RISK ANALYSIS AND BUSINESS MODEL CREATION 3 credits**

This course reviews financial tools and industry benchmarks used to identify and manage start-up risks. Applies completed objectives from core finance courses to the specific needs of entrepreneurial ventures. Stresses the importance of using a company's business model to identify resource requirements, focus risks, and diagram revenue streams. Surveys lessons from successful entrepreneurial business models used by some of the world's greatest entrepreneurs.

**Prerequisite:** FIN 3010 or FIN 3210

**ETR 3300 BUSINESS PLAN DEVELOPMENT 3 credits**

An introduction to the process of researching, writing, and presenting a business plan. Students identify and screen ideas using a business feasibility study that describes the product features, market opportunity, customer profile, sales forecast, competitive advantage, and profit potential. Following a successful feasibility study students may use business plan software as each develops their own complete business plan. Exceptional students may be granted permission to identify and work with a small business owner to help them develop a business plan that potentially expands their current business.

**Prerequisite:** ETR 3010

**ETR 3850 SPECIAL TOPICS 1-3 credits**

Various topics in entrepreneurship. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**ETR 3990 ENTREPRENEURSHIP HONORS INTERNSHIP 3 credits**

Exceptional students may apply during their junior or senior year for this real-world based internship. Students will work with an entrepreneur, CEO or executive manager, or a new business incubator or innovation project. Their supervisor must monitor and assess the student's work.

**Prerequisite:** Department chair approval

**ETR 4010 RISK ANALYSIS AND SOURCES OF CAPITAL 3 credits**

This problem and case-driven course applies many of the objectives from ETR 3010 and core finance courses to the specific needs of small businesses and high growth start-ups. Financial tools, analysis techniques, and industry benchmarks are used to evaluate, fund, manage, and value entrepreneurial ventures. Valuation options are explored, including the basic valuation techniques imbedded in 'Crystal Ball' or a similar commonly accepted valuation software.

**Prerequisite:** ETR 3010

**ETR 4030 ENTREPRENEURIAL BUSINESS MODEL CREATION AND EVALUATION 3 credits**

This case-driven course applies many of the completed objectives from ETR 1200 and other management core courses. This course explores ways entrepreneurs maximize wealth and economic value.

**ETR 4040 STRATEGIC MANAGEMENT OF A FAST-GROWING NEW VENTURE 3 credits**

This case-based course applies techniques to design, develop, implement, monitor, and revise new enterprise business strategy. Methods to formulate, implement, and evaluate the strategic management process are analyzed. The congruity and interaction between a proposed strategy and the environment in which a new business is expected to operate are explored in detail. Heavy emphasis is placed on the venture's

core competencies, competitors, customer needs, industry, available resources, and operating constraints.

**Prerequisite:** ETR 3010 or Department chair approval

**ETR 4050 SEMINAR IN FAMILY BUSINESS  
GROWTH AND SUCCESSION  
PLANNING 3 credits**

Explores the issues associated with business growth, estate, and succession planning within a family-owned business. Special attention is paid to intergenerational changes of management control and their implications for business sustainability and continuity.

**Prerequisite:** ETR 3010 or Department chair approval

**ETR 4060 INTERNATIONAL ENTREPRENEURIAL  
PROCESS 3 credits**

Focuses on an understanding of business methodologies needed to create new venture opportunities in and between foreign markets. Explore entrepreneurial and practical aspects of importing, exporting, and offshore outsourcing. Student teams will research foreign business climates, cultures, and market trends within countries that have unilateral or multilateral free-trade agreements with the United States (e.g., NAFTA) or other countries.

**Prerequisites:** ETR 3010 and ECN 3000 or department chair approval

**ETR 4070 ENTERPRISE LAW—FROM CREATION  
TO HARVEST 3 credits**

Students will learn and apply the legal considerations affecting an entrepreneurial enterprise throughout the life cycle of an organization (pre-startup, launch, growth, maturity, and harvest). Teams of students will complete a series of legal tasks and develop work products necessary to define, create, and operate an entrepreneurial venture.

**Prerequisite:** ETR 3010 and LAW 3000 or LAW 3025 or Department chair approval

**ETR 4080 SOCIAL AND CREATIVE ARTS  
ENTREPRENEURSHIP 3 credits**

Explores how entrepreneurial work habits and managerial expertise can be applied to help community service organizations to be more effective at helping to solve social problems and creative arts entrepreneurs to be able to financially support their artistic endeavors. Students create project teams that possess a strong sense of mission by participating in real-world community service activities. A mix of enterprising leaders engaged in social and creative arts enterprises will visit with the students to provide them with insights into their organizations' challenges, setbacks, and successes.

**ETR 4100 ENTREPRENEURIAL MANAGEMENT  
3 credits**

This course focuses on the challenges and opportunities to operate new and small businesses. Students develop an understanding of how to manage growth through planning, budgeting, and execution skills. Heavy emphasis is placed

on the venture's core competencies, competitors, customer needs, industry dynamics, available resources, and operating constraints.

**Prerequisite:** 90 credit hours completed

**ETR 4200 NEW VENTURE BUSINESS CASE  
3 credits**

Students integrate course material from all completed entrepreneurship courses. Students research, prepare, and present a comprehensive business plan for a new venture idea of their choice. The plan extends the outline used in ETR 3300 by adding increased market research, complex financial analysis, detailed capitalization explanation, a fundraising plan, and potential harvest strategy.

**Prerequisite:** ETR 3300 and ETR 3010

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## EXECUTIVE FITNESS (EXF)

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**EXF 1150 TENNIS 1 credit**

Designed to teach the rules, terminology, and strategy of tennis. During the course, different fundamental aspects of tennis will be taught to allow students to actively learn and participate. The class usually begins with a brief lecture followed by class activity for the duration of the period.

**EXF 1420 SWIMMING 1 credit**

Instruction on the basic skills of swimming and water safety. Students will learn the following strokes: elementary backstroke, freestyle, backstroke, breaststroke, and sidestroke.

**EXF 1510 WEIGHT TRAINING 1 credit**

Designed to teach proper forms of weight lifting and weight training. Students will develop individual training programs and learn to strengthen various parts of the body. Topics will include functional anatomy during various lifts, the physiology of training methods, and the biomechanics of the body during training.

**EXF 1600 DANCERCISE 1 credit**

Teaches students how to coordinate aerobic fitness and conditioning activities with music. Proper cardiovascular exercises will be demonstrated and students will complete these exercises coordinated to music. Students will learn to monitor their own cardiovascular health indicators.

**EXF 1700 CREATIVE DANCE 1 credit**

Introduction to creative dance with a focus on providing an open, inviting atmosphere for dance and movement exploration, as well as the experience of dance improvisation, composition, and choreography. This course also includes an introduction to the basic elements of modern dance techniques.

**EXF 1800 SCUBA 2 credits**

Consists of evenly divided pool and classroom sessions. Students learn the theory of diving and all safety aspects of the sport. Each diver must provide a mask, fins and snorkel, SSI

Log Book, and the Sport Diver Manual with workbook.

**Prerequisite:** Average swimming abilities and good general health

**EXF 1810 SCUBA II 1 credit**

Leads to certification. Consists of pool and classroom review of diving safety skills and a review of Scuba I. Divers participate in a minimum of 6 open water lake dives to complete the requirements for the Scuba School International "Open Water Diver" certification. Each diver must provide a mask, fins, snorkel, wet suit, mitts, boots, and chemical glow lights.

**Prerequisite:** EXF 1800 or certification from a nationally recognized scuba diving association

**EXF 1900 BOWLING 1 credit**

Teaches the rules, terminology, skills, and strategy of bowling. Students actively participate and learn the different fundamental elements of bowling.

**EXF 2001 FIRST AID 1 credit**

Trains students on how to respond in emergency situations and give care to an adult who needs assistance. Upon satisfactory completion of the course each student will receive a first aid certification card that is valid for 3 years from the date of course completion.

**EXF 2010 CARDIOPULMONARY RESUSCITATION—ADULT 1 credit**

Teaches students how to respond in emergency situations and give care to an adult who needs assistance or cardio pulmonary resuscitation (CPR). Upon satisfactory completion of the course each student will receive an adult CPR certification card that is valid for 1 year from the date of course completion.

**EXF 2015 CARDIOPULMONARY RESUSCITATION—CHILD & INFANT 1 credit**

The child and infant CPR class prepares students to respond in emergency situations and give care to an infant or child who needs assistance or cardiopulmonary resuscitation (CPR). Upon satisfactory completion of the course each student will receive an infant and child CPR certification card that is good for 1 year from the date of course completion.

**EXF 2020 PROFESSIONAL LIFESTYLE 1 credit**

Presents students with lifestyle issues that can affect health and job performance. Topics include anatomy and physiology, nutrition, cardiac function, stress recognition and management, and health and wellness issues.

**EXF 2400 BASKETBALL (CO-ED) 1 credit**

Presents the rules, terminology, and strategy of basketball. Students actively participate and learn different fundamental aspects of basketball including ball handling and shooting techniques, and offensive and defensive team strategies.

**EXF 2500 VOLLEYBALL (CO-ED) 1 credit**

Introduction to the fundamental skills and strategies of organized volleyball designed to further develop individual skills for the beginner and/or intermediate player. Students will also learn to practice effective communication with teammates.

**EXF 2620 AMERICAN FLAG FOOTBALL (CO-ED) 1 credit**

Teaches the rules and techniques of standard American football and incorporates them into a flag football format.

**EXF 2630 SOCCER (CO-ED) 1 credit**

An introduction to the fundamental skills, rules, and strategies of organized soccer and is designed to further develop individual skills for the intermediate player. Students will work on the development of individual skills and team communication and strategies: dribbling, passing, trapping, heading, shooting, goalkeeping, and team strategies in offense and defense.

**EXF 2700 KUNG-FU 1 credit**

Students learn the 400-year-old, seven-star praying mantis-style Chinese martial arts. During the course of training, students study the basic self-defense technique, theories, and history of the mantis system.

**EXF 2710 ADVANCED KUNG-FU 1 credit**

Designed for those students who have completed the previous Kung Fu class training and wish to advance their martial arts techniques.

**Prerequisite:** EXF 2700

**EXF 2720 TAI CHI FOR HEALTH, WELLNESS, AND SELF-DEFENSE 1 credit**

Introduces students to the ancient martial art of Tai Chi. Short lectures will make students aware of its history, current research into its health benefits, appreciation of the Chinese cultural aspects, as well as its utility in the workplace for both stress reduction and employee fitness. Students learn Tai Chi stretching, exercises, breathing techniques, and form training. Self-defense applications of the form will also be covered.

**EXF 2730 ADVANCED TAI CHI FOR HEALTH, WELLNESS, AND SELF-DEFENSE 1 credit**

Continues to perfect the techniques and applications started in EXE 2720. Students will finish the second half of the Wu Tai Chi Form.

**Prerequisite:** EXF 2720

**EXF 2800 GOLF 1 credit**

Instruction in the basic principles of golf along with a thorough coverage of rules and etiquette.

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## FASHION MARKETING & MANAGEMENT (FMM)

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### FMM 1010 INTRODUCTION TO FASHION MARKETING AND MERCHANDISING 3 credits

This introductory class provides an exposure to merchandising terminology. Activities and operations that make up the apparel fashion work will be explored as will discussions regarding the entrepreneurs who influence the industry. Career possibilities are presented with an overview of the raw materials, designing, and manufacturing, plus the wholesale and retail markets.

### FMM 2010 FASHION PROMOTIONS AND VISUAL MERCHANDISING 3 credits

Various components of a manufacturer's or retailer's promotional techniques, including visual merchandising, are studied. In addition, forms of advertising and special events are studied to evaluate their applications to various situations.

**Prerequisite:** FMM 1010

### FMM 2050 TEXTILES 3 credits

A thorough study of all aspects of the textile industry including fiber, fabrics, prints, finishes, care, and legislation will take place in this course. Students will study the impact of textiles on global economies as well as environmental issues through a variety of teaching methods.

**Prerequisite:** FMM 1010

### FMM 3020 HISTORY OF COSTUME 3 credits

This course will survey the evolution of apparel and accessories from the Egyptian period to today's current fashions and relationships therein. The course stresses the social, economic, and political factors which have influenced fashion throughout the ages as well as noting construction, design methods, and terminology.

### FMM 3110 APPAREL ANALYSIS 3 credits

Students conduct a thorough study of the primary and secondary levels of the industry from raw materials to the finished product and quality levels to costing of materials. Industry terminology, global, and environmental issues will be explored as they pertain to the apparel industry.

**Prerequisites:** FMM 1010 and 2050 and 3020

### FMM 3120 TEXTILES AND APPAREL ANALYSIS 3 credits

Explores multiple factors including cost of materials, brand names, and quantities that affect the designing, manufacturing, and pricing of fashion merchandise. Students will study the processing of textiles from fibers to fabrics and processing to care and legislation. This course engages students in the overall workings of the textile industry as it relates specifically to the apparel and soft goods industries.

**Prerequisites:** FMM 1010

### FMM 3850 SPECIAL TOPICS 1-3 credits

Various topics in fashion marketing and management. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

### FMM 3990 INTERNSHIP 3 credits

The 400 hours internship is designed to provide the student with supervised on-the-job training in their area(s) of interest. A contract between the college, students, and employer as well as a complete list of goals and objectives provides the ground work for this experience. A daily log, periodic evaluations, study of the company, and personal self-reflection are designed to provide the student with a realistic learning experience.

**Prerequisite:** Department chair approval

### FMM 4030 MERCHANDISING BUYING 3 credits

Students will participate as a "buyer" through a buying and merchandise assortment planning experience. Students will learn to bridge the gap between the principles of retail buying and mathematical formulas and concepts. The career of a buyer and their responsibilities will be explored.

### FMM 4120 PRACTICES AND THEORIES OF FASHION MERCHANDISING 3 credits

Successful fashion manufacturers, wholesalers, and retailers are studied along with career opportunities in these areas. The multiple factors, such as cost of materials, brand, names, quantities, and sourcing that affect the designing, manufacturing, and pricing of merchandise are explored. Information and experiences will come from interaction with professionals in these areas. A cumulative and thorough application of all facets of the student's program is exhibited through a variety of projects concluding with a major business plan.

**Prerequisites:** FMM major with 90 credit hours completed and ACC 2415

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## FINANCE (FIN)

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### FIN 1010 INTRODUCTION TO FINANCE 3 credits

Designed to build an understanding of the various banking and finance industries through an examination of the segments of these industries and appraisals of the financial and management skills that future managers need to succeed. The course pedagogy is enhanced with student-led discussion regarding current events in global financial markets. Students gain insights into the development and characteristics of the different industries through popular trade magazines, newspapers, Internet sources, and text.

### FIN 2600 FINANCIAL INSTITUTIONS AND SIMULATION 3 credits

Introduction to the commercial banking function and the operations and management of state and national banks. Emphasis on the general management functions, with special

attention to management of deposits, loans, investments, liquidity, trusts, and other service functions. A bank simulation is included as a practical application of banking principles, including information provided by banks, competitors, and bank regulatory agencies.

**Prerequisite:** ACC 2410

**FIN 3010 FINANCIAL MANAGEMENT 3 credits**

Study of the theoretical and conceptual framework financial managers use to reach decisions. Particular emphasis is given to the finance function and its relevance to the management of an enterprise. Analysis, problem solving techniques, and decision-making tools are emphasized. Differences between multinational and domestic financial management, such as currencies, political, and economic risks are discussed. Stocks, bonds, and interest rates are evaluated as they relate to the basic financial analysis of investments.

**Prerequisite:** ACC 2415

**FIN 3210 FINANCIAL MANAGEMENT 3 credits**

Required for students seeking a degree with a major or concentration in finance or accounting or is recommended for those students pursuing a minor in accounting or finance. Study of the theoretical and conceptual framework financial managers use to reach decisions. Particular emphasis is given to the finance function and its relevance to the management of an enterprise. Analysis, problem solving techniques, and decision-making tools are emphasized. Differences between multinational and domestic financial management, such as different currencies, political, and economic risks are discussed.

**Prerequisite:** ACC 2415

**FIN 3600 REAL ESTATE FINANCE & ANALYSIS  
3 credits**

A comprehensive overview of the various types of real estate markets in the United States and how purchases and sales are financed. Students examine both standard and creative financing/structuring techniques used with residential real estate and income real estate properties. Purchase, sale, lease, and underwriting issues as well as real estate investment analysis techniques will be fully explored. The effects of market and economic conditions on the real estate markets are analyzed.

**Prerequisite:** FIN 3010 or 3210

**FIN 3750 CAPITAL MARKETS & ANALYSIS  
3 credits**

An introduction to the basics of investing with emphasis on equities, debt, preferred stocks, convertible securities, rights and warrants, options, mutual funds, and fixed and variable annuities. The market on which each is traded, as well as fundamental and technical analysis, will be researched.

**Prerequisite or co-requisite:** FIN 3010 or 3210

**FIN 3760 APPLIED FINANCIAL ANALYSIS &  
PORTFOLIO MANAGEMENT 3 credits**

Continuation of FIN 3750 with particular emphasis on the intricate nature of assets contained in sophisticated securities.

Concentration will be on the management of portfolios with special emphasis on growth strategies, income strategies, retirement planning, tax-advantaged investing, stock brokerage trends, and overall financial planning.

**Prerequisite:** FIN 3750

**FIN 3850 SPECIAL TOPICS 1-3 credits**

Various topics in finance. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**FIN 4010 INTERNATIONAL FINANCE 3 credits**

A comprehensive overview of the international monetary system in terms of its institutional structure, participants and their motivations, markets, and products, as well as currency exposure and techniques in risk management.

**Prerequisites:** FIN 3010 or FIN 3210 and ECN 3000

**FIN 4100 CHARTERED FINANCIAL ANALYST  
(CFA) TOPICS 3 credits**

Emphasizes various finance topics contained in the course of study for the CFA designation. This designation is a rigorous 3-year graduate program of study desired by experienced financial professionals. It is considered to be the ultimate credential for the financial professional throughout the industry. Finance majors who aspire to become an analyst and/or the corporate fields should take this course.

**Prerequisite:** FIN 3760; **Co-requisite:** FIN 4550

**FIN 4150 CERTIFIED FINANCIAL PLANNER  
(CFP) TOPICS 3 credits**

Emphasizes various topics contained in the course of study for the CFP designation. The CFP designation is an industry program of study that is desired by those selling financial planning services, and is usually taken soon after beginning one's career. The CFP is a necessary credential for the financial planner throughout the financial planning industry. Students who aspire to becoming a personal financial planner should take this course.

**Prerequisite:** FIN 3010 or 3210

**FIN 4230 PERSONAL FINANCIAL PLANNING  
1 - 3 credits**

Designed for senior level students not majoring in finance who will be graduating and leaving the University to pursue their chosen careers, this course will introduce the basic financial planning tools that are needed to acquire a comfortable financial life in the future. Skill topics will include saving, non-retirement and retirement investing, mutual fund/stock investments, house purchasing/renting, and changing the financial plan as the student's career and family situations advance throughout life. Courses offered for more than one credit will delve further into the course topics based on the number of credit hours.

**Prerequisite:** 90 credit hours completed

**FIN 4550 CORPORATE INVESTMENT DECISIONS 3 credits**

Emphasizes case/discussion methods to develop an in-depth expansion on the basic concepts presented in FIN 3010/3210. This course extends the financial analysis of a business to valuing complex capital budgeting and corporate strategies. Issues such as building the financial component of a business plan and using financial management techniques to identify corporate problems/opportunities and fix or pursue them. Options for various capital structures and the financing thereof are pursued in depth.

**Prerequisite:** FIN 3010 or 3210

**FIN 4850 CORPORATE FINANCING DECISIONS AND VALUATION 3 Credits**

A capstone finance course that builds on the financial concepts learned in previous courses and presents an integrated approach to corporate financing decisions and corporate valuation. This is a case discussion and application course covering various financing and valuation approaches and the application of these methodologies in the contemporary business environment.

**Prerequisite:** FIN 4550

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**FOUNDATIONS (FDN)**

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**FDN 1100 FIRST YEAR SEMINAR I 1 credit**

This course prepares students to take personal responsibility for their learning and academic success at Northwood University with an emphasis on holistic factors including how to acquire and apply knowledge, critical thinking, problem-solving, and effective communication skills. Includes an overview of University resources that support student success. Also includes an introduction to the institutional philosophy as it pertains to "The Northwood Idea," emphasizing the role of the individual and limited government in a free-enterprise society.

**FDN 1200 FIRST YEAR SEMINAR II 1 credit**

Building on FDN 1100, this course emphasizes the relationship between student success and institutional culture and philosophy as it pertains to "The Northwood Idea." An introduction to the role of government, individual freedom and responsibility, property rights, and the free-enterprise system of capitalism.

**Prerequisite:** FDN 1100 or 15 credit hours completed

**FDN 3100 CAREER DEVELOPMENT 1 credit**

Designed to provide juniors and seniors with research skills and methodology to gain information and understanding about specific industries and enterprises in which the students are interested in seeking employment. Students will learn about the importance of non-verbal interaction, interviewing techniques, resume and cover letter writing, and negotiation skills.

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**HEALTH CARE MANAGEMENT (HCM) (Adult Degree Program only)**

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**HCM 1010 INTRODUCTION TO HEALTH CARE MANAGEMENT AND ADMINISTRATION 3 credits**

Overview of key issues in the management and administration of comprehensive health care facilities. Focuses on the administrator's relationship to the medical and nursing professions and assesses the attributes of the various types of health service organizations.

**HCM 1020 ORGANIZATIONAL BEHAVIOR AND CULTURE IN HEALTH CARE 3 credits**

Analysis of problems and issues associated with management of health care organizations and distinguishes between various types of organizations. This course focuses on hospitals, mental care centers, long-term care facilities, managed care organizations, and community clinics. Introduction to special terminology, culture, and behavior patterns that characterize health care with emphasis on implications for administration of health care institutions.

**HCM 2010 ECONOMICS OF HEALTH CARE 3 credits**

Analysis of economic factors bearing on the costs and affordability of health care. Covers public perceptions, attitudes, and political pressures as they affect demand for health services; reimbursement policies shaping service delivery; competition and alternative delivery systems; managed care and other government and private payer attempts to control costs; and overview of the medical cost containment crisis.

**HCM 2030 HISTORY OF HEALTH CARE MANAGEMENT 3 credits**

Students will have the opportunity to follow the strategic trends of the health care industry since its entry into the business arena. An assessment of post-World War II changes in health care, managed care, and managed competition will be addressed. Changes in incentives for physicians, hospitals, and health care providers will be discussed. An assessment of new technology and techniques introduced into the health care industry will also be addressed.

**HCM 2990 INTERNSHIP 3 credits**

The internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the college, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

**Prerequisite:** Faculty approval

**HCM 3000 HEALTH CARE ACCOUNTING, BUDGETING AND FINANCIAL MANAGEMENT 3 credits**

Application of accounting, budgeting and financial management concepts and techniques to managerial decision making in the health care industry. Examines how private and public agencies determine program priorities, allocate resources to execute programs and obtain funds through taxation, bond issues, and other means. Explores cash flow problems related to third-party payments. Uses case study analysis to determine financial techniques and reporting for health care providers.

**Prerequisite:** FIN 3010

**HCM 3030 HUMAN RESOURCE MANAGEMENT FOR THE HEALTH CARE INDUSTRY 3 credits**

Analyzes special problems of forecasting, planning, staffing, and developing human resource management in health care institutions. Explores legal aspects of human resource management and administration in the industry with an emphasis on compliance.

**HCM 3040 LEGAL AND ETHICAL ASPECTS 3 credits**

Basic principles of law applicable to the business world, emphasizing contract, sales, bailments, negotiable instruments, agency, partnerships, corporations, insurance, and real estate.

**HCM 4010 HEALTH CARE QUALITY MANAGEMENT 3 credits**

Comprehensive examination of those systems that measure and maintain quality in health care. Continuous improvements of the Total Quality Management discipline as it applies to health care.

**HCM 3850 SPECIAL TOPICS 1-3 credits**

Various topics in health care management. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**HCM 4020 CURRENT TOPICS IN HEALTH CARE MANAGEMENT 3 credits**

The analysis, discussion, and reporting from current literature of significant trends, controversial issues affecting health care, and application of advanced decision-making techniques to those issues.

**HCM 4030 MARKETING MANAGEMENT FOR THE HEALTH CARE INDUSTRY 3 credits**

Application of marketing concepts and techniques within and to health care institutions. Comprehensive overview of market analysis for new and on-going products and services.

**HCM 4040 HEALTH CARE SYSTEMS 3 credits**

Modern systems theory as applied to management and its problems. Applications of integrated computer software are evaluated for their potential in systematic approaches to problem solving, decision-making, planning, and controlling.

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**HISTORY (HIS)**

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**HIS 2100 FOUNDATIONS OF THE MODERN WORLD I 3 credits**

Introduces students to the historical development of Western civilization and its traditions. Major themes include the evolution of social, economic, religious, and political systems to fit the changing conditions of each age, and the expression of changing values and beliefs through intellectual and artistic endeavors. The course traces the development of Western civilization from ancient Near Eastern cultures to the beginning of the modern era in the 1600s.

**Prerequisite:** ENG 1200

**HIS 2150 FOUNDATIONS OF THE MODERN WORLD II 3 credits**

Introduces students to the historical development of Western civilization and its traditions. Major themes include the evolution of social, economic, religious, and political systems to fit the changing conditions of each age, and the expression of changing values and beliefs through intellectual and artistic endeavors. The course traces the development of Western civilization from the beginning of the modern era in the 1600s to the present.

**Prerequisites:** HIS 2100

**HIS 2160 FOUNDATIONS OF THE MODERN WORLD 3 credits**

Introduces students to the historical development of Western civilization and its traditions. Major themes include the evolution of social, economic, religious, and political systems to fit the changing conditions of each age, and the expression of changing values and beliefs through intellectual and artistic endeavors. The course traces the development of Western civilization from the beginning of the modern era in the 1600s to the present.

**Prerequisite:** ENG 1200

**HIS 2175 THE HISTORY OF THE UNITED STATES OF AMERICA 3 credits**

The history of the United States is presented beginning with the European background and first discoveries. The pattern of exploration, settlement, and development of institutions is followed throughout the colonial period and the early national experience. The course continues through the Civil War, Reconstruction, the 19th, 20th, and 21st centuries and the development of the United States as a world power. The study includes social, cultural, economic, intellectual, and political aspects of American life.

**Prerequisite:** ENG 1200

**HIS 3010 THE FOUNDING OF THE AMERICAN REPUBLIC 3 credits**

Covers the historical development of the United States from colonial times through the beginning of the 19th century, with emphasis on the historical context of the Declaration of Independence and the U.S. Constitution as examples of the unique expressions of American political, social, and economic systems. The course will focus on primary sources and on selected individuals who helped formulate these ideals.

**Prerequisite:** HIS 2150 or HIS 2160

**HIS 3100 AFRICANS IN AMERICA 1607 – 1861 3 credits**

Examines the experiences of Africans in America from the founding of the first colonies to the Civil War as evidenced through the historical, economic, political, social, religious, and literary values of the period. The course is focused on democracy, economics, freedom, leadership, identity, race, and racism from 1607 to 1861.

**HIS 3130 THE AMERICAN CIVIL WAR AND RECONSTRUCTION 3 credits**

Examines the American Civil War, including its causes, the military, political, social and economic aspects of the war, and its continuing legacy. The course also covers Reconstruction following the war.

**Prerequisite:** 60 credit hours completed

**HIS 3150 THE ERA OF THE VIETNAM WAR 3 credits**

Examines the Vietnam War, including its causes, the military, political, social and economic aspects of the war, and its continuing legacy for both Vietnam and the United States.

**Prerequisite:** 60 credit hours completed

**HIS 3850 SPECIAL TOPICS 1-3 credits**

Various topics in history. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**HIS 4020 CONTEMPORARY GLOBAL ISSUES 3 credits**

An examination of the historical basis and context for contemporary global issues. Topics may include political, economic, scientific, technological, cultural, and social challenges.

**Prerequisite:** HIS 2150, HIS 2160, or HIS 2175

**HIS 4040 EUROPEAN CULTURAL HISTORY 3 credits**

Explores the development of European history and culture through focused visits to historical and cultural sites such as museums, historical parks, memorials, military sites, and cathedrals; and through film and performance. Taught during the annual Semester in Europe program.

**Prerequisite:** HIS 2100 or HIS 2150

**HOSPITALITY MANAGEMENT (HRM)****HRM 1010 INTRODUCTION TO HOSPITALITY MANAGEMENT 3 credits**

Designed to build an understanding of the hospitality industry by examining the management skills needed to succeed in the industry. The student will also gain an insight in the development of the industry through popular trade magazines, guest speakers, and field trips.

**HRM 1030 SANITATION 3 credits**

Provides foodservice personnel with basic sanitation principles; understanding personal hygiene; sanitizing of eating and drinking utensils; food bacteriology; emergency pathogens; prevention of illnesses; HACCP; accident prevention; employee training; sanitary and safe foodservice operation. Also includes information regarding alcohol: serving alcohol responsibly; safety of the customer, legalities of the employer, and lawsuits and violations of the state liquor code; how alcohol affects the body; the law and your responsibility; reasonable care; establishing policies and procedures; designing an alcohol responsible program; and checking age identification.

**HRM 1031 SERVE SAFE ALCOHOL SEMINAR 1 credit**

Emphasis on alcohol law and the responsibility of the server. Includes information regarding alcohol: serving alcohol responsibly; safety of the customer, legalities of the employer, and lawsuits and violations of the state liquor code; how alcohol affects the body; the law and your responsibility; reasonable care; establishing policies and procedures; designing an alcohol responsible program; and checking age identification. Students will have the opportunity to earn the national Serve Safe Alcohol certification.

**HRM 1032 FOOD SERVE SAFE CERTIFICATION 2 Credits**

Provides foodservice personnel with basic sanitation principles; understanding personal hygiene; sanitizing of eating and drinking utensils; food bacteriology; emergency pathogens; prevention of illnesses; HACCP; accident prevention; employee training; sanitary and safe foodservice operation. Also includes information regarding alcohol: serving alcohol responsibly; safety of the customer, legalities of the employer, and lawsuits and violations of the state liquor code; how alcohol affects the body; the law and your responsibility; reasonable care; establishing policies and procedures; designing an alcohol responsible program; and checking age identification.

**HRM 2040 PRACTICUM I 1 credit**

Designed to provide the student with supervised on-the-job training, exposure to organizational, management, internal workings, and services offered through an approved organization. A contract between the college, student, and employer provides the beginning groundwork. Goals, evaluations, a review of skill, and a study of the organization are designed to provide a realistic learning experience.

**Prerequisite: 30 credit hours completed**

**HRM 2050 FOOD AND BEVERAGE MANAGEMENT 3 credits**

Designed to move the student through the various management steps involved in food service. Food production issues are studied from a managerial point of view. Standards in food production and beverage service are a focal area of the course. This course is designed to build the skills necessary to operate a successful and profitable food service operation.

**HRM 2100 FACILITIES ENGINEERING 3 credits**

Introduces students to facilities engineering and why hospitality managers need to be aware of basic engineering principles and tools to enable them to make decisions regarding the operations of their facility.

**HRM 2980 BEVERAGE SEMINAR 1 credit**

Exploration of various wines/beers from around the world. Class includes beverage evaluation and tasting for serious students who will benefit professionally from this knowledge. Primarily for Hotel/Restaurant students, but others will be considered.

**HRM 3040 PRACTICUM II 1 credit**

Designed to provide the student with supervised on-the-job training, exposure to organizational, management, internal workings and services offered through an approved agency. A contract between the university, the student, and the employer provides the beginning groundwork. Goals, evaluations, a review of skill and a study of the organization are designed to provide a realistic learning experience.

**Prerequisite: 30 credit hours completed**

**HRM 3050 HOSPITALITY OPERATION MANAGEMENT 3 credits**

The class covers the study of broad-based hotel and motel management operations reviewing development, pre-opening, marketing, departmental operations, and organizational structure. Includes work in training, staffing, work improvement techniques, motivating, organizing, planning, and scheduling.

**HRM 3100 RESORT & CLUB MANAGEMENT 3 credits**

Introduces the student to these exciting and dynamic segments of the industry and the many challenges in operations. Students will explore the many career choices available after

visits to various properties and the behind-the-scenes look at how they are run.

**HRM 3850 SPECIAL TOPICS 1-3 credits**

Various topics in hotel, restaurant, and resort management. These may be one-time or occasional course offerings.

**Prerequisite: Dependent on specific course content**

**HRM 3990 INTERNSHIP 3 credits**

The internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A contract between the University, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

**Prerequisites: Faculty approval and 60 credit hours completed**

**HRM 4050 HOSPITALITY COSTING, PRICING, AND FINANCIAL MANAGEMENT 3 credits**

Designed to move the student through the various management steps involved in developing a financially successful hotel, restaurant, resort, spa or other hospitality business. This course presents methods and principles for accurately pricing goods and services, controlling costs, and maximizing profits. Hotels, restaurants, and resorts are studied from a managerial point of view to keep costs low and margins high. Budgeting and financing standards set in the hospitality industry are a focal area of the course.

**Prerequisite: FIN 3010 or FIN 3210**

**HRM 4100 HUMAN RESOURCES APPLICATION 3 credits**

Strong human resource management is critical for the survival of any company. This course will discuss and highlight ways that the new or even experienced manager can stay ahead of the workforce challenges. Current articles and group projects will supplement the classroom experience.

**HRM 4150 INTERNATIONAL TOURISM 3 credits**

Focuses on the economic, social, cultural, and environmental considerations of international travel and tourism. The course is designed to create sensitivity to and an awareness of the differences in cultures in regard to a worldview of hospitality management.

**HRM 4180 SPECIAL EVENTS AND MEETING PLANNING 3 credits**

Provides students with the basic understanding of the management process as it relates to planning and operation of special events and meetings. This course is designed to develop skills, strategies, knowledge, and understanding about planning, organizing, scheduling, marketing, and implementing meetings and special events for various groups.

**HRM 4500 CURRENT ISSUES IN THE HOSPITALITY INDUSTRY 3 credits**

Explores the dynamics and implications of current societal and professional issues while developing leadership styles and identifying current trends. The course focuses on examining current trends that will impact the profession and help students understand the relevance of trends to their professional development.

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**HUMANITIES (HUM)**

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**HUM 3010 IDEAS THAT SHAPED AMERICA 3 credits**

Explores ideas from America's European heritage that shaped modern America. Course taught only in the Semester in Europe Study Abroad program.

**HUM 3020 SURVEY OF WESTERN ART 3 credits**

Explores Western art through first-hand visits to European cultural centers and classroom lectures during the Semester in Europe Study Abroad program.

**HUM 3100 CREATIVITY 3 credits**

An overview of the creative process and its relationship to both personal and professional achievement. Theories of creativity are summarized, covering such topics as the creative personality, creative problem solving, and creative team work. Students will acquire the resources and techniques for stimulating creative thinking and facilitating creative problem solving. The course will encompass both individual and group exercises to stimulate creative thinking.

**Prerequisite: 60 credit hours completed**

**HUM 3110 THE SEARCH FOR MEANING THROUGH THE HUMANITIES 3 credits**

An examination of the human search for meaning through perennial questions and their possible answers as expressed in intellectual, artistic, and social endeavors.

**Prerequisite: 60 credit hours completed**

**HUM 3120 INTRODUCTION TO ART 3 credits**

A survey of visual media, past and present, with particular emphasis on expressionism and realism and how they mirror society. Technique as well as theory is covered.

**Prerequisite: 60 credit hours completed**

**HUM 3130 INTRODUCTION TO MUSIC 3 credits**

The study of music from the past and present, and its impact on our culture. Included is a survey of music from historical periods and the relationship of this auditory art form to other areas of the humanities.

**Prerequisite: 60 credit hours completed**

**HUM 3140 INTRODUCTION TO MODERN ART 3 credits**

A chronological survey of major art movements beginning with Romanticism and culminating in the most recent developments in painting and sculpture.

**HUM 3150 INTRODUCTION TO FILM ART 3 credits**

A survey of past and present films with particular emphasis on the elements of form and style. A history of film and survey of genres and styles is included.

**Prerequisite: 60 credit hours completed**

**HUM 3200 CRITICAL APPRECIATION OF THE ARTS 3 credits**

Focuses on the special role of the arts: painting, sculpture, architecture, literature, drama, music, dance, film, and photography as forms of human expression. Attention is given to definitions of art and various critical approaches to the arts in order to establish a foundation for critical response.

**Prerequisite: 60 credit hours completed**

**HUM 3210 GENERAL HUMANITIES 3 credits**

Beginning with the advent of the Renaissance, this course traces the humanistic aspects of our intellectual development, as that development is manifested in painting, sculpture, architecture, music, literature, philosophy, political theory, and spiritual experience.

**Prerequisite: 60 credit hours completed**

**HUM 3220 DESIGN PRINCIPLES 3 credits**

Exploration of human reaction to visual stimuli and the role of design to solve problems and make decisions in business and personal life. The goal is that students will make better functional, practical, and economic visual judgments.

**Prerequisite: 60 credit hours completed**

**HUM 3500 HONORS SEMINAR 3 credits**

Critical study of various forms of artistic expression to sharpen students' ability to form divergent points of view.

**Prerequisites: 60 credit hours completed and approval of academic dean**

**HUM 3850 SPECIAL TOPICS 1-3 credits**

Various topics in humanities. These may be one-time or occasional course offerings.

**Prerequisite: Dependent on specific course content**

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**INTERNATIONAL BUSINESS (INB)**


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**INB 1100 INTRODUCTION TO INTERNATIONAL BUSINESS 3 credits**

This is a survey course that acquaints students with the salient components of the discipline and the curriculum. It covers the various functional areas of International Business such as trade, finance, law, management, and marketing. It also examines the importance of culture and its impact on human behavior, and brings home to students the importance of understanding cultural differences for the successful pursuit of a career in international business. The course introduces students to career opportunities in the international business field.

**INB 3850 SPECIAL TOPICS 1-3 credits**

Various topics in international business. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

*NOTE: Below are other required major courses in the interdisciplinary International Business curriculum:*

**ECN 3000 INTERNATIONAL TRADE 3 credits**

Examines the basis of trading among nations with emphasis on resources, foreign exchange, balance of payments, investments, tariffs, import quotas, export controls, nationalism, free trade, protectionism, and the institutions aiding in world trade.

**Prerequisites:** ECN 2210 and 2220

**ECN 3410 COMPARATIVE ECONOMIC SYSTEMS 3 credits**

An analysis of the various systems of economic organization; comparison of socialist methods of economic management with the operations of the market economy; overview of the current economies of several nations.

**Prerequisites:** ECN 2210 and 2220

**FIN 4010 INTERNATIONAL FINANCE 3 credits**

A comprehensive overview of the international monetary system in terms of its institutional structure, participants and their motivations, markets, and products, as well as currency exposure and techniques in risk management.

**Prerequisites:** FIN 3010 or FIN 3210 and ECN 3000

**LAW 4050 INTERNATIONAL LAW 3 credits**

Overview of the international legal environment, including an emphasis on common and code law systems and their impact on the conduct of international business. Explores international jurisdiction, world legal agreements and bodies, treaty agreements, and treaty law.

**Prerequisites:** LAW 3000 and ECN 3000

**MGT 4030 INTERNATIONAL MANAGEMENT 3 credits**

Familiarizes students with the evolution of the multi national enterprise over the past century, and addresses the challenges

today's managers of such enterprises. Discusses the various aspects of the complex task of managing and leading a multi national enterprise such as strategy formulation, structuring organizations, liaising with external stakeholders, ensuring ethical conduct, and providing inspirational leadership. Knowledge and skills are imparted through the use of experiential learning tools such as simulations and case discussions.

**Prerequisites:** MGT 2300 and MKT 2080

**MKT 3100 INTERNATIONAL MARKETING 3 credits**

Addresses global issues challenging today's international marketer. Discusses the various strategic, tactical, and operational components of the international marketing function. Explores in detail the practical aspects of international marketing such as exports and imports, international marketing research, and the development of a comprehensive marketing plan.

**Prerequisites:** MKT 2080

**12 credits of Spanish or other foreign language:****SPN 2010 SPANISH I 3 credits**

The first of a two semester sequence designed specifically for beginning university students with no previous language study. Emphasis is placed on acquisition and application of basic language skills.

**SPN 2015 SPANISH II 3 credits**

Continuation of the first year language sequence in Spanish. Course design places emphasis on development of the target language in the five goal areas of foreign language education: communication, cultures, connections, comparisons, and communities.

**Prerequisite:** SPN 2010

**SPN 3010 SPANISH III 3 credits**

The first of a two semester sequence designed for students who have a background of at least one year of college level Spanish or its equivalent. The objective is to further acquisition and application of the target language at the intermediate level. Authentic materials in the target language reflect contemporary topics relevant to contemporary global issues.

**Prerequisite:** SPN 2015

**SPN 3015 SPANISH IV 3 credits**

Completes the second year language sequence in Spanish. Course emphasis is placed on continued development of proficiency in the target language through grammar review, composition, selected readings, small group discussion, and short speeches on topics of interest.

**Prerequisite:** SPN 3010

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**LAW (LAW)**

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**LAW 2800 MOCK TRIAL I 1 credit**

Emphasis is placed on building the skills necessary to compete in American Mock Trial Association Invitational Tournaments. Each student will be a part of a team responsible for the development of a case to be tried in a court of law—including opening statement, introduction of testimony, physical, and demonstrative evidence, direct and cross examination of witnesses, closing arguments, etc. Students will participate in competitions both on and off campus.

**LAW 2810 MOCK TRIAL II 2 credits**

Emphasis is on continuing development of skills necessary to compete in regional American Mock Trial Association Invitational Tournaments. Students who have taken LAW 2800 will have already competed at invitational tournaments sponsored by the American Mock Trial Association. During this course, as a member of the Regional Team, students will perform the same skills introduced in the LAW 2800 course at a higher level. Students will participate in competitions both on and off campus.

**Prerequisite:** LAW 2800

**LAW 2820 MOCK TRIAL III 2 credits**

Emphasis is on continuing development of skills necessary to compete in the national American Mock Trial Association Invitational Tournament. Students who have taken LAW 2800 will have competed at Invitational Tournaments and those who have taken LAW 2810 will have competed at the Regional Tournament. During this course, as a member of the Regional, National and Championship Team(s), students will consistently perform the skills introduced in LAW 2800 and LAW 2801 at a higher level reflecting their prior experience. Students will participate in competitions both on and off campus.

**Prerequisites:** LAW 2800 and 2810

**LAW 3000 BUSINESS LAW I 3 credits**

Basic principles of law applicable to the business world emphasizing ethics, the U.S. judicial system, contracts, sales, property, agency, and business organizations. The goal of the course is to provide the basic knowledge and understanding of legal theories and practical applications of rules/laws as they pertain to the decision-making aspects of administration and professional conduct in business.

**LAW 3025 BUSINESS LAW FOR ACCOUNTING MAJORS 3 credits**

The course will focus on two main areas. First, the course will undertake a critical exploration and examination of the regulation of the accounting profession. This will include research, application, and evaluation of the regulation of for-profit financial accounting, auditing of private and public entities, not-for-profit financial accounting, and taxation. Second, students will focus on specific areas of business

law most applicable to the practicing accountant, including business organizations, securities law, and professional liability. Additionally, basic principles of law applicable to the business world, emphasizing contracts and sales, as well as period after sales, bailments, negotiable instruments, agency, partnerships, corporations, insurance, and real estate will be examined.

**LAW 3026 BUSINESS LAW FOR ACCOUNTING MAJORS 1 credit**

The course will focus on specific areas of business law most applicable to the practicing accountant, including business organizations, securities law, and professional liability. Additionally, basic principles of law applicable to the business world, emphasizing contracts and sales, as well as period after sales, bailments, negotiable instruments, agency, partnerships, corporations, insurance, and real estate will be examined.

**Prerequisite:** LAW 3000

**LAW 3050 BUSINESS LAW II 3 credits**

An in-depth study of law with special emphasis on those points of law that would be of particular importance to students planning careers in accounting, especially those considering qualifying as Certified Public Accountants. Provides students with the basic knowledge and understanding of legal theories and practical applications of rules/laws as they pertain to the decision-making aspects of administration and professional conduct of business, especially in the accounting industry.

**Prerequisite:** LAW 3000 or LAW 3025

**LAW 3850 SPECIAL TOPICS 1-3 credits**

Various topics in law. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**LAW 4050 INTERNATIONAL LAW 3 credits**

Overview of the international legal environment, including an emphasis on common and code law systems and their impact on the conduct of international business. Explores international jurisdiction, world legal agreements and bodies, treaty agreements, and treaty law.

**Prerequisites:** LAW 3000 and ECN 3000

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**MANAGEMENT (MGT)**


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**MGT 2300 PRINCIPLES OF MANAGEMENT**  
**3 credits**

Foundation course that provides an overview of the principles, concepts, and theories underlying the management discipline. Students learn the specialized vocabulary necessary for the practice of management. Origins, history, and antecedents of the management discipline and its relationship to the other disciplines that are the components of a business education.

**MGT 2500 HUMAN RESOURCE MANAGEMENT**  
**3 credits**

Provides students with a broad understanding of the behavioral, structural, operational, and legal aspects of managing an organization's human resources and the interrelationship between managerial functions and human resource policies. Examines the human resource functions of job analysis and design, recruitment, training and development, compensation and benefits, appraisal, and retention. Traces the evolution of the discipline and highlights certain landmark events that have impacted human resource management. Discusses the function of the various governmental agencies responsible for ensuring legal compliance.

**MGT 3500 OPERATIONS MANAGEMENT 3 credits**

Deals with the strategic/operational activities that relate to the creation of goods and services through the transformation of inputs to outputs. Students will be able to formulate strategies that increase productivity and quality so as to maximize a firm's profitability in a global marketplace and for the benefit of society.

**Prerequisites:** MGT 2300 and MTH 1150 or MTH 2310

**MGT 3700 PRACTICE OF MANAGEMENT AND LEADERSHIP 3 credits**

Builds on the foundations of management theory and concepts contained in MGT 2300. It teaches students the practical elements of management and leadership through analysis, discussion, and reporting of significant trends and key issues from current literature. Examines advanced techniques in decision-making and their applications in organizations. Using experiential learning tools, students learn management principles and identify important concepts related to leadership, emotional intelligence, diversity, organizational change, and sustainability.

**Prerequisites:** MGT 2300 and MKT 2080

**MGT 3850 SPECIAL TOPICS 1-3 credits**

Various topics in management. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**MGT 3990 INTERNSHIP 3 credits**

The internship (400 hours of paid employment) is designed to provide the student with supervised on-the-job training. A

contract between the college, student, and employer provides the groundwork. Objectives, evaluations, written log, and a study of the organization are designed to provide a realistic learning experience.

**Prerequisite:** Faculty approval

**MGT 4030 INTERNATIONAL MANAGEMENT**  
**3 credits**

Familiarizes students with the evolution of the multi national enterprise over the past century, and addresses the challenges today's managers of such enterprises. Discusses the various aspects of the complex task of managing and leading a multi national enterprise such as strategy formulation, structuring organizations, liaising with external stakeholders, ensuring ethical conduct, and providing inspirational leadership. Knowledge and skills are imparted through the use of experiential learning tools such as simulations and case discussions.

**Prerequisites:** MGT 2300 and MKT 2080

**MGT 4250 ORGANIZATIONAL BEHAVIOR**  
**3 credits**

Examines how the behavior of individuals and the relationships among individuals and groups within an organization impact its effectiveness. Draws upon the theories and models that constitute the core of the discipline, and also examines current topics and areas of interest. Develops the skills and tools necessary to effectively manage change within an organization and evolve into successful leaders in a complex, global environment.

**Prerequisite:** MGT 2300

**MGT 4300 MANAGEMENT OF INFORMATION TECHNOLOGIES 3 credits**

Students learn how to use and manage information technologies to revitalize business processes, improve business decision making, and gain a competitive advantage. Major emphasis is placed on the essential role of the Internet and networked technologies in order to create efficiencies that will help contribute to business success in the global economy.

**Prerequisites:** MGT 2300 and MIS 1050 or MIS 1600

**MGT 4360 STRATEGIC RISK MANAGEMENT**  
**3 credits**

Examines the risk management process in detail and its application in an organization. The course covers principled holistic risk management (pure and speculative risk) and why organizations have risk managers. Includes the administrative and strategic aspects of global strategic risk management examining how a risk manager operates within a complex organization. The application of risk management tools will be discussed such as risk mapping, loss forecasting, application of total quality management principles, integrated risk financing, financial reinsurance, captives/risk retention groups, and benchmarking. The course will also examine the specific issues of managing risk globally and other pertinent issues faced by risk managers.

**MGT 4800 STRATEGIC PLANNING 3 credits**

Integrates the various theories, concepts, and models covered in previous management courses and other courses dealing with other functional areas, and presents a comprehensive view of the competitive environment of today's global business enterprise. Through the use of experiential learning tools such as simulations and case discussions, students learn the skills necessary to formulate and implement strategy and exercise effective leadership in diverse organizational settings and business environments.

**Prerequisites:** 90 credit hours completed, MGT 2300, and FIN 3010 or FIN 3210

**MGT 4810 BUSINESS SEMINAR 3 credits**

This course is utilized in study abroad programs and allows students to study a wide scope of international business practices, including financial, retail, industrial, manufacturing, and service industries.

**Prerequisite:** MGT 2300

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**MANAGEMENT INFORMATION SYSTEMS (MIS)**

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**MIS 1050 BASIC COMPUTER APPLICATIONS 3 credits**

Students gain the computer skills needed to succeed in their academic careers and in today's workplace. Major topics include basic computer operations and software productivity tools: word processing, spreadsheets, presentation graphics, and email. Students learn the mechanics of using Microsoft Office productivity tools; how to select the most appropriate productivity tool for a task; and how to efficiently use these tools to store data, analyze data, and communicate information.

**MIS 1110 INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS 3 credits**

Explores current Information Systems concepts and technologies. Students learn how information systems give a business or organization a competitive edge by providing technologies that help managers plan, control, and make decisions. Includes topics such as hardware and software components of an information system, e-business concepts and implementation, and a survey of common information systems used today.

**MIS 1200 INTRODUCTION TO PROGRAMMING LANGUAGES 3 credits**

Introduces students to fundamental programming concepts and techniques. Topics include the development and documentation of logic, syntax, programming control structures, data structures, programming paradigms, and a survey of modern programming languages. Focuses on the problem solving process as it applies to the development of computer programs. In a hands-on environment, students will design, code, and test simple programs. An introductory program-

ming course which does not require any prior programming experience.

**Prerequisite:** MIS 1050 or MIS 1600

**MIS 1300 INFORMATION TECHNOLOGY INFRASTRUCTURE 3 credits**

Students will develop a thorough understanding of the current operating systems, networks, and communications infrastructure. Includes an understanding of the functions of operating systems, fundamental automated data and voice communications concepts and terminology, and modes of data transmission, transmission media, and different types of networks.

**MIS 1600 ADVANCED OFFICE APPLICATIONS 3 credits**

Students learn how to accomplish specific business processing objectives by organizing and manipulating data in an electronic spreadsheet and a database. Covers both intermediate and advanced features of spreadsheets and database management programs. Emphasis will be placed on the efficient utilization of spreadsheets and databases to produce information that is meaningful in making business decisions. Students gain hands-on experience using current spreadsheet and database programs.

**MIS 1800 COLLABORATION AND WEB PROGRAMMING 3 credits**

Introduces students to basic elements of collaborative tools and web programming concepts. Students use these tools to develop skills in business process integration with web applications.

**MIS 2140 BUSINESS APPLICATION PROGRAMMING I 3 credits**

Introduces students to the elements of business programming using a selected programming language. Study of the program development cycle and practice designing and writing business application programs. In designing programs, students will learn to identify program requirements, data requirements, user interface requirements, and the programming processes needed to develop a solution. Based on their designs, students will code, test, and evaluate their programs.

**MIS 2150 BUSINESS APPLICATION PROGRAMMING II 3 credits**

Advances the student's knowledge of programming concepts and design principles acquired in MIS 2140. Students will develop more advanced algorithms and use more complex data structures. Concepts of GUI, web enabled, and event-driven programming will be utilized.

**Prerequisite:** MIS 2140

**MIS 3100 GRAPHICS AND WEB DESIGN 3 credits**

Focuses on web concepts and high quality web design as well as digital image/graphic design and manipulation for the web and print media. Important issues such as sequential commu-

nication, editorial design, and visual communication for the web will be studied and applied within this course. Students will integrate text, digital images/graphics, and other design applications into website design. Website and digital image design will be applied using the most powerful and up to date industry software (Adobe Creative Suite).

**Prerequisites:** MIS 1050 or MIS 1600

**MIS 3200 DATABASE DESIGN AND IMPLEMENTATION 3 credits**

The design, implementation, and maintenance of databases play a key role in the success of modern information systems. Students examine the logical design and physical organization of data in an enterprise database. Various approaches to data management are covered including relational database management systems. Topics include the advantages of using database management systems, the proper design and implementation of a database, accessing and manipulating data using Structured Query Language (SQL), and the role of a database administrator.

**Prerequisite:** MIS 2140

**MIS 3250 ERP BUSINESS APPLICATIONS—SAP 3 credits**

Introduces students to the concepts used with Enterprise Resource Planning (ERP). Students examine the relationships and interdependence of programs used to create information systems for organizations. Customer relationship, supply chain, production, and financial system models will be featured. Implementation issues are examined for SAP including technical structure.

**MIS 3300 PROJECT MANAGEMENT 3 credits**

Students will examine the significant role that project management plays in the successful completion of an information technology project. The skills, tools, and best practices used to effectively manage a project from its inception to successful closure will be discussed. Students will learn how to control the scope, time, cost, and quality of projects, and gain hands-on experience using project management software.

**Prerequisite:** MIS 1050 or MIS 1600

**MIS 3400 SYSTEMS ANALYSIS AND DESIGN 3 credits**

Examines the various tools and methodologies for the development and implementation of a business information system. Students will also examine the logical and physical organizations of data in an enterprise database. The systems approach is covered in detail in conjunction with current concepts of systems analysis and design. The life cycle concept, the importance of implementing controls during the planning, analysis, design, implementation, and evaluation phases of a management information system to solve business management problems are highlighted.

**MIS 3850 SPECIAL TOPICS 1-3 credits**

Various topics in management information systems. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**MIS 4000 ADVANCED INFORMATION SYSTEMS PROJECT 3 credits**

Capstone course for the MIS concentration and is designed to consolidate the business and information systems knowledge acquired during the completion of the program. The skills, tools, and best practices used to effectively manage a project from its inception to successful closure will be discussed. Student teams will manage an information systems project that improves business operations. Students will apply project management best practices as they work through the project life cycle. This course promotes the development of consultative communications skills and interpersonal skills with team members and other project stakeholders.

**Prerequisite:** MIS 3400

**MIS 4110 SYSTEMS PROJECT I 3 credits**

Students majoring in MIS apply the concepts learned in prior courses along with new knowledge about computer system analysis and design to step through the entire systems development life cycle in a team environment. A business process will be analyzed and documented for a selected business. Emphasis will be placed on the overall design of a business information system using a macro perspective as well as interaction with other systems. The analysis of the business process and the data design will be completed within this course.

**Prerequisite:** MIS 3400

**MIS 4210 SYSTEMS PROJECT II 3 credits**

Students majoring in MIS work within assigned teams to develop the business systems designed in MIS 4110 Systems Project I course. Students will use various programming languages and database systems to develop components of the designed business application. The project plan will be utilized to track the progress of the project timeline and costs. Documentation will be developed for both users and developers for the project. A project implementation plan will be developed for the completed project.

**Prerequisite:** MIS 4110

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## MARKETING (MKT)

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**MKT 2010 PRINCIPLES OF SELLING 3 credits**

Explores the psychology of selling, the customer-centric organization, the sales process, sales techniques, ethical and legal issues in sales, and career opportunities associated with selling as a professional career. Experiential learning takes place during role playing and simulated sales presentations.

**Prerequisite:** MKT 2080

**MKT 2080 PRINCIPLES OF MARKETING 3 credits**

Explores the development of marketing principles and the role of marketing in an enterprise economy. Reviewing current articles and case studies develops an understanding of marketing principles.

**MKT 2200 SALES MANAGEMENT 3 credits**

Planning, implementing, and controlling the firm's professional sales assets. Explores the recruitment, selection, and motivation of the internal sales force, the distributor network, and the use of manufacturing representatives. Addresses time and territory management, compensation, training, budgeting, and the evaluation of selling efforts. Emphasizes the integration of the sales function into the firm's strategic planning and implementation processes. Case studies are used extensively to explore the concepts.

**Prerequisite:** MKT 2010

**MKT 3000 E-COMMERCE 3 credits**

Discusses the rapid evolution of the marketplace because of the emergence of e-commerce and the tools facilitating this evolution, such as the Internet. Covers the impact of these tools and the changes they invoke on organizations, careers, and in general, on the conduct of business in the global marketplace. Use of these tools with special emphasis on utilization in value chain integration and enterprise resource planning. The development of an e-commerce strategic plan is a capstone element of this course.

**Prerequisites:** MKT 2080

**MKT 3050 CONSUMER BEHAVIOR 3 credits**

Consumer behavior theory, including the introduction of behavioral models to investigate the consumer psychology. Application of consumer behavior principles to customer satisfaction, market planning, and merchandise mix decisions. Ethical, diversity, and international issues are also explored.

**Prerequisite:** MKT 2080

**MKT 3100 INTERNATIONAL MARKETING  
3 credits**

Addresses global issues challenging today's international marketer. Discusses the various strategic, tactical, and operational components of the international marketing function. Explores in detail the practical aspects of international marketing such as exports and imports, international marketing research, and the development of a comprehensive marketing plan.

**Prerequisites:** MKT 2080 and MGT 2300

**MKT 3350 LEAN DISTRIBUTION 3 credits**

Lean distribution is based on the Toyota Production System and is a philosophy of a set of methods for dramatically reducing time from customer order to building and shipping a product that costs less, uses less space, and is of superior quality. Covers the history, philosophy, and core methodologies of lean distribution.

**Prerequisite:** MKT 2080

**MKT 3450 LOGISTICS 3 credits**

Provides a management guide to the flow of products from suppliers to manufacturers, manufacturers to distributors, distributors to retailers, and manufacturers to retailers. Logistics will be discussed and described in all phases of the transportation system including rail, truck, air, and water borne shipments. Help engage students in the overall workings of logistics including an overview of employment opportunities in logistics management.

**Prerequisite:** MKT 2080

**MKT 3850 SPECIAL TOPICS 1-3 credits**

Various topics in marketing. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**MKT 4220 MARKETING RESEARCH SEMINAR  
3 credits**

Examines the role of research in the solution of marketing problems. Development of research and survey instruments and use of a software computer package to analyze data. Student teams will identify a research problem, gather and analyze data, and integrate results in a research report.

**Prerequisites:** MTH 2310 and MKT 2080

**MKT 4230 MARKETING RESEARCH 3 credits**

Examines the role of research in the solution of marketing problems, with emphasis on available data analysis, non-parametric statistical procedures, sampling, variable analysis, and field research methodology. Development of research and survey instruments and use of a software computer package to analyze data. Student teams will identify a research problem, gather and analyze data, and integrate results in a research report presented in class.

**Prerequisites:** MTH 3340 and MKT 2080

**MKT 4240 MARKETING MANAGEMENT  
3 credits**

A case-based, capstone course that builds upon previous classes in marketing principles and marketing research. Course includes development of a market plan and managerial analysis of marketing policy, strategy, organization, administrative structures to facilitate the marketing function, procedures in demand analysis, product planning policy, pricing, and physical distribution. Emphasizes the integration of these marketing activities and their planning and direction.

**Prerequisite:** MKT 4220 or MKT 4230

**MKT 4490 ADVANCED MARKETING STRATEGIES  
3 credits**

An integrative, dynamic view of advanced marketing strategies across a broad spectrum of theories and concepts designed to prepare the CEO, president, executive, and business owner entrepreneur for critical thinking and action. Involves critical selection for a framework of developing marketing strategies to yield a distinctive competitive and

comparative advantage, brand strategy, pioneering growth, analysis of markets, and defensive marketing strategies. Strategic-level marketing topics and tools emphasis will be on the role of marketing capabilities in creating, leveraging, and appropriating value in the marketplace.

**Prerequisites:** MKT 3100 and MKT 4220

## MATHEMATICS (MTH)

### MTH 0980 DEVELOPMENTAL MATHEMATICS 3 credits

A developmental math course for students who have not been placed directly in college algebra or finite math. This course is delivered in modules, each module focusing on a different required competency. Students will be required to complete each module at an 80 percent (80%) mastery level in order to complete this course. Students not completing all modules successfully in one semester will be required to enroll in the course the following semester until all modules have been mastered.

**Prerequisite:** ACT Math score of 23 or less or equivalent SAT Math score

### MTH 1100 FINITE MATHEMATICS 3 credits

Uses elementary functions to explain mathematical models. Quadratics, systems of equations, and mathematical models of business finance are used to facilitate understanding mathematical techniques used in business and other applications. Additional topics are selected to prepare students for the statistical and quantitative reasoning used by professionals. Probability concepts and summation notation are explored to provide a strong basis for statistics. Also covered are the logic and set theory concepts used in quantitative reasoning.

**Prerequisite:** Minimum ACT Math score of 24 or minimum SAT Math score of 550 or MTH 0980 or successful completion of the placement examination

### MTH 1150 COLLEGE ALGEBRA 3 credits

Completes the sequence of algebraic topics necessary for a mathematically literate person. An understanding of the Real Number System is extended to complex numbers required to solve quadratic equations. Students will learn how to solve quadratic equations using the quadratic formula, how to solve logarithmic and exponential equations, how to solve systems of equations in two or more variables using matrix operations, how to solve a system of linear inequalities, and how to apply the notation and principles of sequences and series. A modeling approach is used with an emphasis on functions and applied problem solving.

**Prerequisite:** Minimum ACT Math score of 24 or minimum SAT Math score of 550 or MTH 0980 or successful completion of the placement examination

### MTH 2310 STATISTICS I 3 credits

A thorough treatment of descriptive statistics; an introduction to the concepts of probability, probability distri-

butions, and sampling distributions; and an introduction to inference through estimation by confidence intervals. Students will determine which statistical technique is appropriate depending on the data type and level of measurement, analyze the data, and then interpret the results. Appropriate technology and/or software will be required.

**Prerequisites:** MIS 1050 or MIS 1600 and MTH 1100 or MTH 1150

### MTH 3100 CALCULUS I 3 credits

The basics of differential and integral calculus and its application in solving problems. Linear and nonlinear functions are reviewed; the concepts of limits and continuity, derivatives of functions and their applications, finding maxima and minima, and definite and indefinite integrals are covered.

**Prerequisite:** MTH 1100 or MTH 1150 or ACT Math score of 29 or higher or equivalent SAT Math score

### MTH 3200 CALCULUS II 3 credits

Understanding and utilization of multivariable calculus and matrix algebra techniques commonly used in business, economics, and the social sciences.

**Prerequisite:** MTH 3100

### MTH 3340 STATISTICS II 3 credits

A continuation and expansion of concepts covered in MTH 2310. It includes hypothesis testing of proportions, means and variances of one and two populations, including matched pairs, correlation, simple linear regression, chi-square tests, multiple regression, forecasting, statistical process control, and analysis of variance. Appropriate technology and/or software will be required.

**Prerequisite:** MTH 2310

### MTH 3850 SPECIAL TOPICS 1-3 credits

Various topics in mathematics. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

## NATURAL SCIENCE (NSC)

### NSC 2100 ENVIRONMENTAL SCIENCE 3 credits

Designed to give an overview of basic environmental principles. Concepts central to the biological and physical sciences will be covered to provide a background for understanding the environment. The basic environmental issues of human population growth, biodiversity, natural resources and energy use, and their role in the well-being of the environment will be highlighted. Ethical, social, economic, and political inter-relationships will also be discussed. This material will provide a good foundation for sound decisions regarding environmental issues.

### NSC 3100 CLIMATE CHANGE 3 credits

Examines the current scientific knowledge of climate change and its implications for society as a whole. Specific topics

include: energy balance, components of climate, measuring climate, and modeling climate. The consequences of climate change from biological, social, and economic perspectives will be examined, as well as political, corporate, and individual responses to this issue.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 3200 UNDERSTANDING BIOTECHNOLOGY**  
**3 credits**

Biotechnology is the latest technological revolution to transform many facets of our society. Its impacts on the environment, agriculture, nutrition, industry, and health will advance social and individual health and technology beyond anything imaginable. This course reviews the science behind biotechnology including cell biology, genetics, genetic behavior, and genetic manipulation. It presents the technologies and laboratory processes that enable biotechnology discovery and development. Finally, it explores specific applications of biotechnology including food, human health, industrial, and environmental applications.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 3250 BIODIVERSITY 3 credits**

Examines the three components of biodiversity: species diversity, genetic diversity, and ecosystem diversity, including the implications and impacts that human activities are having on each of them. Specific concepts of evolution, speciation, adaptive radiation, biogeography, and ecology are also addressed. The value of biological diversity is examined from both an economic as well as an ecological perspective.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 3330 TROPICAL NATURAL HISTORY**  
**3 credits**

Examines the various tropical ecosystems of the world with a primary focus on the neotropical rainforests. Examines the climate, geology, geography, ecology, biodiversity, economic potential, and environmental concerns of these ecosystems. Their values, including ecological, economic, and cultural, will be examined in order to establish a framework to understand the urgent need for their conservation for future generations and the health of the planet in general.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 3400 ENVIRONMENTAL STUDY IN MEXICO**  
**3 credits**

A broad presentation of environmental science, integrating technical and social concepts and issues as they relate to the Mexican environment. The ecological, economic, social, and ethical aspects of current issues are scrutinized from a scientific base.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 3450 ENVIRONMENTAL STUDY IN**  
**SOUTHEAST ASIA 3 credits**

A broad presentation of environmental science, integrating technical and social concepts and issues in the Southeast

Asian environment. The ecological, economic, social, and ethical aspects of current issues are scrutinized from a scientific base.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 3850 SPECIAL TOPICS 1-3 credits**

Various topics in natural science. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**NSC 4020 OCEANOGRAPHY 3 credits**

A broad presentation of oceanographic concepts and processes, including exploration, physical, chemical, and biological aspects. Current societal issues pertaining to the world's oceans will also be covered.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 4030 FIELD ORNITHOLOGY 3 credits**

An overview of the scientific study of birds and the important contributions to the field made by amateur birders. The course focuses on the field identification of local and regional species plus an overview of worldwide groups. In addition, this course includes ecological, behavioral, and biological topics including anatomy, territoriality and nesting, migration, trophic interactions, and conservation. The recreational and economic impacts of bird watching and feeding are addressed.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 4040 ECOLOGY 3 credits**

Students study and become familiar with the geology, indigenous plants, animals, and various ecosystems representative of the region, and identify the relationships involved between the living and nonliving factors in their environment.

**Prerequisites:** NSC 2100 and 60 credit hours completed

**NSC 4060 SCIENCE AND TECHNOLOGY 3 credits**

A science course aimed at the non-science major. An overview of various scientific disciplines and processes, the creation and commercialization of scientific knowledge, and the impact of scientific discovery on business and society. The course provides students with basic information necessary to work in a technology-based environment.

**Prerequisites:** NSC 2100 and 60 credit hours completed

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## Operations and Supply Chain Management (OPS)

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**OPS 1100 INTRODUCTION TO OPERATIONS**  
**MANAGEMENT 3 credits**

This course deals with the strategic and operational activities that relate to the creation of goods and services through the transformation of inputs to outputs. Upon completion of this course, students will be able to formulate strategies that increase productivity and quality so as to maximize a firm's

profitability in a global marketplace and to benefit society. This course introduces other topics in the Operations and Supply Chain Management curriculum. The objective will be to provide a cohesive “big picture” so that students will be able to understand how all of the elements of Operations and Supply Chain Management tie together.

**OPS 1200 BUSINESS PROCESS MANAGEMENT**  
**3 credits**

This course will examine the global competitive environment that requires organizations to view their operations in terms of business processes. Students will also learn to develop information systems to support these processes. Current, leading software will be utilized to study systems integration and development.

**Prerequisite:** OPS 1100

**OPS 2350 STATISTICS FOR QUALITY**  
**ENGINEERING 3 credits**

This course applies the concepts of Statistics to the quality management functions within an organization. When students have completed this course, they will be prepared to succeed on the American Society for Quality Certified Quality Engineer exam. Topics covered will include: Introduction to Quality Management, Quality Systems Requirements, Measurement Systems Analysis; Process Capability Analysis; Process Control; and Reliability and Risk Management.

**Prerequisite:** MTH 2310

**MIS 3250 ERP BUSINESS APPLICATIONS**  
**3 credits**

Introduces students to the concepts used with Enterprise Resource Planning (ERP). Students examine the relationships and interdependence of programs used to create information systems for organizations. Customer Relationship, Supply Chain, Production and Financial system models will be featured. Implementation issues are examined for ERP including

**OPS 3500 PURCHASING 3 credits**

This course will provide students with the understanding of purchasing and inventory management. Working from an ERP perspective, the course will focus on examining the day to day processes of organization, analyzing material and process flows, enhancing the value added procedures and eliminating waste, redundancy, and bureaucracy to streamline supplier selection, supplier negotiations, logistics, and procurement in a global free enterprise system. Upon completion of the Purchasing and Supply Chain Management courses, students will be prepared to write the written examination for the Certification in Production and Inventory Management (CPIM).

**Prerequisites:** OPS 1100, MIS 3250, and MIS 1600

**OPS 3600 SUPPLY CHAIN MANAGEMENT**  
**3 credits**

This course will expose students to topics related to design and management of supply chains, from incoming raw materials to final product delivery. Course topics will include supply chain network design, facility planning, capacity planning, globalization and outsourcing, information technology, and global issues in supply chain management. Upon completion of the Purchasing and Supply Chain Management courses, students will be prepared to write the written examination for the Certification in Production and Inventory Management (CPIM).

**Prerequisites:** OPS 3500 and MIS 3250

**OPS 3400 PROJECT MANAGEMENT 3 credits**

This course will examine the skills, tools, and techniques needed to effectively manage a project from its inception through to successful completion. Students will learn how to control the scope, time, cost and quality of projects. They will gain hands-on experience in using Project Management software. Advanced Project Management concepts covering all phases of the project lifecycle will be examined. The Project Management Institute’s standard (PMBOK Guide, 3rd Edition) outlining the current accepted body of knowledge will be heavily utilized. Upon completion, students will be prepared to become Certified Associates in Project Management (CAPM) as defined by the Project Management Institute.

**Prerequisites:** OPS 1100 and MTH 2310

**OPS 4100 STATISTICS FOR CONTINUOUS**  
**IMPROVEMENT 3 credits**

This course will provide hands-on experience in the arena of Designed Experiments for process improvement and optimization. The DMAIC (Design, Measure, Analyze, Improve, Control) process will be covered in detail. Students will learn to identify sources of variation, analyze variation, reduce variation, and tie these concepts to Six Sigma methodology which can be applied in any business setting and to any business process. When the course is successfully completed, students will be prepared to be examined for Six Sigma Green Belt certification.

**Prerequisite:** OPS 2350

**OPS 4200 LEAN SIX SIGMA 3 credits**

This course will provide an overview of the principles of Lean manufacturing, both internal at a company and throughout its supply chain. Topics covered will include value stream mapping and identifying waste. Students will gain experience with pull production / just-in-time continuous flow systems. They will develop an understanding of the relationship between reducing work in process inventory and managing quality. The relationship between lean manufacturing and six sigma implementation will also be explored.

**Prerequisite:** OPS 2350

**OPS 4500 OPERATIONS AND SUPPLY CHAIN  
MANAGEMENT CAPSTONE 3 credits**

This course will provide the student with cumulative case study experience for the Operations and Supply Chain Management major. Students will use the knowledge gained in the previous nine classes in the Operations and Supply Chain Management program to develop operational strategies for business applications. Simulations and industry projects will be utilized in this capstone course.

**Prerequisites:** All OPS courses

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**PHYSICAL EDUCATION (PE)**

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**PE 1010 INTERCOLLEGIATE FOOTBALL  
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1020 INTERCOLLEGIATE BASKETBALL  
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1030 INTERCOLLEGIATE BASEBALL 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1040 INTERCOLLEGIATE GOLF 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1050 INTERCOLLEGIATE TENNIS 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1060 INTERCOLLEGIATE LACROSSE 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1070 INTERCOLLEGIATE TRACK 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1080 INTERCOLLEGIATE SOFTBALL  
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1090 INTERCOLLEGIATE VOLLEYBALL  
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1100 INTERCOLLEGIATE CROSS COUNTRY  
1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements. Participation in the intercollegiate series is subject to varsity squad and conference rules.

**Prerequisite:** Coach approval

**PE 1130 PHYSICAL CONDITIONING 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

**Prerequisite:** Coach approval

**PE 1260 SOCCER 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

**Prerequisite:** Coach approval

**PE 1290 CHEERLEADING 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

**Prerequisite:** Coach approval

**PE 1300 HOCKEY 1 credit**

This course provides a study of the theory and principles of sports; rules techniques and equipment related to the conduct of the game; and etiquette, sportsmanship, and the appreciation of competition as character-building elements.

**Prerequisite:** Coach approval

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**PHILOSOPHY (PHL)**


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**PHL 3000 PHILOSOPHY OF RELIGION 3 credits**

Essence and meaning of religion as a pervasive phenomenon in human societies; faith and reason, nature of divinity, arguments for and against God's existence, religious knowledge and experience, morality, and the problem of evil.

**Prerequisite:** 60 credit hours completed

**PHL 3100 ETHICS 3 credits**

Study of moral decision making and theories that define our responsibilities. This course will examine sources for moral value e.g. law, authority, culture, tradition, religion, the problems associated with ethical subjectivism, as well as prominent historical approaches to ethics in the West.

**Prerequisite:** 60 credit hours completed

**PHL 3300 LOGIC 3 credits**

Entails a thorough study of traditional Aristotelian logic, propositional logic, induction, informal fallacies, and scientific method. Topics discussed include: use and misuse of statistics, tools of basic economic analysis, memory training, fundamental principles of formal deductive reasoning, and rules of argumentation.

**Prerequisite:** 60 credit hours completed

**PHL 3850 SPECIAL TOPICS 1-3 credits**

Various topics in philosophy. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

**PHL 4100 PHILOSOPHY OF AMERICAN ENTERPRISE 3 credits**

Examines the role of freedom, individual responsibility, property rights, entrepreneurship, and free markets in moral, intellectual, and economic development. Course materials draw on philosophical arguments, economic theory, and historical examples to demonstrate how these factors work together to create civil society.

**Prerequisites:** 90 credit hours completed, ECN 2210, ECN 2220

**PHL 4105 CRITICAL PHILOSOPHICAL PROBLEMS 3 credits**

Critical philosophical problems of civilization with emphasis on their current status are explored. Problems include the relationship of the increase of knowledge and the use of science and technology in our societies, human rights, war, peace, poverty, prosperity, private property, government control, religion, and other selected philosophical problems with international significance, implications, and relationships.

**Prerequisite:** 60 credit hours completed

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**POLITICAL SCIENCE (PSC)**


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**PSC 2010 INTRODUCTION TO AMERICAN GOVERNMENT 3 credits**

A survey of the institutions of American government including: legislative, executive, and judicial branches; interpretation of the Constitution and the Bill of Rights; federalism; political parties; the federal bureaucracy; elections; and interest groups.

**PSC 3000 POLITICAL PHILOSOPHY 3 credits**

A philosophical examination of major social and political concepts such as freedom, authority, justice, law, obligation and rights. Emphasis on important philosophers and ideologies in the history of political philosophy.

**Prerequisite:** 60 credit hours completed

**PSC 3850 SPECIAL TOPICS 1-3 credits**

Various topics in political science. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

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**PRIOR LEARNING (PL)**

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**PL 1010 PRIOR LEARNING ASSESSMENT**  
**1 credit**

A writing course that explores learning styles, the writing process, and portfolio development to verify college-level learning. A portfolio with the following elements will be produced: autobiography, resume, areas of study, documentation/verification items, and evaluation breakdown from the prior learning assessment evaluator(s). Graded pass (P)/fail (F) only.

**Prerequisite: Approval of advisor**

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**PSYCHOLOGY (PSY)**

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**PSY 3000 PRINCIPLES OF PSYCHOLOGY**  
**3 credits**

Provides students the opportunity to analyze their own personalities, interpersonal relationships, and values by reviewing major psychological theories. Experiential exercises are integrated throughout the course to apply theory to “real life” situations.

**PSY 3010 APPLIED PSYCHOLOGY 3 credits**

An overview of major psychological concepts and techniques that is relevant to the application of organized knowledge about human behavior to improve productivity and personal satisfaction on the job. Classical theories of human behavior are summarized covering such topics as perception, learning, personality, conflict, motivation, team work, empowerment, and wellness. Business psychology is applicable in any work setting, such as a company, government agency, hospital, hotel/restaurant, or educational institution.

**PSY 3850 SPECIAL TOPICS 1-3 credits**

Various topics in psychology. These may be one-time or occasional course offerings.

**Prerequisite: Dependent on specific course content**

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**SOCIOLOGY (SOC)**

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**SOC 3000 PRINCIPLES OF SOCIOLOGY 3 credits**

Introduces students to the field of sociology and the sociological perspective. Provides students with three important tools: a basis for understanding how society operates; an understanding of the core sociological concepts, methods, and theories; and the ability to understand society from an objective point of view. Topics for this course include sociological theory, groups, family, bureaucracies, social class, power, deviance, interaction, inequality, organization, socialization, minority relations, community, and social change.

**SOC 3010 WORLD CULTURE AND CUSTOMS**  
**3 credits**

Designed to give students a global perspective by examining cultural regions of the world. Students will explore and analyze geography, economics, history, religion/philosophies, and value system, as well as cultural factors such as language, art, and music. The rationale for this course is to prepare students for the ever-growing interdependence of the world in which they live and work, and to help prepare them to be responsible and participating citizens of the 21st century global society.

**SOC 3020 WOMEN IN AMERICAN CULTURE**  
**3 credits**

Examines the changing image of women—women as seen by other women, women as seen by men, and individual women as they see themselves.

**SOC 3450 CULTURE OF LEADERSHIP 3 credits**

An analysis of organizational factors that influence leadership and management skills. Key aspects include formal and informal groups, norms, sanctions, organizational change, morale, function of committees and teams, role of unilateral decisions, team work, empowerment, and ethical philosophy. Includes a self-appraisal of leadership and management strengths and areas for development.

**SOC 3500 CULTURAL ANTHROPOLOGY**  
**3 credits**

Study of how humans are affected by and can change culture. Topics include ethnography, language and communication, ecology and subsistence, kinship and family, identity, roles and groups, globalization and culture change, and applied anthropology. Theoretical and historical analysis will build upon or serve as a foundation for SOC 3010 which has a more contemporary focus.

**SOC 3850 SPECIAL TOPICS 1-3 credits**

Various topics in sociology. These may be one-time or occasional course offerings.

**Prerequisite: Dependent on specific course content**

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**SPANISH (SPN)**

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**SPN 2010 SPANISH I 3 credits**

The first of a two semester sequence designed specifically for beginning university students with no previous language study. Emphasis is placed on acquisition and application of basic language skills.

**SPN 2015 SPANISH II 3 credits**

Continuation of the first year language sequence in Spanish. Course design places emphasis on development of the target language in the five goal areas of foreign language education: communication, cultures, connections, comparisons, and communities.

**Prerequisite: SPN 2010**

**SPN 3010 SPANISH III 3 credits**

The first of a two semester sequence designed for students who have a background of at least one year of college level Spanish or its equivalent. The objective is to further acquisition and application of the target language at the intermediate level. Authentic materials in the target language reflect contemporary topics relevant to contemporary global issues.

**Prerequisite:** SPN 2015

**SPN 3015 SPANISH IV 3 credits**

Completes the second year language sequence in Spanish. Course emphasis is placed on continued development of proficiency in the target language through grammar review, composition, selected readings, small group discussion, and short speeches on topics of interest.

**Prerequisite:** SPN 3010

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**SPEECH (SPC)**


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**SPC 2050 SPEECH 3 credits**

Introduces students to the basics of public speaking. How can stage fright be handled? What techniques are necessary to engage an audience? How can the needs of different audiences be considered? How can visuals be designed and used effectively? What can be done so that verbal and nonverbal delivery is fluent? Addressing these questions requires students to examine their personal presentations in order to set improvement goals. The study will help engage students in the overall workings of public speaking. The course requires strict attendance, formal presentations, and impromptu presentations.

**SPC 2800 COMPETITIVE SPEECH I 1 credit**

Emphasis is placed on building the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, research, organizing and writing.

**SPC 2810 COMPETITIVE SPEECH II 1 credit**

Emphasis is placed on continuing to build and improve the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, including research, organizing and writing. New topics must be selected for each subsequent enrollment in Competitive Speech courses.

**Prerequisite:** SPC 2800

**SPC 2820 COMPETITIVE SPEECH III 1 credit**

Emphasis is placed on continuing to build and improve the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, including research, organizing and writing.

**Prerequisite:** SPC 2810

**SPC 2830 COMPETITIVE SPEECH IV 1 credit**

Emphasis is placed on continuing to build and improve the skills necessary to compete in speech and Competitive Speech tournaments. The course includes selection of a speech category and topic, including research, organizing and writing.

**Prerequisite:** SPC 2820

**SPC 3000 ADVANCED COMPETITIVE SPEECH 3 credits**

Course designed for students who have completed Competitive Speech I – IV, and who have a high level of achievement in Competitive Speech competitions. Students serve as mentor and coach to lower-level students, under the guidance of the Director of Competitive Speech.

**Prerequisites:** SPC 2050, SPC 2830, Instructor approval

**SPC 3850 SPECIAL TOPICS 1-3 credits**

Various topics in speech. These may be one-time or occasional course offerings.

**Prerequisite:** Dependent on specific course content

## — ACADEMIC POLICIES AND INFORMATION —

### Northwood University Notification of Rights Under FERPA and The Directory Information Public Notice

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records.

These rights are outlined below:

1. The right to inspect and review the student's education records within 45 days of the day that Northwood University receives a request for access. Students should submit to the Registrar's Office a written request that identifies the record(s) they wish to inspect. The Registrar's Office will make arrangements for access and notify the student of the time and place where the records may be inspected.
2. The right to request an amendment of the student's education records that the student believes are inaccurate or misleading. Students may ask Northwood University to amend a record that they believe is inaccurate or misleading. They should write to the Registrar's Office, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If Northwood University decides not to amend the record as requested by the student, Northwood University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing. If Northwood University still decides not to amend the record, the student has the right to place a statement with the record setting forth his or her view about the contested information.
3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent.
  - School officials with legitimate educational interest. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility;
  - Other schools to which a student is transferring;
  - Specified officials for audit or evaluation purposes;
  - Appropriate parties in connection with financial aid to a student;
  - Organizations conducting certain studies for or on behalf of the school;
  - Accrediting organizations;
  - To comply with a judicial order or lawfully issued subpoena;
4. The right to refuse to permit Northwood University to designate certain personally identifiable information about the student as directory information that is not subject to the above restrictions on disclosure. Northwood University may, within its discretion, release some or all directory information as it determines is appropriate. Northwood University has designated the following information about a student as directory information: name, address, telephone listing, email address, major field of study, year in school, enrollment status, participation in officially recognized activities and athletics, weight and height of members of athletic teams, photographs, dates of attendance, diplomas received, awards received, and the name of the last previous school attended by the student, and other similar information that would not generally be considered harmful to a student, or an invasion of privacy if disclosed. If a student does not wish to have the student's information designated as directory information and disclosed, the student must request and complete a Request to Prevent Disclosure of Directory Information from the Registrar's Office and submit the completed form to the Registrar's Office within two weeks from the beginning of each semester. Please note that a request to block the designation of information as directory information may apply to all categories listed above and to all requests for directory information from within and outside the Northwood University community. This notification will remain in effect until the student informs the Registrar's Office in writing to remove the block to designation and disclosure.
5. The right to file a complaint with the U.S. Department of Education concerning alleged failures by Northwood University to comply with the requirements of FERPA. The name and address of the office that administers FERPA are:
 

Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202-8520

A school official is a person employed by Northwood University in an administrative, supervisory, academic, or support staff position; a person serving on the Board of Trustees; or a person serving on an official committee, such as a disciplinary or grievance committee.

- Appropriate officials in cases of health and safety emergencies; and
- State and local authorities, within a juvenile justice system, pursuant to specific state law.

## Absence Policy

Attendance is expected as a sign of your interest and seriousness as a student. Excessive absences can have an adverse effect on overall course achievement. Students should refer to their course syllabi for faculty absence policies.

## Academic Appeals

There are academic appeal processes available to provide for appropriate processing of academic grievances. The “statute of limitations” for academic appeals is 30 days following the grievance.

Academic appeals must first be presented to the Academic Dean’s Office. Students who are not satisfied with the Dean’s decision may submit a last appeal to the Executive Vice President and Chief Academic Officer, who is the final arbiter of all academic matters. This appeal must be in writing and should explain all particulars, including reference to the previous level of appeal. This appeal should be sent by electronic mail to the Executive Vice President and Chief Academic Officer at the corporate headquarters of the University in Midland, Michigan. The Executive Vice President and Chief Academic Officer will invite written input from others involved in the previous appeal based on copies of the appeal that will be provided to them. Copies of their responses will be sent to the person appealing, who will then have up to 10 days to respond in writing to their responses. Following this exchange, a written decision will be rendered.

## Academic Progress

Continued matriculation at Northwood University requires satisfactory academic progress demonstrated by the student in achieving basic scholastic goals. Academic achievement in any semester that results in a cumulative GPA below 2.0 places a student on academic probation. All campuses and academic programs have advising systems to assist the student in raising the earned cumulative GPA so that at scheduled graduation time the student will have had an opportunity to earn the necessary minimum 2.0 GPA and successfully complete (grade of D- or better) all required courses in the curriculum.

During periods of academic probation, students may not carry more than 13 credits in order to achieve more concentration on less course work.

There is a sliding academic dismissal level of performance, based on the cumulative GPA and the number of hours earned, to which every student is subject, and which can only be exempted on a semester-by-semester basis by the campus academic dean. The dismissal process follows.

## Academic Dismissal

Students accepted on academic probation are subject to review at the end of the first semester of attendance. Failure to achieve a cumulative GPA of 2.0 or above will lead to consideration for academic dismissal at the end of the first semester of study at Northwood University.

All students, whether new or continuing, must meet the following criteria for Satisfactory Academic Progress (SAP) or be subject to academic dismissal. At the end of each academic year, the Academic Dismissal Committee will review the record of each student who has not met criteria for SAP.

### *Pace of Progress Toward Degree Completion*

**(Quantitative)** - Students must earn at least 70% of credit hours attempted.

**Minimum GPA Requirements (Qualitative)** - The following table details the minimum cumulative Grade Point Average (GPA) requirements.

Semester Hours Earned	Minimum Cumulative GPA
1-15	1.70
16-29	1.80
30-59	1.90
60 or more	2.00

The final academic dismissal decision rests with the campus Academic Dean and Provost. Dismissals will be communicated in writing to the student. Upon dismissal, a student is no longer eligible to attend Northwood University. Academic dismissal appeals must be submitted in writing to the Executive Vice President and Chief Academic Officer of Northwood University who makes the final determination in the case of an appeal.

## Academic Honors

Northwood University recognizes outstanding academic achievement of students at the end of each semester through the following honors a student may earn:

**The President’s List:** Full-time students who in any semester have earned a cumulative GPA of “A” (3.85 or above) and who have no Is or Fs or ungraded courses will be on the President’s List for that semester.

**The Dean’s List:** Full-time students who in any semester have achieved a cumulative GPA of 3.25 to 3.84 and who have no Is or Fs or ungraded courses will be on the Dean’s List for that semester.

## Academic Responsibility of the Student

Students must become familiar with the University’s academic and other policies, curriculum requirements, and associated deadlines. While these are normally outlined in the University catalog, there may be amendments, updates,

and corrections which the University will communicate through separate means, such as other publications and on the University website. Such changes to policies, procedures, and rules become effective for all students at the time of their implementation. The academic staff will advise students on all matters related to their programs of study and will aid students in the interpretation of policies whenever necessary. However, it is ultimately each student's responsibility for meeting all pertinent and most current requirements for the degree and the policies related thereto.

Students also have responsibility to actively use their Northwood University email and the University website as it is a major communication resource and is often our primary communication with our students.

Students who travel on behalf of Northwood University to industry shows and competitive events must have a 2.3 or higher cumulative GPA at the time the trip information is due to the Academic Office.

### Course Offering Changes

Courses to be offered each semester are indicated in class schedule listings available on each campus and on the Northwood website. Northwood may drop any course from the schedule of academic offerings if the enrollment is not sufficient to warrant its instruction.

### Course Load

The normal course load for Northwood undergraduate students is 15 to 16 credit hours per semester. Students who wish to enroll for more than 18 credits per semester, must apply to the Registrar, Associate Academic Dean, or Academic Dean for permission to take an overload.

### Disability Services Eligibility

In accordance with the Americans with Disabilities Act of 1990 and Section 504 of the Disabilities Act of 1973, Northwood University provides accommodations for students with documented disabilities. Students are urged to make their needs known as soon as they are admitted to the University. Refer to <http://www.northwood.edu/> for more detailed information regarding services and service contacts at specific locations.

Northwood University will make every reasonable effort to accommodate the needs of disabled students, on all campuses and at every instructional center. However, not all of the previously existing buildings have been retrofitted to American with Disability Act (ADA) standards.

Also under Section 504 of the Rehabilitation Act (1973), Northwood University provides academic accommodations for students with learning deficiencies.

## Grading Policy

To be considered in good academic standing, students must maintain a minimum 2.0 cumulative GPA. The cumulative GPA is calculated from the grades received for courses completed. The designations of W, P, I, or Z are not included in the GPA calculation. However, these grade designations are counted when calculating the cumulative completion percentage for financial aid recipients. This policy is in effect for all certificate, diploma, and degree-seeking students. Following is the grading system of the University.

Letter	Honor Points	Interpretation
A	4.0	Excellent
A-	3.7	
B+	3.3	
B	3.0	Above Average
B-	2.7	
C+	2.3	Average
C	2.0	
C-	1.7	
D+	1.3	Unsatisfactory
D	1.0	
D-	0.7	Failure
F	0.0	
P	0.0	Pass
I	0.0	Incomplete
W	0.0	Withdrawn
X	0.0	No Credit/Audit
Z	0.0	Deferred

### Interpretation

**A – Excellent:** This grade reflects achievement of the highest order. Assignments and tests are structured to permit clear differentiation at this upper, narrow range. Rarely would more than 10 percent (10%) of a group be capable of achieving this level, as assignments and tests are structured to challenge the most capable students.

**B – Above Average:** This grade reflects achievement clearly above average standards. This level of achievement is one that stretches the person of average ability to accomplish it. Persons achieving in this range exhibit good comprehension of the subject matter with minor flaws.

**C – Average:** This grade reflects average, ordinary achievement. Achievement and performance at this level are satisfactory and meet minimum standards. More flaws are evident, some of a serious nature. The greatest proportion of grades falls in this range, unless there is an extraordinary group distribution.

**D – Unsatisfactory:** This grade reflects poor, unsatisfactory achievement below minimum standards. Major flaws are present, but there is some competence to reflect segments of course content. A grade of D- is the minimum passing grade.

**F – Failure:** This grade reflects poor, unsatisfactory achievement below minimum standards. Achievement is very flawed with little competence to reflect segments of course content. No credit hours are earned. A course in which a grade of F is earned must be retaken and successfully completed if that course is required for the curriculum in which the student is enrolled (see Repeating Courses).

**P – Pass:** This grade reflects completion of a course with a pass/fail option or a test out with an earned grade of at least a C. No honor points are awarded.

**I – Incomplete:** This grade reflects an extraordinary, uncontrollable interruption in completion of course requirements. It is not to be used in the case of a missed test, term paper, etc., unless the incomplete work is caused by the student's hospitalization or an extreme emergency that takes the student away from classes for a week or more. All incompletes are subject to review by the Registrar. Incompletes not made up become Fs at the end of 90 days.

**W – Withdrawn:** This grade reflects student withdrawal from a class by the end of the designated last day to withdraw from a class (eleventh week of the semester for standard 15 week semester courses). Student withdrawals occurring after those times are recorded as F. Withdrawals from the University (and all courses) before final exams result in grades of W.

**X – No Credit/Audit:** This grade should be used to reflect the presence of a student in a course on an audit basis. The student has completed course work but has elected that no college credit be attached. Not all courses are available on an audit basis. Where audits are available, charges are one-half of normal tuition.

**Z – Deferred grade:** This grade is used to reflect an internship that is still in progress. The Z grade will be replaced when a grade is submitted; if no grade is submitted, the Z grade becomes an F.

## Grade Appeals

Northwood faculty have the authority and obligation to assign appropriate grades and to conduct classes within the context of University academic policies. Hence, the first level of grade appeal is to the professor whose decision is questioned.

Students who are not satisfied with the decision of the professor to whom they appealed may subsequently appeal to the faculty department or division chair and then to the Academic Dean's Office. The Academic Dean's Office makes the final decision in all grade appeal cases.

The "statute of limitations" for grade appeals is 30 days following the grievance.

## Graduation:

### Graduation Requirements

- Completion of a minimum of 123 semester hours.
- Completion of 31 semester hours of academic credit at Northwood University.
- Successful completion of the program requirements.
- An overall cumulative grade point average of 2.0 or better.
- Application for graduation.
- Recommendation of the faculty with approval by the Board of Trustees.

### Graduation with Distinction

In addition to semester honors, Northwood recognizes students who have maintained high academic achievement throughout their education through the following graduation honors. A student is required to earn 31 semester hours of credit through Northwood University to be eligible for one of these graduation honors. Degree honors are awarded as follows:

- Cum Laude: A cumulative GPA of at least 3.5.
- Magna cum laude: A cumulative GPA of at least 3.7.
- Summa cum laude: A cumulative GPA of at least 3.9.

### Graduation Honors – Valedictorian/ Salutatorian

The valedictorian shall be that student in the traditional undergraduate program graduating class who has earned a minimum of 61 credits at Northwood University and has maintained the highest cumulative GPA in the graduating class. In the event of a tie for highest cumulative GPA, the student with the greatest number of earned Northwood credits will be valedictorian and the other student will be salutatorian.

The salutatorian shall be that student in the traditional undergraduate program graduating class who has earned a minimum of 61 credits at Northwood University and has maintained the second-highest cumulative GPA in the graduating class. In the event of a tie for second highest cumulative GPA, the student with the greatest number of earned Northwood credits will be salutatorian.

### Online Registration

Students register for classes using their Web Advisor on the my.northwood.edu portal. Registration information is posted on my.northwood.edu.

Through registration information postings (or supplementary emails), the student receives a registration time slot, a schedule of upcoming classes, and instructions for online registration. It is the student's responsibility to follow these

instructions and register or make schedule adjustments at the times specified. Students can access their my.northwood.edu portal from any computer with Internet access. They do not have to be on campus to register.

## Plagiarism

Plagiarism is the act of taking the words, ideas, strategies, formulas, compositions, research, or creative ideas of another and presenting them as if they were your own. In any presentation, creative, artistic, or research, it is the ethical responsibility of each student to identify the conceptual sources of the work submitted. Failure to do so is dishonest and is the basis for a charge of cheating or plagiarism, which is subject to disciplinary action. Plagiarism can be either intentional or unintentional, but in either case is a serious offense. Academic integrity is an important value at Northwood University. We consider all forms of cheating a serious academic infraction. Plagiarism and cheating may lead to expulsion from the University.

## Repeating Courses

Courses for which a student has earned a grade of F must be repeated if the course is required in the student's curriculum plan. A failed course may be repeated at another institution and transfer credit will be awarded; however, the Northwood cumulative grade point average will not be affected. Students are encouraged to repeat a failed course at Northwood. Students who wish to improve their achievement level may elect to retake a course at Northwood if they earned a C- or below in that course; courses in which grades of C or better are earned may not be retaken. The letter grade earned in the most recent attempt will replace the prior grade in the calculation of cumulative credit totals and grade point average, even if that grade is lower than the previous grade. All grades will be included on a student's transcript.

## Schedule Adjustment

Using their my.northwood.edu account, students may adjust their schedule by dropping or adding courses during the specified schedule adjustment period.

## Student Awards

At each Northwood campus, an awards system of academic, curriculum, leadership, and other factors is used to recognize outstanding achievements by graduates. Trophies, cash, and

other forms of recognition are used to express honor and appreciation. The faculty, students, and student groups develop the rules and conduct the elections for the various awards.

Each campus has a separate listing of the awards for each year. A special Honors Convocation is held to formally present these awards.

## Student Records

The Registrar's Office on each campus is responsible for maintaining academic records on each student. Records include documents such as the original application; letter of acceptance to Northwood; results of orientation placement tests; standardized test results; midterm and final grades; transfer credit evaluations; letters of award, honor, or probation; and cumulative transcripts. Grades are available through Web Advisor.

Official student transcripts will be sent to third parties only upon receipt of a signed request from the student. Some restrictions may apply.

The student can obtain unofficial transcripts by forwarding a completed transcript request form to the Registrar's Office on each campus pursuant to the Family Educational Rights and Privacy Act of 1974, Federal Law 93-380. Unofficial transcripts are also available on Web Advisor.

## Test-Out Policy

Students may attempt to test out of certain courses, for a fee, with a maximum of 30 credits permitted. Credit for the course will be granted if a grade of C or better is achieved, but no honor points will be awarded. Test-outs may be attempted only once and may not be used to repeat a course.

## Transfer of Northwood Credits

As a regionally accredited institution, Northwood University credits are generally accepted at other accredited institutions.

Each institution establishes its own policies with regard to the transfer of credits into the institution; thus, it is recommended that a transferring student check with the college or university to which he or she is applying with regard to the transferability of previous credits earned.

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## STUDENT SERVICES

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The Student Services Department provides programs, resources, services, and personnel primarily concerned with providing a value-added experience to the educational opportunities outside of the classroom. Often, academic and non-academic opportunities overlap and Student Services, with associated departments, is staffed with professionals

who are advocates for students and their needs. They are ready to assist students in resolving conflict and removing barriers to find ways to improve academic performance and the educational experience.

## Activities

Northwood University believes that a successful student is one that is well rounded with a passion for being involved, accepting new challenges, and making a difference. These students are better prepared for the challenges they may face in the business world post-graduation. Northwood University provides countless opportunities for its students to get involved and make the most of their educational experience.

Activities range from professional and social clubs to music and drama groups, intercollegiate, intramural, and club sports, recreational activities, social activities, and more. Participation in co-curricular activities allows students to use their leisure time productively while making new friends, developing their leadership skills, and their ability to be effective in group situations. Northwood recommends that students involved in all co-curricular activities maintain an above average grade point average.

## EXCEL: The Student Development Program

Employers of Northwood University graduates constantly stress their desire to have employee candidates who demonstrate a variety of experiences, positive attitudes, and leadership abilities beyond those gained within the classroom and reflected on the academic transcript. EXCEL is a value-added program beyond the academic curriculum that enhances the employability of Northwood University graduates and provides valuable experiences and dimensions beyond the classroom.

Through EXCEL, students participate in valuable, documentable activities, resulting in a Student Development Transcript that is issued whenever an academic transcript is issued. Students are expected to participate in a minimum of five credits of co-curricular activities each year. Activities, along with certain honors and awards, are reflected on the Student Development Transcript. The EXCEL program is intended to provide opportunities to expand students' Northwood University education well beyond the classroom requirements, enrich their lives and experiences, and improve their prospects for employment after graduation.

## Florida Campus Organizations and Activities

Current organizations and activities on the Florida campus include:

- Advertising Club
- Auto Show
- Campus Ministries
- Career Fair
- Careers in...Series
- Class Councils

- Cultural Heritage Series
- DECA – Distributive Education Clubs of America
- Dodge ball Tournaments
- Empower Series
- EXCEL Weeks
- Entrepreneurship Society
- Fear Factor
- Fishing Club
- Habitat for Humanity
- Halloween Horror Nights
- Homecoming Week
- HOST Club
- Hypnotist
- International Business Club
- International Week
- Intramural Sports
- Kickball Tournaments
- Leadership and Film Series
- Leadership Symposium
- Lessons in Leadership Series
- Locks of Love
- Marathon of the Palm Beaches
- Movies on the Lawn
- Music Masters Series
- Northwood Ambassadors
- Northwood Idol
- Northwood Nights Programming Board
- NUSletter / Publications
- Paint Your Heart Out
- Phi Beta Lambda
- Planet Earth Series
- Poker Tournaments
- Power Plays Series
- Relay for Life
- Roommate Game
- Rotaract
- Seahawks in the Community
- South Florida Adventures
- Sport and Entertainment Association
- Spring Fling Week
- Spring Training Baseball Games
- Student Alumni Network
- Student Government Association
- Student Judicial Board
- SunFest
- Survivor
- Talent Shows
- Unity in the Community Day
- Winter Carnival Bobsled Race

Students with interests in specific areas outside their curriculum are encouraged to form other organizations to pursue those interests. The staff and faculty of the University will cheerfully provide assistance in establishing such groups.

## Michigan Campus Organizations and Activities

Current organizations and activities on the Michigan campus include:

- Alcohol/Drug Educational Programs
- Alpha Chi Omega – National Social Sorority
- Alpha Chi Rho – National Social Fraternity
- Alpha Gamma Delta – National Social Sorority
- Alpha Kappa Psi – National Co-ed Professional Business Fraternity
- Alpha Sigma Phi
- Alumni – Student Alumni Network
- Ambassador Club
- American Advertising Federation – College Competition
- American Marketing Association – AMA
- Automotive Industry Show
- Big Brothers/Big Sisters
- Blood Drives (one per semester)
- Business Professionals of America – BPA
- Cause for Paws
- Cheerleaders
- Church Reloaded
- Circle K
- Cultural Activities – Art, Music, Dance, Lectures, Movies
- DECA – Distributive Education Clubs of America
- Delta Mu Delta – National Business Administration Honorary Society
- Delta Sigma Theta – National Public Service Sorority
- Delta Zeta – National Social Sorority
- Distinguished Teachers Spring Luncheon for NU Honors Students nominees
- Economic Association
- Emerging Leaders
- Entertainment, Sport & Promotion Management Association (ESPMA)
- Entrepreneurship Society
- EPIC (Gay Straight Alliance)
- Fashion Group
- Finance Association
- Fishing Club
- Greek Week
- Hockey – Men's Club
- Homecoming – Fall Semester & Basketball Homecoming
- Honorary Accounting Society of Northwood University – HASNU
- Honors Convocation – Spring Semester
- Hospitality Enterprise
- IBA
- Intercollegiate Sports
- Intercultural Club
- Inter-fraternity Council – Social Fraternities
- International Students' Club
- Intramural Sports
- Investment Club
- Iota Phi Theta
- Kappa Sigma
- Leaders of Tomorrow
- Leadership Opportunity
- Lectures – Informational and Motivational
- Michigan Academy of Science, Arts & Letters
- Minority Business Leaders of NU
- Mock Trial Team
- National Society of Leadership Success
- Northwood Hospitality Enterprises – NUHE
- NU-CARS (Club for Automotive Related Studies)
- NU Dance Team
- NU Kick-Off Party
- NU Players – Theater Group
- Omniquest Panels – Each Semester
- Opening Convocation – Fall Semester
- Order of Omega
- Pack Pride Family Day
- Panhellenic Council – Social Sororities
- Phi Beta Sigma
- Phi Delta Theta – National Social Fraternity
- Publications – Student Newspaper and Yearbook
- Rake a Difference
- Rotaract
- Salvation Army Children's Christmas Party
- SAP University Alliance
- Senior Reception/Dance – Spring Semester
- Ski Club
- Sophomore Class – All Sophomores
- Spring Fling/Pride Day
- Stafford Scholarship Fundraising Dinner
- Student Alumni Network
- Student Athletic Advisory Committee (SAAC)
- Student Government Association
- Style Show
- Tau Kappa Epsilon – National Social Fraternity
- The Automotive Group (TAG)
- TOMS
- Transfer Club
- Upper Class – All Juniors and Seniors
- Values Emphasis Program – Spring Semester
- Volunteer Service in Midland Community
- Zeta Phi Beta

Students with interests in specific areas outside their curriculum are encouraged to form other organizations to pursue those interests. The staff and faculty of the University will cheerfully provide assistance in establishing such groups.

## Texas Campus Organizations and Activities

Current organizations and activities on the Texas campus include:

- Adopt-A-Highway
- Ambassador Club
- Arts & Entertainment Group

- Association of Entertainment Sports Management
- Bible Student Ministry
- Black History Month
- Blood Drives
- Cedar Hill Food Pantry
- Cedar Hill's Country Day on the Hill
- Coffee Haus
- Crossing Over Ceremony
- DECA – Distributive Education Clubs of America
- Donut Daze
- Drama Club
- Earth Day Celebration
- Etiquette Dinner
- Fashion Show
- Founders' Day
- Groups and Organizations Fair
- Habitat for Humanity
- Haunted Forest
- Hispanic Heritage Month
- Holiday Toy Drive
- Homecoming
- Honors Convocation
- Hospitality Club
- Ice Skating Party
- International Festival
- Intramural Basketball, Flag Football, Softball, Volleyball
- Judicial Board
- Karaoke Knight
- Kids College Christmas Party
- March of Dimes
- Mr. University
- NAIA Varsity Baseball, Cross Country, Golf, Soccer, and Softball
- Omniquest Discussion events
- Opening Convocation
- Paintball
- Parents' Day
- Photography Club
- Professional Sporting Events – Texas Rangers (Baseball), Dallas Burn (Soccer), Dallas Mavericks (Basketball), and Dallas Stars (Hockey)
- Publications – Newspaper/Magazine
- Recycling Program
- Sanity Inn – Talent Show
- Senior Dinner/Dance
- Speech and Debate Team
- Spring Ball
- Spring Fest
- Student Alumni Board
- Student Governing Board
- Student Services Recognition Dinner
- Voices of Northwood Choir
- Zeta Phi – Sorority

Students with interests in specific areas outside their curriculum are encouraged to form other organizations to pursue those interests. The staff and faculty of the University will cheerfully provide assistance in establishing such groups.

## Bookstore

The Bookstore carries textbooks for each semester, as well as supplies such as pens, pencils, notebooks, Northwood clothing, and Northwood souvenirs. Personal checks are accepted only for the amount of the sale. VISA, MasterCard, American Express, and Discover cards, as well as cash, are also accepted. A receipt is required for all refunds. Textbook returns for Adult Degree Program books are two days from the purchase date.

## Career Services Center

A fundamental aim of the Northwood philosophy is that every student be involved in a program that leads toward a satisfying and productive career. To facilitate career opportunities, Northwood has a Career Services Center which coordinates and assists the effort on each campus to bring together our students and alumni with potential employers. The campus Career Services Center serves all Northwood students and alumni.

### It Starts at New Student Orientation

The career-development process begins at Northwood with new student orientation and follows students throughout their academic careers at the University and beyond. While attending Northwood, students have the opportunity to explore many companies and career paths. These opportunities are presented during the academic process as well as through company presentations outside the classroom.

### The First Step to Career Assistance

During a student's first year of study, they are encouraged to begin work on their career path. Seminars, informational meetings, and personal consultations are available to explain the career search function. Resume and cover letter writing assistance, the interview process with mock interviews, as well as what a new employee can expect on the first job are covered in special workshops presented throughout the year by the Career Services Center.

Some Northwood curricula require an internship (400 hours) before completion of requirements for the Bachelor of Business Administration degree. The Career Services Center works closely with curriculum chairs, employers, and students to aid in completion of this requirement.

### Company Representatives Visit Northwood

Through the years, Northwood University has developed close, long-term relationships with many firms that represent our various curricula. Representatives from these firms visit the campuses to interview those who are about to graduate and are looking for employment. Additionally, off-campus

interviews are scheduled depending on the requirements of the recruiting firm. The track record of Northwood graduates is very good and employers come to Northwood campuses looking for the best. They are seldom disappointed because Northwood students have been prepared to assume roles in several fields and have the right portfolio of skills, attitudes, and values.

The on- and off-campus recruiting schedules are supplemented by companies who contact the Career Services Center about positions that are currently available. Through the Experience Network (Northwood's online job database), opportunities with firms are posted (internship, co-op, part-time, and full-time). Students and alumni are able to upload resumes and apply for positions based on meeting all qualifications. The recruiting firm reviews the resumes and selects candidates for interviews directly or via the Career Services Center. Additionally, students are also given the opportunity to participate in University sponsored career fairs and networking opportunities.

### **Publications, Research, and Services**

The Career Services Center also supports and contributes to the Career Services Alcove Collection in the Cook Library (FL), Strosacker Library (MI), and the Hach Library (TX), as well as the respective Career Services Center offices, where a comprehensive cross-section of career assistance information is maintained: books, periodicals, professional journals, video and audio tapes, computer search systems, as well as reference materials specifically geared to help students research companies.

The Experience Network is available to traditional, Adult Degree Program (ADP), MBA students, and graduates from all Northwood programs. For the convenience of all Northwood students, the Career Services Center also has information and resources posted on the Northwood University website—[www.northwood.edu](http://www.northwood.edu) (click on the appropriate campus).

## **Counseling, Academic Advising, and Orientation**

Advice and counsel are provided for each Northwood student. Advisors help each student to establish educational programs and plans. Individual attention is given to a course of study selection commensurate with the student's potential, area of interest, and academic background. Strength in the breadth of educational study is encouraged together with the intended area of specialization. Continued advisement throughout the student's program at Northwood is available to aid the student in self-appraisal and the development of traits and abilities of self-discipline that would identify those values necessary for successful academic performance. Special advising is available for international students.

Northwood can assist students with any personal issues that affect their academic progress. The Student Services staff members are available for private discussion with students, parents, and others on a variety of topics, including social life, housing situations, financial matters, and health.

The Michigan campus has a Student Counseling Assistance Program with professional personal counseling available to all Northwood students. The counseling staff from J&A Counseling and Evaluation has on-campus office hours available to provide confidential counseling for personal, psychological, social, and behavioral concerns, as well as issues with the use of alcohol or other drugs.

The Texas and Florida campuses have a Student Support Center to provide confidential, individual, and group counseling for people experiencing personal, developmental, or psychological concerns related to their educational progress and personal growth. Referrals to outside services are provided when necessary.

All freshman students are required to register and to participate in a two-semester foundations (FDN) course. This on-campus instruction course is called First Year Seminar I and First Year Seminar II; they are part of the curriculum for all incoming freshmen.

Orientation sessions are scheduled throughout the summer and immediately prior to the fall semester on the three campuses. FDN 1100 continues during fall semester for all freshmen students. Students are provided additional information on the University environment and holistic factors that aid in their success to include problem solving, communication, and critical thinking components.

Freshmen continue with Seminar II, FDN 1200, in the spring semester. This course provides an emphasis on institutional culture and philosophy as it pertains to "The Northwood Idea." Additional areas will cover free markets, skills needed for success, Northwood University Outcomes, and the Code of Ethics.

The counseling/advising program interfaces the academic and personal lives of students. This comprehensive program takes a developmental approach by helping each student to explore his or her academic, career, and life goals, as well as the potential barriers blocking the fulfillment of those goals. This complex process involves the selection of appropriate courses and curricula consistent with diagnosed skills, and of remediation work when necessary, plus the assertiveness skills and self-management skills necessary to resolve personal problems and interpersonal conflicts.

## **Cultural Arts Events**

Cultural Arts Events provide opportunities for Northwood students to understand and appreciate the importance of the arts and humanities in their personal lives and their value as a

business tool. Programs are guided by Northwood's principle, "The Arts Make Good Business Partners," and focus on exposing students to various art forms while relating their experiences to creativity and entrepreneurship. Guests from business, industry, the arts, and government provide campus activities throughout the year. Among the wide variety of experiences offered to students to support the philosophy are art exhibitions, guest lecturers, performing artists, musical events, and competitions. Social activities include dinners, dances, receptions, and other forms of entertainment, which generally are sponsored both by the University and student activity groups.

## Food Services

Modern dining room facilities are provided for students. Meals are served regularly three times a day with the exception of Saturday and Sunday, when brunch and dinner are served. Students with special dietary needs may see the Food Service Director for assistance.

All resident students have housing and meals as a part of their plan. Non-resident students (commuters) may also purchase a meal plan for each semester. Please contact the Food Service Department on your campus for specific arrangements.

## Housing

Unmarried students under the age of 20 (on the Michigan and Texas campuses) or 21 (on the Florida campus) as of the first day of classes of the beginning school year, not living within the commuting area and not having completed the freshman year (and sophomore year on the Florida campus) or equivalent, are required to live in on-campus housing. Others may reside in the community upon approval or permission from the Dean of Students. Waivers to the housing requirement are considered on an individual basis. Specifics on the criteria and process are available from the Student Services Office of each campus.

Northwood maintains campus housing units. Separate units are available for men and women on all three residential campuses (Michigan, Texas, and Florida). Resident Housing Directors and/or Head Residents and Resident Assistants provide supervision and guidance in all units. Visitation hours are established by the University and are published by the Housing Office at each campus. For health reasons, no pets may be kept in on-campus housing.

Each room has an assigned landline phone number provided by a phone service company with the installation charge and monthly fee provided by the University. Students must provide their own landline phone.

Because the demand for on-campus housing on the Michigan and Florida campuses is greater than the supply, sophomores, juniors, and seniors who wish to reside on campus must par-

ticipate in a housing sign-up process to determine housing assignments. The sign-up process is conducted during Spring Semester for the following school year.

Along with the housing staff, student organizations play an integral part in the planning and implementation of resident events and activities. Northwood takes the responsibility for placing all required resident students in housing. Assigned occupants of each room are financially responsible for keeping the room and its contents in good order and free from damage either by themselves or their guests. Residents are liable for damage to University property. If a student does not return the room in good order, their room deposit fee will be debited for the cost of the repairs.

## Intercollegiate and Intramural Athletics

In recognition of the need for healthful, competitive physical activity, organized sports participation is encouraged on all three residential campuses. Because of varying facilities and interests, each campus has developed its own varsity sports and intramural programs. It is planned that, as physical education facilities grow, all forms of recreation will be available, with emphasis on life-long participation and interest.

### Florida – "Seahawks"

The Florida campus is a member of the National Association of Intercollegiate Athletics (NAIA), The Sun Conference, which includes Ave Maria University, Edward Waters College, Embry Riddle University, Florida Memorial University, Johnson and Wales University, Savannah College of Art and Design, Southeastern University, St. Thomas University, Thomas University, University of South Carolina Beaufort, Warner University, and Webber International University.

The Florida campus Seahawks offer varsity and junior varsity baseball, men's and women's golf, softball, men's and women's soccer, men's and women's basketball, junior varsity men's basketball, volleyball, men's and women's cross country, cheerleading, and men's and women's tennis. For more specific information about Seahawks athletics, see <http://seahawks.gonorthwood.com/>.

Intramural team sports offered on the Florida campus are flag football, dodge ball, indoor soccer, basketball, and softball. Other recreational sports include kickball, outdoor soccer, arena football, outdoor basketball, tennis, racquetball, bocce ball, badminton, sand volleyball, indoor volleyball, whiffle ball, powder-puff football (women only), and billiards. All sports offered are co-ed with potential of having a separate league/game for men and women if there are enough participants. One of the main goals with the intramural program is to offer at least two team sports each semester.

## Michigan – “Timberwolves”

Northwood University (Michigan) is a Division II member of the National Collegiate Athletic Association (NCAA). The Timberwolves compete in the Great Lakes Intercollegiate Athletic Conference (GLIAC). Conference members include Hillsdale, Ferris State, Northern Michigan, Michigan Technological, Lake Superior State, Grand Valley State, Saginaw Valley State, Wayne State, Ashland, Gannon, Mercyhurst, and Findlay.

Varsity sports on the Michigan campus include football, men's and women's tennis, women's volleyball, men's and women's soccer, men's and women's basketball, baseball, men's and women's golf, women's softball, men's and women's track, and men's and women's cross country. For more specific information about the Timberwolves' varsity teams, see <http://timberwolves.gonorthwood.com/>.

The Michigan campus intramural programs and sports include: flag football, soccer, badminton, 4-on-4 volleyball, basketball, whiffle ball, dodge ball, tennis, bocce ball, ultimate frisbee, softball, and floor hockey. In addition to these sports there are numerous one-day tournaments including powder-puff football, table tennis, 3-on-3 basketball, and slow-pitch softball. The Michigan campus also participates in regional intramural tournaments against other universities in sports such as flag football and basketball. Club sports exist on the Michigan campus for baseball, men's lacrosse, men's soccer, and hockey. These clubs compete on an informal basis with clubs from other colleges and universities.

## Texas – “Knights”

The Texas campus is a charter member of the Red River Athletic Conference (RRAC) within the Southwest Region (New Mexico, Texas, and Oklahoma) of the National Association of Intercollegiate Athletics (NAIA). Member institutions in the RRAC include: Bacone College, Huston-Tillotson University, Langston University, Paul Quinn College, Southwest Assemblies of God University, Texas Wesleyan University, Jarvis Christian College, College of the Southwest, Texas College, and University of Texas – Brownsville.

The Northwood Knights field men's varsity teams in cross country, soccer, baseball, golf, and track. Women's varsity teams include cross country, soccer, softball, golf, and track. Intramural sports are sponsored by the Student Services Office and include flag football, basketball, softball, and volleyball. For more specific information about Knights athletics, see <http://knights.gonorthwood.com/>.

## Learning Resource Centers

Northwood University Learning Resource Centers provide a variety of programs and services to help students succeed and excel academically. All students are encouraged to participate in LRC programs and services, regardless of current class

status or level of achievement. All programs are available to Northwood students free of charge.

**Florida campus** students may participate in accounting, mathematics, and writing tutoring labs, facilitated course-specific study groups, athlete study groups, and student success groups, individual appointments, and workshops, which teach effective strategies for planning, studying, and test-taking. The LRC also offers an internal website with resources such as current LRC Lab schedules and writing, study, and test-taking tips and techniques. The Florida LRC office is located in the Cook Library.

**Michigan campus** students may choose from three types of tutoring in the Timberwolf Learning Resource Center. Drop-in tutoring is available without an appointment for accounting principles, algebra, and writing assignments. Students may also sign up for a one-on-one tutor for any subject or join a tutor-led study group which meets weekly. In addition, student tutors periodically present study skill seminars on APA format, use of Excel, time management, scholarship thank you letters, and more. Details are available in the TLRC in Lower Strosacker and on [my.northwood.edu](http://my.northwood.edu).

**Texas campus** students may participate in regularly scheduled labs in accounting, math and statistics, writing and humanities, English-as-a-second-language (ESL), as well as special workshops in APA, business writing, and financial management. Other resources include facilitated course-specific study groups, athletic team study groups. The LRC also offers an internal website that includes resources such as current LRC Lab schedules and basic campus and academic support information. The Texas LRC is located in 101 Hopkins.

## Library

The mission of the Northwood libraries is “to enhance the learning environment by supporting instructional services, promoting information literacy, and developing leaders who are independent, life-long learners.” Each of the Northwood University campuses has its own library. Online library services across the Northwood system provide access to thousands of full text magazines, newspapers, journals, and specialized business information sources. Whether on campus or off campus, students can access resources 24 hours a day, seven days a week, through the library web pages via the Blackboard Course Management system. Assistance in using the collections and services is readily available at library reference desks and through “Ask a Librarian” and course-specific resource guides on the library web pages. The Valcat Catalog searches for books within the 3 campuses' library collection.

The Dr. and Mrs. Peter C. Cook Library opened in the fall of 1986 and is conveniently located on the first floor in the Johann M. and Arthur E. Turner Education Center on the Florida campus. The Cook Library houses a collection

of over 15,000 print volumes and maintains 30 periodical subscriptions. Our digital collection boasts over 40 databases. Electronic resources are available for research. Copier, computers, printers and Wi-Fi are available. Cook Library is a member of several library consortiums, VLC; OCLC, and Lyrisis.

The Strosacker Library on the Michigan campus is centrally located in the upper level of the Strosacker building. It has a book collection of approximately 36,000 volumes, as well as 240 periodical titles. The library acquires materials for a well-rounded education with emphasis on business management and economics. Special curriculum collections include accounting; advertising; automotive marketing; entertainment, sport & promotion management; fashion marketing & management; and hospitality management. Strosacker Library is a member of the OCLC library cooperative, which provides global access to library materials through interlibrary loan. The library is a member of the Valley Library Consortium, which provides access to the holdings of regional academic and public libraries using the online catalog of materials (VALCAT).

The Hach Library is located in a historic stone building on the edge of the Texas campus. In 1989 the Hach Library expanded its physical facilities and the collection for upper level business programs. The collection concentrates on materials that will support the curriculum: business management; economics; accounting; automotive management; fashion marketing; advertising; and hospitality management. The library is a member of the Northeast Texas Library System that allows access to over 80 library systems in the area. The Northwood computer network allows students access to the library web page, which has access to the online databases and the card catalog.

## Reporting

The following reports are mandated by the Student Right-to-Know and Campus Security Act of 1990 and the Equity in Athletics Disclosure Act of 1994 and are available upon request to all current students, prospective students, and the public:

- **Campus Security Report** – This report discloses data on crimes committed on campus, as well as campus safety policies and procedures. The report may be viewed at <http://www.northwood.edu/compliance>.
- **Equity in Athletics Report & Athletics Revenue and Expense Report** – These reports provide information on the intercollegiate athletic programs at the University. Specifically, they disclose data on student athlete participation, coaches' participation, recruiting expenses, athletic aid, average coaches' salaries, operating expenses, and overall athletic revenues and expenses. These reports are available annually after October 15 and can be requested in the following locations: the Michigan campus

Title IV Compliance office, the Florida campus Financial Aid office, and the Texas campus Financial Aid office.

## Student Life Centers:

### Michigan

The Hach Student Life Center is a 62,217 square foot recreation facility built in 2002 to respond to the growing recreational, social, and educational needs of Northwood University. The Center is a recreational, intramural, and fitness complex built to complement the Bennett Sports Center. The center features three multi-purpose basketball, volleyball, and badminton courts that are utilized for a wide range of sports, a four-lane running track, a fitness center equipped with Cybex circuit weight training systems, elliptical trainers, stair steppers, bikes, dumbbells, benches and mats, a multi-use/wellness room, and locker rooms equipped with shower and sauna facilities. The lobby area serves as a check-in point and houses a health food snack bar and leisure areas equipped with network connections for laptop computers.

24-Month Evening MBA program students can currently purchase a membership for \$90 per semester. Membership for 12-Month Daytime MBA program students is included in the cost of the program.

### Florida

The Countess de Hoernle Student Life Center (SLC), is the newest building to the Florida campus. The SLC has variety of indoor amenities including the arena/gymnasium, the Richard and Helen DeVos Fitness Center & the Valarie & Dan Young Multipurpose Room/Aerobic Room. The SLC also has conference rooms an athletic training room and multiple classrooms. It is the home arena for the Men's & Women's Seahawk basketball and volleyball teams. Numerous recreational and academic-related functions are also hosted in the SLC throughout the school year. As a multi-purpose building for students, the SLC is a building where students can study, exercise, or just lounge around.

### Student Medical Services

In compliance with federal regulations, Northwood requires that all students have healthcare insurance. The university makes available two policies, one that provides students with healthcare coverage and a second that provides *accidental injury* only coverage.

Students who have their own health insurance coverage will be allowed to opt out of the NU healthcare insurance plan. Every student will have *accidental injury* only coverage as part of their student package to supplement their own/family health insurance coverage or NU healthcare insurance plan. For more information, see: <http://www.studentinsurance.com/Schools/MI/Northwood/>

All Northwood University campuses accommodate the handicapped.

**Florida** – First Aid kits are located in the Residential Offices, Student Life Center Welcome Desk, and the Security Office. Student Services Staff and Trainers are able to provide doctor referrals to any students that need assistance.

**Michigan** – The Health Center, staffed by a registered nurse and a physician in the office on a limited basis, is open at designated times for advice concerning illnesses and injuries, with limited first aid treatment and physician referral available. MidMichigan Medical Center is nearby and available 24 hours/day for emergencies.

**Texas** – The Health Center, staffed by a part-time registered nurse, is open Monday through Friday, 9:30 a.m. to 3:30 p.m., for advice on illnesses and injuries, with limited first aid treatment and physician referral available. It is located in the Knights Court Dorm 21D.

## Soliciting, Selling, Publicizing

No student, student organization, or outside organization shall engage in advertising or selling any goods, services, or tickets; solicit for any purpose whatsoever on Northwood University's property or in University operated buildings; without first obtaining the written approval. Contact the Dean of Students who will obtain approval from the Director of Compliance & Tax Matters. Food that is sold on campus must be purchased or have approval through Food Services. For additional details, please reference the Student Handbook.

## Student Publications

Opportunities for student-produced publications exist on all three campuses. Examples include annual, quarterly, monthly, or weekly publications such as campus newspapers, newsletters, and yearbooks. On Northwood's Michigan campus, students produce a newspaper, which is edited, managed, and published by students under the direction of a faculty advisor. The publications serve as a practical workshop and professional experience for journalism and advertising students.

## Security

Each campus hires a professionally licensed security service provider to perform specific guard and patrol responsibilities. Campus security officers are supervised by the Director of Security and are responsible for securing buildings and grounds, traffic regulations, and parking control. Officers are available 24 hours a day, 7 days a week to respond to requests for assistance from students, faculty, and staff. Campus security personnel have the authority to enforce all campus policies and state laws. These officers do not carry weapons nor do they have arrest powers. Northwood University

maintains a very strong relationship with city and county law enforcement agencies. These agencies are contacted to assist with some on-campus complaints. The city and county agencies also notify Northwood University officials of off-campus incidents that involve Northwood students.

Students are expected to assume responsibility for their property and personal safety by making sound decisions and reporting any concerns to security immediately. Crimes should be reported to ensure inclusion in the annual crime statistics and to aid in providing timely warning notices to the campus community when appropriate. Proactive methods employed by campus security against personal property theft include parking lot and building patrols, campus escorts (as requested), routine lighting and emergency equipment checks, and identification engraving on personal items. Firearms and other weapons are prohibited on Northwood University property.

It is the policy of Northwood University to comply with all applicable features of the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, or commonly known as the Clery Act. Timely Notifications/Crime Alerts will be utilized in an effort to notify campus and/or community members of certain crimes in and around the University community. Specific protocols and campus crime reporting are outlined on the University compliance webpage at [www.northwood.edu/compliance](http://www.northwood.edu/compliance).

It is also the policy of Northwood University to comply with all applicable features of the Higher Education Opportunity Act for reported missing students. Northwood University has established a missing student protocol for the notification procedures for students who live in on-campus housing and who have been reported missing for more than 24 hours. Specific protocols are outlined on the University compliance webpage at [www.northwood.edu/compliance](http://www.northwood.edu/compliance).

## Student Conduct

A student may be placed on probation if his or her social conduct does not meet the standards of good conduct set up by the administrative officials and published in the Student Handbook which is distributed to all incoming students.

Disregard for others and their property, policies, rules, and regulations of the University may lead to social probation, the extent and seriousness of which will be in relation to the offense. A fine or other penalty may be imposed.

A student may be suspended or dismissed for either academic or social cause. Each student's case will be handled individually. A student may be considered for readmission after suspension by petitioning administrative officials. It is the policy of the University to maintain a learning and work environment that is free from harassment because of an individual's race, gender, color, religion, creed, national origin or

ancestry, age, marital status, disability, or veteran status. The University prohibits any and all forms of harassment because of race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status.

It shall be a violation of University policy for any student, teacher, administrator, or other school personnel to harass a student through conduct of a sexual nature, or regarding race, gender, color, religion, creed, national origin or ancestry, age, marital status, disability, or veteran status. The policy can be located at <http://www.northwood.edu/> compliance or a paper copy may be obtained from the Human Rights Officer in the Human Resources Department, Northwood University Administrative Center, Midland, Michigan. The telephone number for this office is (989) 837-4345.

## **Manners and Good Grooming**

Good manners are never old-fashioned. Pleasantness and consideration have their own reward and cost little. Respect for the rights of others first and one's self second is the essence of good manners.

Good grooming is the result of planning and the adherence to basic health rules. Higher education is the place to experience new ideas, changing attitudes, new friends, and to develop a good grooming identity. One's dress expresses one's personality. Attire should be appropriate and tasteful at all times, whether in the workplace, the classroom, the dining area, or the living areas. Northwood is a business university; its faculty and staff members are expected to be well-groomed in accordance with business standards; its students are expected to dress in a manner that does not cause classroom distraction.

## **Policies:**

### **Alcohol/Drugs**

The Drug-Free Workplace Act of 1988, Subtitle D, Section 5152, and the Drug Free Schools and Communities Act Amendments of 1989, PL No. 101-226, require that Northwood University maintain an environment free from the unlawful manufacture, distribution, dispensation, possession, or use of controlled substances or alcohol.

The University recognizes its obligation to support the law and is aware of the damaging impact illegal drugs can have on our culture and especially its young people.

The President or Provost may elect to expel a student for any criminal behavior or convictions that indicate behavior that is threatening to other students.

The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited while on University property, attending Northwood events, or performing work-related duties.

Pursuant to applicable procedures, policies, or appropriate collective bargaining agreements governing employee or student discipline, involvement in the unauthorized use, sale, manufacturing, dispensing, or possession of controlled substances or alcohol on Northwood University premises or during Northwood University activities, or working under the influence of such substances, will be subject to disciplinary action up to and including dismissal or expulsion.

Any employee or student who is convicted of violating any criminal drug/alcohol statute when such violation occurs at Northwood or as a part of any school activities must notify the University no later than five (5) days after such conviction. Failure to provide such notice may subject the employee or student to dismissal or expulsion. The employee shall notify his or her immediate supervisor, who will report the incident to the Human Resources Department. The student will notify the Dean of Students.

Northwood University supports programs aimed at the prevention of substance abuse by Northwood employees and students. The University provides preventive educational programs for students and refers employees and students experiencing substance-dependency related problems for counseling and assistance.

## **Drug and Alcohol Prevention Counseling**

Northwood encourages faculty, staff, and students with alcohol or other drug-dependency problems to contact community counseling centers for assistance. Confidential substance abuse counseling may be arranged by contacting the Human Resources Director, the Vice President of Finance, or the Campus Provost. Students may contact the Student Assistance Counselor, Director of Counseling Services, or a staff member in the Student Services office.

## **Penalties for Violation**

Misuse of alcohol and drugs interferes not only with students' academic performance, but with their emotional, physical, mental, and social development as well. Based on this realization, the federal government has recently enacted several laws in an effort to address these issues. Northwood University supports these policies. Therefore, the possession, use, or distribution of substances that violate state or federal laws is subject to disciplinary action by Northwood University.

Specific sanctions for a campus are outlined in each campus' Student Handbook. These sanctions can include, but are not limited to the following:

## Penalty for alcohol use/abuse and/or possession

### First Offense

- Confiscation of alcohol and disposal
- Disciplinary probation with contract
- Notification of parents
- Referral to Student Assistance Counselor (A \$50 fine will be added if non-compliant)
- Referral to athletic director and coach if student is an intercollegiate athlete
- Loss of alcohol privileges if living in a “21” apartment, and possible reassignment to a non-designated apartment
- 10 supervised community service or program completion hours (minimum \$50 fine if not completed as directed)

### Second Offense

- Notification of parents
- Counseling, outpatient, or inpatient rehabilitation program
- Possible suspension
- Confiscation and disposal of alcohol
- 15 supervised community service hours (minimum \$75 fine if not completed as directed)
- Possible referral for substance abuse evaluation through the Counseling office and required participation in a substance abuse class (minimum 6 hrs.)

### Third Offense

- Notification of parents
- Suspension or dismissal
- Proof of completion of an alcohol rehabilitation program for re-admittance consideration (off campus)
- Confiscation and disposal of alcohol

## Penalty for drug use and/or possession, or drug paraphernalia

### First Offense

- Confiscation and destruction of drugs and/or paraphernalia
- Disciplinary probation with contract (period of time determined by Dean of Students)
- Notification of parents
- Referral to Student Assistance Counselor (A \$50 fine will be added if non-compliant)
- Mandatory substance abuse evaluation and mandatory participation in a substance abuse class (minimum 6 hrs.)
- 20 supervised community service or program completion hours
- Referral to athletic director and coach if student is an intercollegiate athlete
- Possible suspension or dismissal

### Second Offense

- Notification of parents
- Counseling, outpatient, or inpatient rehabilitation program (successful completion of a program)
- Possible suspension or dismissal
- Confiscation and destruction of drugs and/or paraphernalia
- Completion of a community off campus substance abuse program before readmission to the University

### Third Offense

- Notification of parents
- Immediate permanent dismissal with no appeal
- Confiscation and destruction of drugs and/or paraphernalia

The Student Drug Assistance program varies from campus to campus. On the Michigan campus, the program is a confidential, professional counseling service. The Florida and Texas campuses have part-time counselors. These counselors are available on a scheduled basis to make initial evaluations and to refer students on a 24-hour-a-day basis to local agencies for further evaluation and treatment.

## ADULT DEGREE PROGRAM

### Northwood University's Adult Degree Program

For over 30 years, Northwood University has provided options for working adults to complete a Bachelor of Business Administration Degree. The Adult Degree Program is a degree program offered to working adults that are seeking professional improvements by returning to school. Students may complete their degree requirements at one of our program centers located in eight states or online. Courses are offered in a variety of formats to meet the needs of working adults including evening, weekend, and online.

#### Contact Information:

**Adult Degree Program**  
 Northwood University  
 4000 Whiting Drive  
 Midland, MI 48640  
 Toll Free (800) 622-9000  
[www.northwood.edu/adults](http://www.northwood.edu/adults)

## Admissions Process

- Request official transcript(s) from applicable institutions and have them mailed to the ADP Registrar at 4000 Whiting Drive, Midland, MI 48640 as soon as possible to have credits evaluated.
- Students who have received an associate's degree from a regionally accredited college or university will receive a credit evaluation that identifies equivalencies and electives acceptable for transfer.
- Courses completed after the associate's degree was awarded may be transferable as long as a grade of "C" (2.0) or better has been earned and if applicable to the curriculum.

Students transferring without an associate's degree will have their transcripts evaluated for equivalent Northwood credit. Students in this category will be permitted to transfer equivalent courses and electives with grades of "C" (2.0) or better.

Once admitted, the student will receive a curriculum guide indicating exactly which courses must be completed for graduation.

## Prior Learning Assessment

Adult Degree Program students may earn college credit for their prior learning. To apply for prior learning credit, the student should have significant work experience and a minimum of 3-5 years of related and documented management experience. A maximum of 30 semester hours of credit may be awarded. (Texas maximum is 15 credits). Prior learning is evaluated much like that of coursework. The evaluator awards credit where appropriate. Prior learning assessments must be submitted within 120 days of beginning Northwood's coursework. Students interested in prior learning credit will complete a 1 credit online course during their first semester at Northwood University in which they will develop their portfolio.

## Degree Offerings

Northwood University's Adult Degree Program offers a Bachelor of Business Administration degree with the following majors: Accounting, Aftermarket Management, Automotive Marketing & Management Health Care Management, Management, Management Information Systems, and Marketing. For degree requirements and courses please see section beginning on page 17. To be awarded the bachelor's degree, an individual must complete a minimum of 31 semester hours with Northwood University and have a cumulative GPA of 2.0 or above. Majors vary by location—visit [www.northwood.edu/adults](http://www.northwood.edu/adults) for a list of programs available near you.

## Semester Hour Requirements

- A minimum of 123 semester credit hours are needed to obtain a BBA from Northwood University.
- A minimum of 31 credits must be completed with Northwood University to be eligible for residency and academic honors.
- Students may incorporate additional minors or majors, but this will involve additional coursework.

## • Academic Honors

- For academic honors, a student must complete the minimum of 31 credit hours with Northwood University and meet honors criteria as prescribed below:
- Cum Laude – 3.50 cumulative GPA to 3.69 cumulative GPA
- Magna Cum Laude – 3.70 cumulative GPA to 3.89 cumulative GPA
- Summa Cum Laude – 3.90 cumulative GPA to 4.00 cumulative GPA

## Transfer Coursework

- All transfer coursework (if applicable) must be college level; remedial or developmental coursework is not considered college level.
- All transfer coursework (if applicable) must meet GPA requirements set by Northwood University.

## Course Delivery Options

- Night courses (on- or off-campus)
- Weekend courses (on- or off-campus)
- Online courses
- On-campus daytime classes
- Limited credit by examination, such as the CLEP general and subject exams
- Hybrid/blended combination of online and face-to-face

Northwood University offers online classes in an asynchronous format. By taking coursework asynchronously, students have the flexibility to engage in their courses at both the time and place that is most convenient for them. By design, this delivery format allows for expanded interaction and participation and, therefore, all students participate in the discussions and feedback sessions.

Throughout the duration of the course, students will engage in a minimum of 45 hours of online interactive learning. Students should plan on an average of 5-7 hours of online instructional engagement per week. Students should also plan on an average of 10-12 additional hours per week for individual coursework such as reading the textbook, research, or writing papers. Each online student works with a Program Center Manager/

Advisor who provides guidance from admission to graduation. They review delivery expectations, course outlines, and course shell templates so students are fully prepared to be successful in their online courses.

Northwood University is devoted to continuous improvement and reserves the right to revise all curriculum guides or academic programs. These enhancements could cause changes but not additions to the student's program of study. To fulfill graduation requirements, students are to complete the curriculum guide that is in effect at the time they are accepted for admission to Northwood University.

## Locations

- **Michigan:** Alpena, Bay City, Flint, Gaylord, Grand Rapids, Lansing, Livonia, Macomb, Midland, Saginaw, Selfridge (Military), and Troy
- **California:** Cerritos
- **Florida:** West Palm Beach
- **Illinois:** Glen Ellyn
- **Indiana:** Indianapolis, Rolls Royce (Allison – Employees only)
- **Kentucky:** Louisville, Toyota (Georgetown – Employees only), Ford Fern Valley and Ford West Port (Ford – Employees only)
- **Louisiana:** New Orleans (Military)
- **Texas:** Cedar Hill, Fort Worth (Military)
- **Online**

## Refund Policy

Students must notify their Adult Degree Program Center Manager of any changes to their enrollment. This date will be the withdrawal date used in processing any refunds.

All courses dropped prior to the start of the course will be refunded in full. Definition of a week: 7 days starting on the first scheduled meeting of a class.

### 8-Week Course:

(based on the actual start date of the course)

- 90% if withdrawal is during the first week of class
- 75% if withdrawal is during the second week of class
- 50% if withdrawal is during the third week of class

### 16-Week Course:

(based on the actual start date of the course)

- 90% if withdrawal is during the first or second week of class
- 75% if withdrawal is during the third or fourth week of class
- 50% if withdrawal is during the fifth or sixth week of class

### Compressed Course:

(based on the actual start date of the course)

- 75% if withdrawal is prior to second class meeting
- 0% if after second class meeting begins

## Refunds for Recipients of Federal Financial Aid:

### Return of Title IV Aid Policy for Federal Financial Aid Recipients

As prescribed by law and regulation, Federal Title IV funds will be returned to the applicable sources in the following order: Federal Direct Unsubsidized Loan, Federal Direct Subsidized Loan, Federal Direct PLUS Loans, Federal Pell Grant, Academic Competitiveness Grant, National SMART Grant, Federal Supplemental Educational Opportunity Grant (SEOG), and then other Title IV Aid Programs. Examples of this refund policy are available at the Financial Aid Offices on each campus.

### Refund Policy for Indiana Students

The Indiana Commission on Proprietary Education, COPE, requires resident institutions to use the Indiana Uniform Refund Policy. The following refund policy applies to students enrolled in courses in Indiana.

### Uniform Refund Policy:

570 IAC 1-8.6.5 Resident institutions; refunds (Sec. 6.5)

1. The postsecondary proprietary educational institution shall pay a refund to the student in the amount calculated under the refund policy specified in this section or as otherwise approved by the commission. The institution must make the proper refund no later than thirty-one (31) days of the student's request for cancellation or withdrawal.
2. The following refund policy applies to each resident postsecondary proprietary educational institution, excepted as noted in section 4.5 of this rule:
  - a. A student is entitled to a full refund if one (1) or more of the following criteria are met:
    - i. The student cancels the enrollment agreement or enrollment application within six (6) business days after signing.
    - ii. The student does not meet the post-secondary proprietary educational institution's minimum admission requirements.
    - iii. The student's enrollment was procured as a result of a misrepresentation in the written materials utilized by the post-secondary proprietary educational institution.
    - iv. If the student has not visited the post-secondary educational institution prior to enrollment and, upon touring the institution or attending the regularly scheduled orientation/classes, the student withdrew from the program within three (3) days.
  - b. A student withdrawing from an instructional program, after starting the instructional program at a postsecondary proprietary institution and attending one (1) week or less, is entitled to a refund of ninety percent (90%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
  - c. A student withdrawing from an instructional program, after attending more than one (1) week but equal to or less than twenty-five percent (25%) of the duration of the instructional program, is

- entitled to a refund of seventy-five percent (75%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
- d. A student withdrawing from an instructional program, after attending more than twenty-five percent (25%) but equal to or less than fifty percent (50%) of the duration of the instructional program, is entitled to a refund of fifty percent (50%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
  - e. A student withdrawing from an instructional program, after attending more than fifty percent (50%) but equal to or less than sixty percent (60%) of the duration of the instructional program, is entitled to a refund of forty percent (40%) of the cost of the financial obligation, less an application/enrollment fee of ten percent (10%) of the total tuition, not to exceed one hundred dollars (\$100).
  - f. A student withdrawing from an institutional program, after attending more than sixty percent (60%) of the duration of the institutional program, is not entitled to a refund.

## Military Program Centers

The Military Program Centers are located at Selfridge ANGB, Michigan; Naval Support Activity, New Orleans, Louisiana; and Naval Air Station/JRB, Ft. Worth, Texas, and offer coursework in evening and weekend time modules. These are traditional, resident programs with the same admission and graduation requirements as the campus resident programs. The programs are controlled and supervised by the Associate Dean of the Adult Degree Program.

## Academic and Grade Appeals

Three levels of academic appeals are possible to provide for appropriate processing of academic grievances. The "statute of limitations" for academic appeals is the 30 days following the grievance. Northwood faculty has the authority and obligation to assign appropriate grades and to conduct classes within the context of the Academic Policies section of this catalog. Hence, the first level of academic appeal is to the professor whose decision is questioned.

Students who are not satisfied with the decision of the professor to whom they appealed may subsequently appeal to the campus Academic Dean or, in the case of all Adult Degree Program students, to the Adult Degree Program Associate Dean who serves on the Academic Council.

Students who are not satisfied with the Dean's decision may submit a last appeal to the Executive Vice President and Chief Academic Officer (EVP/CAO), who is the final arbiter of all academic matters. This appeal must be in writing and should explain all particulars, including reference to the previous two levels of appeal. This appeal should be sent by registered mail to the EVP/CAO at the corporate headquarters of the University in Midland, Michigan. The EVP/CAO will invite written input from others involved in the previous appeals based on copies of the appeal that will be provided to them. Copies of their responses will be sent to the person appealing, who will

then have ten days to respond in writing to their responses. Following this exchange, a written decision will be rendered.

## Executive and Continuing Education

The Executive and Continuing Education division of Northwood University is under the Vice President of Strategic and Corporate Alliances. Its focus is to deliver a wide variety of training and seminar programs to all levels in the world of business. Constituents and clients across the country can avail themselves of the service offered through this department of Northwood University.

Included in the offerings are both stand-alone seminars and packaged programs that lead to certificates in a wide variety of business disciplines. Non-credit certificate programs are available in business administration, finance, automotive, and hospitality.

Each area offers a number of current management training seminars to participants either on our campuses, or custom-designed at any site. Mini courses and online training are available as well.

For information concerning Executive and Continuing Education, contact:

**Executive and Continuing Education Department**  
 (800) 622-9000 • (989) 837-4326  
 continuinged@northwood.edu  
 Northwood University  
 4000 Whiting Drive  
 Midland, MI 48640

## Northwood University's University of the Aftermarket

The University of the Aftermarket is an educational alliance of the Automotive Aftermarket Industry Association (AAIA), Automotive Warehouse Distributors Association (AWDA), and Motor & Equipment Manufacturers Association (MEMA). Its mission is further strengthened by its affiliation with Northwood University, a private, accredited university that grants bachelor and master's degrees in a variety of specialized managerial and entrepreneurial business disciplines.

The University of the Aftermarket's mission is to meet the continuing management, business, and leadership education and development needs of professionals working within the motor vehicle aftermarket. The University achieves this mission through the creation, promotion, and management of industry-wide and custom educational programs in a variety of online, collaborative, and custom conference formats. Successful completion of these programs culminates in earning the widely recognized and respected Automotive Aftermarket Professional or Master Automotive Aftermarket Professional certificates.

For more information, contact:

**Director**  
 University of the Aftermarket  
 (800) 622-9000 • (989) 837-4326  
 uofa@northwood.edu

## THE DEVOS GRADUATE SCHOOL

### DeVos Method

The DeVos Graduate School regards management as an art that requires the ability to understand and utilize information, assumptions, contexts, processes, human factors, and work group designs to exercise responsible and effective decisions so as to influence others and organizations.

Our basic approach—our core understanding—is that effective management education focuses on the use of data rather than beliefs, must be integrative, is student-centered, and action-oriented.

### Using Data Rather than Beliefs

Students will use first and second hand information. Quantitative and qualitative data will be used from which interpretations and judgments may be made. The key initiative is for students to develop their own logic and reasoning in solving problems, become aware of their personal biases, and develop the ability to manage them.

### Integrative

The emphasis in the classroom is to have students look and see across the functions of an organization. Rarely is a cause found in one silo of a firm, and rarely can a solution be implemented that can be applied in only one area. The goal for students is to be able to see, interpret, fix, and manage across the entire organization or firm. This integrative approach is achieved by readings, case selection, and faculty member focus.

### Student-centered

The focus is on developing effective behaviors in the classroom that can be transferred to the workplace. Attention is paid to the reasoning and thinking of the student and the ability of the student to effectively engage others. Faculty members are committed to getting to know each student so as to be able to pay attention to the behavioral and attitudinal expressions of each student with regard to effective management.

### Action-oriented

We do not expect students to develop simple or elegant solutions. We help students develop an understanding of the complexity of business problems while finding solutions that can address similar problems in the workplace. Students are encouraged to see through the protagonist's eyes through cases and to take on a variety of roles and responsibilities in simulation exercises. In each case, the focus is upon having the student be responsible for designing what needs to be done, implementing the details of the decision, and assessing risks.

Our methodologies include requiring student initiative and action, supporting mentoring relationships with faculty, expecting students to learn in cohort groups, and be responsible for the learning and personal development of the other members.

### A Message from the Dean

Welcome to the DeVos Graduate School at Northwood University. We hope these pages help you understand who we are and how we are different from other graduate business programs.

Understanding the art of management is difficult. Mastery is impossible. Yet many business schools continue to promise, "If you would just get our MBA, you too will be prepared to achieve management excellence." Unfortunately, it's just not that easy.

At DeVos, we believe that management is not about buzzwords, fads, formulas, beliefs, or simplistic answers. We believe management is about finding and fixing problems, not as an individual doing tasks, but rather, through others, as part of an organization. Our goal is to create highly effective business leaders through a process of personal and professional transformation based on our integrative curriculum and student-driven learning methodology. Thus, our focus is on developing and enhancing students' critical thinking, business acumen, and personal effectiveness skills.

The DeVos Graduate School is committed to its students and to developing the future leaders of a global, free-enterprise society.

Please take the time to explore DeVos and see if we fit your education needs.



**Lisa Fairbairn, Ph.D.**  
Dean

### DeVos Philosophy

Our graduate school philosophy is really quite simple: "We don't want to produce the most MBAs—just the best MBAs." That means attracting the top students from undergraduate programs; students with a focus on the future and the internal motivation and drive to make that future happen.

The DeVos Graduate School at Northwood University prepares its MBA candidates not only to survive in today's complex business environment, but also to excel and propel

their careers further and faster than they thought possible. How do we do it? We empower our students with cutting-edge management skills and strategies and hands-on educational experience. The student will benefit from executive experience of faculty, our case analysis approach, and from our unique cohort design. Along the way, the student will receive structured career planning and placement guidance from individuals who care about his/her future as much as he/she does.

## History of the Graduate School

By 1989, Northwood Institute had served the academic community for 30 years with flexible and innovative programs matched to real needs. During much of our institution's third decade, our undergraduate faculty and other academic committees explored the idea that, despite an obvious proliferation of MBA programs worldwide, we were uniquely qualified to serve real marketplace needs for MBA programs designed to make a difference.

An effort was launched to make that belief a reality in early 1990. In that year, a three-person task force, chaired by a newly appointed Dean of Graduate Studies, set about designing an Executive MBA program to serve identified needs within the state of Michigan. From the outset, it was assumed that the design would mirror Northwood's very successful undergraduate programs by innovatively meeting real marketplace needs.

The design would also lend itself to continual adaptation by an eminently qualified graduate faculty to be identified later. The task force also sought the advice of a team of its own graduates who had earned MBA degrees from many distinguished American universities, and by two consultants, Dr. Joseph H. Rogatnick (Ph.D., Wharton School), whose career included a professorship at Boston College, diplomatic and business service, and the CEO position of Boston College's graduate school in Brussels; and Dr. William D. Guth (D.B.A., Harvard, M.A.), who chaired the Management/Organizational Behavior Department at NYU, and subsequently served as NYU's Director of the Center for Entrepreneurial Studies.

Northwood submitted its plan for the Executive MBA program in the spring of 1992 to its regional accreditors, The North Central Association of Colleges & Schools, who sent a team of individuals to visit us that summer. Following a favorable recommendation from the team, we received full approval from the Association at its quarterly meeting that November. Immediately thereafter, the Graduate School of Business was established as a new entity of the institution, and the first three full-time faculty members were in place by December 1. Northwood's President and CEO, Dr. David E. Fry, announced that the first MBA classes would be held without delay in January 1993, and that the institution would simultaneously change its name to Northwood University. Initial classes were held in Detroit, Flint, Lansing, and Midland for about 75 students.

In September 1993, the graduate school received a substantial gift from the Richard and Helen DeVos Foundation and was established as The DeVos Graduate School. Since its startup, the graduate school has more than quadrupled its faculty and enrollments, moved into a beautiful new home on the Michigan campus, and added a separate 15-Month Full-time MBA program which is uniquely designed to simulate business experience. Five years after its inception, the innovation and intensity of the DeVos Graduate School's executive program earned recognition by *Business Week* magazine with its listing among top Executive Programs (Business Week On-Line, October 20, 1997). In spring 2000, it added the Managerial MBA program, offering a range of management education designed to fit the unique needs of today's new middle and executive level managers.

Fall 2001 marked the beginning of a unique partnership with the HantzGroup with the development of an in-house Executive MBA program. This program was designed to meet the needs of the dynamic managerial and leadership roles of individuals in the financial services sector. In summer 2004, The Dow Chemical Company and the graduate school joined hands to launch a Global Executive MBA program. Custom designed for Dow, the program was only available to those employees identified as future leaders of the company.

The DeVos Graduate School and Switzerland's Hotel Institute Montreux partnered to create an accelerated MBA program where students can experience a transformational journey that brings together a diverse, multinational group of high achievers. This MBA program, which hosted its first class in the fall of 2007, is appropriate for internationally-minded applicants from undergraduate programs and companies around the world. Hotel Institute Montreux provides an exciting, comfortable, and supportive environment where the student can focus on his/her studies and building lasting friendships.

In September 2007, the DeVos Graduate School introduced the innovative Evening MBA program of study. This program delivered a dynamic, integrated management curriculum to enhance the leadership and management skill sets of today's globally minded business professionals.

The Dealership Executive MBA Program (Fall 2008), and the Aftermarket Executive MBA Program (Summer 2009), were designed with the career demands of upper-echelon executives in mind. These programs provided customized curriculums that afforded professionals aligned with the retail automotive and aftermarket industries the opportunity to further develop the skills needed to compete in the ever-changing automotive marketplace and motor vehicle aftermarket arena. Leaders from any undergraduate discipline gain an edge over the competition and become part of a diverse global network through their DeVos experience.

The DeVos Graduate School expanded its 24-Month Evening MBA program by launching the Northwood Texas campus MBA (fall 2009), the Florida campus MBA (fall 2010), and Grand Rapids, Michigan (spring 2011). These programs follow the same format as the existing Midland, Lansing, and Troy, Michigan 24-Month Evening MBA program with a unique cohort-based curriculum developed to meet the needs of individuals with significant professional work experience. 24-Month Evening MBA students seek to gain the additional knowledge, understanding, and skills necessary to advance in their respective careers.

In August 2011, the 12-Month Daytime MBA program was added to our course offerings on the Texas and Florida campuses.

## DeVos Difference

Within each of us is the ability to discover.

Northwood University's DeVos Graduate School is a specialized business school focused on developing the future leaders of a global, free-enterprise society. We provide a dynamic learning experience aimed at strategically expanding your managerial and leadership skill sets, equipping you with the necessary tools to lead and drive change in your career and life. You will find yourself in the unique position of having choices in your career and entrepreneurial endeavors that you had not previously thought possible.

Our MBA programs work with the demands of today's competitive marketplace, and most importantly work with you! The DeVos Graduate School's Master of Business Administration (MBA) programs were created with the understanding you are unique. The student demands specific professional and personal elements that will enable greater satisfaction in his/her career, higher earning potential, and a more fulfilled life. The journey from discovery to transformation begins here. This is the difference.

## DeVos Academic Outcomes

### Statement of Purpose:

At the DeVos Graduate School of Management, our purpose is to create highly effective leaders through a process of personal and professional transformation based on our integrative curriculum and student-centered learning methodology.

### Successful degree completion will provide students with:

- The management skills to find and fix problems and capitalize on opportunities by leveraging their integrated business knowledge and working effectively with others.
- The leadership skills to create a vision and influence others to follow, and to raise the performance of all members of the organization.

Specifically, graduates will achieve the following outcomes:

### Business Acumen

- assess the impact of the economic, social and political environment from a global perspective
- understand and influence the drivers of shareholder value
- create and implement behaviors and processes to satisfy customer needs
- design, analyze and improve process flow
- analyze and evaluate reported and projected financial performance to improve departmental and organizational decision making
- understand the drivers of human behavior individually and in groups
- integrate strategic, tactical and operational actions across business functions to improve organizational processes, structures and firm performance

### Critical Thinking

- raise vital questions and problems, formulating them clearly and precisely
- gather and assess relevant information
- come to well-reasoned conclusions and test them against relevant criteria utilizing an effective problem solving process
- understand assumptions, biases and key limitations of your own thinking and the thinking of others
- communicate effectively with others to solve complex problems

### Personal Effectiveness

- self-assess and modify personal behavior
- openly explore new ideas from a variety of perspectives
- demonstrate commitment to the success of others through empathy and respect
- establish confidence in leading and influencing others
- develop comfort with ambiguity and complexity while exhibiting a bias for action
- establish self-management through accountability and impulse control

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## GRADUATE PROGRAMS OF STUDY

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### The MBA Program

Each DeVos MBA program allows students to continually practice, assess, and refine their management skills. Students learn to analyze issues from a cross-functional perspective. Rather than concentrations or majors, each program focuses on increasing analytical and critical thinking skills that center

on the scrutinized business as a whole. These skills are developed through a combination of case analysis, business and management simulations, workshops, as well as interaction with executive students and alumni.

The DeVos curriculum is designed to provide students with global management skills throughout each course and activity. Because knowledge of global issues is fundamental to success in today's business community, there is little distinction between international and domestic business in the DeVos MBA Management issues transcend the organization itself, reaching beyond the front door to encompass the global marketplace. As such, it is no longer acceptable to offer only a course or two in international business.

Students are exposed to a wide array of opportunities to practice using the management tools and skills required to develop their professional potential. Upon completion of the program, students are able to:

- Find and fix organizational problems
- Capitalize on opportunities
- Drive necessary changes
- Create a vision to influence others

The 12-Month Daytime and 24-Month Evening MBA programs are delivered in a cohort format and require 36 semester hours of coursework. A typical semester includes courses from the following modules:

- Leadership I: Human Behavior
- Leadership II: Managing and Leading People
- Critical Thinking, Reasoning & Analysis I: Fundamental Concepts & Approaches to Decision Making
- Critical Thinking, Reasoning & Analysis II: Process Improvement for Managers
- Measurement I: Financial Reporting
- Measurement II: Corporate Financial Decision Making
- External Environment: Global Markets, Policy and Regulation
- Satisfying Customers I: Strategic Perspective
- Satisfying Customers II: Operational Perspective
- Satisfying Shareholders: Corporate Strategy
- Integration & Implementation: Critical Case Application

## Academic Calendar

Fall 2012	August 27 – December 23, 2012
Spring 2013	January 14 – May 12, 2013
Summer 2013	May 28 – August 4, 2013

## 12-Month Daytime Program

**Midland, Michigan; Cedar Hill, Texas; West Palm Beach, Florida**

The DeVos Graduate School's 12-Month Daytime MBA Program utilizes a student-directed, discussion-based learning approach that immediately involves students in real-world managerial situations. This program was designed for students with varying degrees of work experience who have the

ability to attend courses during the day on a full-time basis, over a 12-month period.

## 12-Month Daytime Program

### Specifications

Program Specifications:

Program Start:	Fall (August)
Length of Program:	12 months
Total Credits:	36
Degree:	Master of Business Administration: Focus Integrated Management
Class Size:	30-35 students
Curriculum:	100% case study-based, student-centered discussion
Program Location:	Midland, Michigan; Cedar Hill, Texas; West Palm Beach, Florida
Financial Aid:	Eligible students may qualify for loans
Scholarships:	Merit scholarships available

### Contact Information (Admissions):

Email: [mba@northwood.edu](mailto:mba@northwood.edu)

Web: [www.northwood.edu/graduate](http://www.northwood.edu/graduate)

## 12-Month Switzerland Program

### Montreux, Switzerland

The University is proud to offer the MBA at the HIM facility in Montreux, Switzerland. Earn an American MBA while experiencing a European setting that delivers specialized content, professional faculty, a competitive learning environment, and a network of high-caliber students from over 60 different nationalities. Study hard and play hard in the epicenter of global commerce and industry while earning your Northwood University MBA.

The program combines Northwood's academic content and approach for a general MBA (not hospitality focused) with Hotel Institute Montreux's first-class student services to offer a unique educational and cultural experience.

## 12-Month Switzerland Program

### Specifications

Program Specifications:

Program Start:	Fall (August)
Length of Program:	12 months
Total Credits:	36
Degree:	Master of Business Administration: Focus Integrated Management
Curriculum:	100% case study-based, student-centered discussion
Program Location:	Montreux, Switzerland

**Contact Information (Admissions):**

Phone: + 011.41.21.966.4823  
 Email: mbaswitzerland@northwood.edu

**24-Month Evening Program**

**Midland, Lansing, Troy, and Grand Rapids, MI; Cedar Hill, TX; West Palm Beach, FL**

The 24-Month Evening MBA was developed to meet the needs of individuals with significant professional work experience. 24-Month Evening MBA students seek to gain the additional knowledge, understanding, and skills necessary to advance in their respective careers. The 24-Month Evening MBA program is delivered one evening per week at each location.

Courses will run one night a week, Monday-Thursday from 6:00 p.m. to 10:00 p.m. Each course will also have a weekly activity equivalent to 2 hours of in-class time which will be labeled "Application Lab."

**24-Month Evening MBA Program Specifications**

Program Specifications:

Program Start: Fall (August); Spring (January)  
 Length of Program: 24 months (6 semesters)

Total Credits: 36  
 Degree: Master of Business Administration: Focus Integrated Management  
 Class Size: 20-35 students  
 Curriculum: 100% case study-based, student-centered discussion  
 Program Locations: Midland, Lansing, Troy, Grand Rapids, MI; Cedar Hill, TX; and West Palm Beach, FL  
 Avg. Entering GPA: 3.15/4.0 Scale  
 Typical Candidate: Managers, entrepreneurs/business owners  
 Financial Aid: Eligible students may qualify for loans  
 Scholarships: Merit scholarships available

**Contact Information (Admissions):**

Email: mba@northwood.edu  
 Web: www.northwood.edu/graduate

Visit our website for location specific Admissions contact information: www.northwood.edu/graduate.

**M.B.A. COURSE DESCRIPTIONS  
 (ALL DEVOS PROGRAMS)**

**MBA 612 LEADERSHIP I: Human Behavior 3 credits**

This course is designed to help the student develop the capabilities to observe and affect individual and group behavior within an organizational setting. Specifically, the course will address motivation and commitment, gender and generational differences, interpersonal communication, managing expectations, and emotional intelligence. The student will learn to understand self as well as others toward the goal of effectively managing relationships with a wide range of people in an organizational setting.

**MBA 614 LEADERSHIP II: Managing and Leading People 3 credits**

The focus of this course is on the behaviors of effective leaders. Specifically, the course will address the ideas of leadership versus management, transitions into leadership roles, power and influence, and contemporary practices in management and leadership that affect individual behavior in order to improve organizational performance. Additionally, several challenges of managing the corporation are also addressed, including change management, ethical decision-making, and managing conflict in the workplace.

**MBA 622 CRITICAL THINKING, REASONING & ANALYSIS I: Fundamental Concepts & Approaches to Decision Making 3 credits**

This course is designed to raise the critical thinking skills of the student. Emphasis is placed on developing the skills to identify problems, evaluate alternative actions, and to justify and defend decisions. The goal is for each student to develop the ability to apply thinking and reasoning skills to business decisions and to develop the skills to influence others.

**MBA 624 CRITICAL THINKING, REASONING & ANALYSIS II: Process Improvement for Managers 3 credits**

This course exposes the student to problem-solving philosophies including Lean Thinking, Six Sigma, and Theory of Constraints. The module includes several team-based, business simulations and exercises where students are given the opportunity to implement their problem-solving and critical thinking learnings in a dynamic and complex business environment.

**MBA 632 MEASUREMENT I: Financial Reporting  
3 credits**

This course focuses on developing the student's ability to read and interpret reported financial information through deliberate review of accounting fundamentals, application of accounting principles, and evaluation of accounting rules. Students will consider accounting information for the purpose of decision making and will consider what financial information measures and what it can or cannot reveal. Additionally, students will explore principles of internal control, external auditing, and corporate fraud for the purpose of developing an understanding that reading and interpreting reported financial information is valuable only when data, reporting, and assumptions are true and valid.

**MBA 634 MEASUREMENT II: Corporate Financial  
Decision Making 3 credits**

In this course, students will review tools used to measure and review internal performance for the purpose of effective managerial decision-making. These tools include: budget development, budget performance review, time-value of money, and discounted cash flow. Specific emphasis is also placed on the role of effective corporate governance in ensuring the availability of information for decision-making and the appropriate use of that information.

**MBA 644 EXTERNAL ENVIRONMENT: Global  
Markets, Policy and Regulation 3 credits**

Building on the overarching principle that management decisions and actions are impacted by conditions in which a manager is operating, this course focuses on the macro setting external to the firm. In addition to the traditional economic focus of macroeconomics, regulation, international trade and finance, and public policy issues, the module incorporates a study of the definition, scope, and dimensions of national culture. Throughout the module, emphasis is on integrating an understanding of how the external environment sets the context for leadership, strategy, and managerial effectiveness.

**MBA 652 SATISFYING CUSTOMERS I: Strategic  
Perspective 3 credits**

The focus of this course is on achieving sustainable strategic differentiation at the line-of-business level. This requires the simultaneous evaluation and management of the organization's internal (processes, structures, resources) and external (competitors, suppliers, other stakeholders) environment in an effort to satisfy the selected primary customer needs that guide the business strategy. A methodology that systematically aligns the customer needs, internal measurable outcomes, and operational activities is employed.

**MBA 654 SATISFYING CUSTOMERS II: Operational  
Perspective 3 credits**

Building on Satisfying Customers I, the focus of this course is on achieving sustainable marketing differentiation by managing the marketing function within the organization.

Areas to be investigated include: internal/external assessment (customers, competitors, collaborators, company, context), creating value (market segmentation, target market, positioning), and managing the marketing mix (product, place, price, promotion) to capture and sustain value for the firm.

**MBA 664 SATISFYING SHAREHOLDERS: Corporate  
Strategy 3 credits**

Building on the Satisfying Customers and Measurement Modules, this course develops the student's ability to anticipate, evaluate, and respond to shareholder expectations using strategy and measurement concepts. This requires the student to develop the ability to simultaneously evaluate and manage the organization's internal and external environment. Skills to satisfy shareholders include: articulating vision, choosing boundaries and lines-of-business, and identifying and managing capabilities/resources across multiple lines-of-business. The integration of the concepts of free cash flow projection and company valuation explores how strategy drives these measures, which in turn drive value back to the shareholder.

**MBA 676 INTEGRATION & IMPLEMENTATION:  
Critical Case Applications 3 credits**

This course focuses on the development of the student's ability to synthesize, integrate, and implement concepts and skills across the spectrum of managerial and leadership roles and responsibilities, incorporating learning from all prior MBA courses. The course content is centered upon the in-depth preparation of cases for cohort-based discussion and written submission, with emphasis on developing plans for the implementation and control of decisions in an ambiguous context. Ultimately, the course engages the student to reflect on their DeVos experience, learnings, and personal transformation and envision how this integration results in the wisdom to acknowledge and change the way he or she sees and deals with the complex business world and opportunities presented by it.

**MBA 679 MANAGEMENT & LEADERSHIP  
SIMULATION 3 credits**

The five-day capstone learning event provides the opportunity for students to integrate and apply all of the knowledge and skills acquired throughout their MBA program. Students will be able to see how they perform in a fast-paced quick changing business environment where they make true to life decisions and quickly see the results for those decisions. A comprehensive balanced scorecard measurement system is used so that students can see and understand the strong intended and unintended interplay of their actions among the various functional areas. Students will be placed in teams of approximately 15 members with each member taking on a specific role. This course brings students from all DeVos programs and locations together for an opportunity to learn and work with one another in this complex and dynamic business simulation.

## — GRADUATE SCHOOL ACADEMIC MATTERS —

### Introduction

The DeVos MBA Program is unique in design. Each course builds upon previous courses. Through the cohort programs, the participatory case method builds a strong colleague relationship and support system with classmates. Further, the program has specific and aggressive educational goals which must be accomplished in an accelerated learning environment. A high degree of commitment is expected of each student to maximize personal and professional growth.

### Assessment of Performance

Successful completion of each course in the DeVos MBA program requires demonstration of mastery in business acumen, critical thinking, and personal effectiveness skills. This will be evaluated through written assignments, as well as participation in cohort learning discussions, each of which comprise 50% of the course grade.

### Contribution Approaches

During each class period, you should be actively engaged in the discussion of the readings, cases, exercises, and applied experiences that relate to the subjects we are studying. This is an opportunity to examine your role as a group member,

and to enhance your own skills in contributing to a group discussion. You will receive feedback periodically throughout the course on your contributions in the following categories:

- Actively listens
- Facilitates the process
- Engages others
- Offers opinion/perspective
- Asks questions
- Provides applied examples
- Takes risks/challenges ideas
- Links discussion to conceptual learning and conceptual frameworks
- Persuades others
- Explains/teaches
- Understands the “big picture”
- Intervenes when appropriate to enhance class process

### Contribution Grading Scale

The following criteria will be used in determining your contribution grade for each course. Translation from these categories to a letter grade will be at the discretion of the faculty member, and will be based on the rationale described below:

	Impact in advancing class learning	Variety of contribution approaches demonstrated	Frequency of meaningful contribution	Growth of effectiveness of contribution during course
<b>A range</b>	Comments consistently help move discussion forward and advance learning outcomes.	Effectively uses the majority of the contribution approaches and therefore effectively demonstrates business acumen, critical thinking, and personal effectiveness.	Actively contributes at appropriate times; consistently makes relevant comments that reflect thorough preparation, an understanding of: assigned reading(s) and others' views and insights.	Consistently incorporates feedback from peers/instructor and demonstrates appropriate application.
<b>B range</b>	Comments sometimes advance the conversation, but sometimes do little to move it forward or to advance learning outcomes.	Occasionally demonstrates an ability to effectively exhibit some participatory behaviors; demonstration of participatory behavior(s) is sometimes ineffective.	Occasionally contributes; comments sometimes irrelevant or indicate lack of attention to previous remarks of other students. Sometimes arrives unprepared or with only superficial preparation.	Able to incorporate feedback and sometimes demonstrates appropriate application; reverts to previously cited ineffective behaviors and/or comments.
<b>C</b>	Comments do not advance the conversation and/or learning outcomes; comments are sometimes distracting to discussion.	Demonstrates few of the contribution approaches and therefore demonstrates the three DeVos outcomes at a very low level.	Rarely contributes; generally not engaged. Exhibits little evidence of having read or thought about assigned material; comments reflect little understanding of either the assignment or previous remarks.	Does not demonstrate an ability to incorporate feedback; little positive change in performance during course.
<b>F</b>	Comments consistently get in the way of learning and serve to drive the conversation backward – OR – comments are not offered and therefore have no impact.	Demonstrates none of the contribution guidelines and therefore fails to demonstrate the three DeVos outcomes.	Never contributes – OR contributes with no connection to course content and contributions of other students.	Does not exhibit any effort toward improvement – OR demonstrates resistance toward the idea of improvement.

*Your final grade for Contribution is a composite of your performance against the criteria. You will receive feedback about your Contribution at least twice per course, and you are encouraged to engage the faculty for coaching conversations related to improving your contribution. Remember that the feedback you receive at the mid-point of the course is interim feedback reflecting your contribution from prior weeks; your overall Contribution grade for the course is a cumulative grade reflecting your contribution for the entire course. Accordingly, an interim grade estimate may indicate a final grade to the degree your contribution remains unchanged. Finally, please be aware that the criteria described above cannot be demonstrated if you are not in class; therefore feedback here does not reflect your attendance record.*

## Attendance

Due to the active role that each student plays in the DeVos learning process, attendance is vital to success in the program both for the individual student as well as the other members of the cohort. Absences and tardiness for class meetings are considered in the calculation of the student's participation grade, regardless of the reason for the absence. After assessing your contribution to classes you attend, attendance will be considered in finalizing your contribution grade. Missing more than half of a single class meeting will be counted as a full absence. Unique circumstances should be discussed with the faculty member and the Program Center Manager and may lead to a possibility of a leave of absence.

## Academic Integrity

Academic honesty and integrity are fundamental to the educational process of The Richard DeVos Graduate School of Management. Academic dishonesty includes:

- Submitting the work of another, as one's own
- Allowing one's own work to be submitted, in part or total, as the work of another
- Completing any assignment for another student
- Allowing any assignment to be completed for oneself, in part or total, by another

- Interfering, in any way, with the resources or work of another person
- Fabricating or falsifying data or results

If an instructor, administrator, or another official of the Graduate School discovers a case of academic dishonesty, the culpable student may receive a failing grade on the assignment or for the course. The Academic Dean will be notified of this incident in writing and will determine whether the circumstances also warrant dismissal from the program.

## Course Completion

A grade of incomplete may be earned for unfinished course work and is at the discretion of the faculty. The student must satisfactorily complete all work required by the instructor in the time line determined by the faculty member, with a maximum of 90 days of the end of the course. Circumstances requiring an extension of this period need approval by the Academic Dean prior to the expiration date. Failure to meet these requirements will result in the student receiving an "F" for the course.

## Grading Scale

If your professor uses a point system for grades, a percentage of the points you earned in the class will be converted into a letter grade and will use the following interpretation:

Percentage	Grade	Points	Interpretation
94-100	A	4.0	Demonstrates comprehensive acquisition of all skills articulated in course learning objectives
90-93	A-	3.7	Demonstrates proficient acquisition of most skills articulated in course learning objectives
87-89	B+	3.3	Demonstrates proficient acquisition of many of the skills articulated in course learning objectives
83-86	B	3.0	Demonstrates acceptable acquisition of skills articulated in course learning objectives
80-82	B-	2.7	Does not demonstrate acceptable acquisition of some skills articulated in course learning objectives
70-79	C	2.0	Does not demonstrate acceptable acquisition of many skills articulated in course learning objectives
Below 70%	F	0.0	Does not demonstrate acceptable acquisition of most skills articulated in course learning objectives

## Grade Appeals

The Graduate School recognizes that the faculty member is responsible for the evaluation of the student's course work and is the sole judge of the grade earned by the student. Except in the case of a potential calculation error for a course grade, appeals must focus on specific course assignments or other graded components, including participation grades. If a student disagrees with a specific grade received, it is his/her responsibility to formally contact the faculty member, by correspondence, to request a review within 7 days of receiving the grade in question. If the overall grade in the course is in question, the student must contact the faculty member, by correspondence, to request a review of the calculation of the total course grade within 30 days of the posted grade. The faculty member will communicate the results of the grade review and his/her decision to the student.

If the student does not agree with the decision, s/he can formally request, via correspondence, a mediation meeting with the Academic Dean. Correspondence should include the reason for the request for mediation, reasons for disagreement with the faculty member's decision and copies of the documentation submitted to the faculty member. The Academic Dean will schedule a meeting, acting as mediator not arbitrator, between the faculty member and student. If the two parties reach agreement, the Academic Dean will submit documentation to the student file indicating this decision.

If it has not been resolved to the student's satisfaction, the final step is for the student to submit a letter of appeal requesting a formal and definitive decision from the Academic Dean. This correspondence must clearly state why the student believes that a resolution cannot be reached among the two parties. The Academic Dean will formally submit a decision based on the mediation meeting and submitted materials. The grade review is considered to be closed once this decision has been made.

## Academic Probation & Dismissal

A cumulative grade point average (CGPA) will be calculated for each student at two intervals during their academic program. The first interval will occur upon completion of the fourth course, and the second interval upon completion of the eighth course in the program of study. At the first interval audit, students not maintaining a CGPA of 3.000 will be placed on academic probation. If the student entered the program on probationary status and they do not maintain a CGPA of 3.000, they will be academically dismissed from the program. At the second interval audit, a CGPA will again be calculated. If the CGPA at this point is below a 3.000, any student who has already been on academic probation will be academically dismissed. At the completion of the program, a CGPA will again be calculated. The student must achieve a CGPA 3.000 for the awarding of the MBA degree.

In addition, receiving an "F" in any course will result in immediate academic dismissal.

Appeals should be directed, in writing, within 48 hours of receipt of the dismissal letter, to the Academic Dean who will consider the merits of the appeal. A response will be sent via email.

A final appeal can be made to the Chief Academic Officer of Northwood University within 48 hours of receipt of the appeal decision. The decision of the Chief Academic Officer will be sent via email and will be final.

To help ensure successful completion of the MBA program, it is highly recommended that students actively monitor their cumulative grade point average and seek mentoring, if needed, from Program Center Managers, faculty, or the Academic Dean.

## Leave of Absence & Withdrawal Process

A leave of absence must be requested by a student when personal circumstances interfere with their ability to make satisfactory progress toward degree completion. A leave of absence is requested from and granted by the Academic Dean. If a student is granted an immediate leave of absence during a semester, the student must withdraw from all current courses as well as program of study. Re-entry into the program will require modifications to the original program of study. A student who takes an unauthorized leave of absence will be considered to have voluntarily withdrawn from the program.

Students who wish to withdraw from their program with a grade of "W" must contact their Program Center Manager to officially begin the process prior to:

- **8 Week Course: Friday of Week 6**
- **16 Week Course: Friday of Week 12**

## Graduation Requirements

Successful completion of the MBA program requires a cumulative grade point average of 3.000 or greater for all course work. In order to receive a diploma, transcript or any confirmation of program completion, accounts receivables have to be at a zero balance.

To maintain satisfactory progress in the program, students are expected to enroll in the prescribed course schedule each semester. All course work requirements must be completed within five years of the student's program start date.

## GRADUATE SCHOOL FINANCIAL POLICIES

### Refunds

Prepayments will be refunded in full on payments made prior to first day of class, with the exception of application fee and commitment deposits. All charges stand after that time. All graduate programs are lockstep, cohort based programs. Individual classes may not be dropped. Students may only withdraw completely from the program.

**Week 1 of semester – 100% credit of tuition**

**Week 2 of semester – 0% credit of tuition**

*NOTE: Weeks listed above begin Monday and run through Sunday and include holidays.*

*Refund calculations will be based upon the date the student begins the official withdrawal process.*

### Refunds for Recipients of Federal Financial Aid

Please contact the Financial Aid Office for information.

### Payments

Payment must be received by the due date each term. Payment received after the due date is subject to a late fee of \$100.00. A monthly service charge will be added on the unpaid balance to accounts over thirty days old. A service charge will be added to all multiple payment arrangements. A \$25.00 service charge will be added for each check returned unpaid by the bank, and an additional \$10.00 if not paid in ten days. All unpaid fines (parking, library) or other college expenses will have an additional \$10.00 charge if not paid during the term or are turned into the Business Office for collection. All checks are to be made payable in U.S. funds. The student is responsible for any exchange fees or bank charges associated with non-U.S. checks.

Any student whose account has been written off to collection will not be allowed to take classes until balance has been paid.

### Scholarships

Students that fall below a 3.00 in a given semester will forfeit all future allocations of scholarship awards.

### Student Resources

The DeVos Graduate School has locations on our three residential campuses, Midland, Michigan; West Palm Beach, Florida; and Cedar Hill, Texas. These campus locations include computer labs, lounges, and breakout rooms for student use. The University-provided computers have all of the necessary software applications that students need to com-

plete their course work. Also, students may bring personal laptops and connect to the Internet through Northwood's wireless network.

In addition to campus locations, DeVos also has satellite locations in Grand Rapids, Troy, and Lansing, Michigan. These locations are equipped with wireless network capabilities, meeting spaces, and breakout rooms for student use.

All DeVos MBA students are given access to both an Internet and intranet account at the University as well as an email account.

### Graduate Management Admission Test (GMAT)

All students have the opportunity to take the official Graduate Management Admissions Test (GMAT) and/or Graduate Record Examinations (GRE) General Test for additional scholarship award and admission consideration. The GMAT or GRE must be taken and official score report received by DeVos prior to program start date.

Students may be eligible to receive a scholarship award for either the GMAT or GRE General Test. Students are not eligible for both.

### GRE Codes

4199 Northwood University, DeVos Graduate School

[www.ets.org/gre](http://www.ets.org/gre)  
1-866-473-4373

### GMAT Codes

59P-X5-32 Northwood University, DeVos Graduate School  
12-Month Daytime MBA Program

59P-X5-17 Northwood University, DeVos Graduate School  
24-Month Evening MBA Program

1-800-717-GMAT (4628)  
[www.mba.com](http://www.mba.com)

### Registration

Graduate students are registered for their courses initially with the completion of the Program Registration Form prior to their first semester. For each semester that follows and through the program end date, students are automatically registered for their courses by the Registrar's Office in compliance with their program of study.

### Test of English as a Foreign Language (TOEFL)

International graduate student applicants to the DeVos Graduate School must submit standardized exam scores. Ap-

plications cannot be considered without the submission of an official score report. However, if an applicant’s undergraduate coursework was delivered entirely in English, standardized exam scores may be waived provided the applicant provides official institutional documentation of delivery in English and/or agrees to pre-admission oral interview. **The code for reporting TOEFL scores to the DeVos Graduate School is 0267.**

EXAM	MINIMUM SCORE GRADUATE (MBA)
TOEFL	550 (Paper) 213 (Computer-based) 80 (Internet-based)
IELTS	7.0 overall band score
STEP (Japanese-based exam)	Grade 1
International Baccalaureate (IB) – <i>Undergraduate only</i>	Not accepted for graduate admission
UCLES Cambridge Exams	CAE or CPE (minimum score of C)
ELS Language Centers	Level 112

## Transcripts

### (Requested through the Admissions Process)

When submitting your application, please include copies of transcripts from all colleges and universities (except Northwood) you attended. Official transcripts are required from all colleges and universities. Request that the sending institutions address your transcripts to:

#### Midland Applicants:

DeVos Graduate School - ADMISSIONS  
Northwood University  
4000 Whiting Drive  
Midland, MI 48640-2398

#### Lansing Applicants:

DeVos Graduate School - ADMISSIONS  
1600 Abbott  
East Lansing, MI 48823

#### Troy Applicants:

DeVos Graduate School - ADMISSIONS  
Northwood University  
1900 W. Big Beaver Road, Suite 200  
Troy, MI 48084-3251

#### Grand Rapids Applicants:

DeVos Graduate School – ADMISSIONS  
Northwood University  
515 Michigan Avenue  
Grand Rapids, MI 49503

#### Switzerland Applicants:

DeVos Graduate School - ADMISSIONS  
Hotel Miramonte  
Hotel Institute Montreux  
Florimont 11  
CH-1820 Montreux, Switzerland

#### Texas Applicants:

DeVos Graduate School - ADMISSIONS  
Northwood University  
1114 West FM 1382  
Cedar Hill, TX 75104

#### Florida Applicants:

DeVos Graduate School - ADMISSIONS  
Northwood University  
2600 North Military Trail  
West Palm Beach, FL 33409-2911

Official transcripts are those sent directly to the Office of Graduate Admissions by the issuing institution. Student copies will be accepted on a temporary basis to expedite processing, but your admission will not be finalized until we receive official transcripts. The presence of a “seal” does not make a transcript “official” for admission purposes if it has not been directly conveyed to Northwood.

All documents submitted to the graduate school become the property of Northwood University and cannot be returned to the applicant or released to other institutions.

## Transcripts

### (Requested by the Student)

The DeVos Graduate School cannot submit official transcripts for students or alumni that have an outstanding accounts receivable balance or write-off. In addition, only unofficial transcripts can be issued directly to the student. When making your request for a DeVos Graduate School transcript, please complete the official transcript release form and submit to:

DeVos Graduate School  
Northwood University  
Attention: MBA Registrar  
4000 Whiting Drive  
Midland, MI 48640  
Phone: (989) 837-4121  
Toll Free: (800) 622-9000

Transcript Request Forms can be found online at the following link under Student Resources <http://www.northwood.edu/graduate/>

Currently there is no charge for transcripts; however, fees may be subject to change.

### Transfer Credits

Due to the unique nature of our program design, we do not accept course work completed at other colleges and universities.

### Tuition Charges

All figures based on the 2012/2013 Academic Year:

**12-Month Daytime MBA Program Semester Cost:**  
**\$10,666.00**

12-Month Daytime MBA program semester cost includes:

- Applies to 6-12 credits
- Program consists of 3 semesters

**24-Month Evening MBA Program Semester Cost:**  
**\$5,333.00**

24-Month Evening MBA Program semester cost includes:

- Applies to 3-6 credits
- Program consists of 6 semesters

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**TOTAL PROGRAM COST: \$31,998.00**

Included in the total program cost:

- Tuition
- Instructional fees
- Instructional materials

### 12-Month Switzerland MBA Program

	CHF	USD*
<b>Semester Cost</b>	<b>25,900.00</b>	<b>\$27,454.00</b>
<ul style="list-style-type: none"> <li>• Tuition</li> <li>• Instructional materials</li> <li>• Room (double standard)</li> <li>• Board</li> </ul>		
<b>Semester Fees</b>	<b>2,300.00</b>	<b>\$2,438.00</b>
<ul style="list-style-type: none"> <li>• Enrollment fees/documents</li> <li>• Introduction weekend</li> <li>• Visitor tax, residence permit</li> <li>• Medical insurance</li> <li>• VAT</li> <li>• Facilities including library services, Internet, gym, etc.</li> </ul>		
<b>Semester Total</b>	<b>28,200.00</b>	<b>\$29,892.00</b>
<b>PROGRAM TOTAL</b>	<b>56,400.00</b>	<b>\$59,784.00</b>

\*Prevailing exchange rate at time of publication

## — FUNDING YOUR GRADUATE EDUCATION —

### General Funding Information

Students seeking financial aid should first apply for admission to the MBA program. Applicants for financial assistance should direct all questions to Northwood University's Financial Aid Office (989) 837-4438, identifying themselves as DeVos Graduate School applicants.

Northwood University offers several means of funding your education. The resources available guide you as steps to securing funding for your education. Additional resources, lender information, Student Loan Code of Conduct, and all necessary forms can be found on our website: <http://www.northwood.edu/graduate/financialaid/fundingyoureducation/>.

### Scholarships

The DeVos Graduate School has limited scholarship opportunities available to eligible students formally admitted to the 12-Month Daytime and 24-Month Evening MBA Programs. Please note the 12-Month MBA Program in Switzerland currently does not offer scholarships.

### Early Decision Scholarship

All application materials (including application fee) must be received by the Early Decision Scholarship deadline in order to be considered for the scholarship award. Applicants must also be accepted and have all commitment materials (including commitment deposit and Program Registration Form) submitted by the Early Decision deadline in order to be eligible for this scholarship. If a student receives 100 percent

(100%) tuition reimbursement, he/she is **NOT** eligible for the Early Decision Scholarship Award.

Early Decision Scholarship Award Amount: \$1,050.00  
 Early Decision Scholarship Deadline:  
 Three months prior to the start of the semester

## Merit Scholarships

The DeVos Graduate School offers a cumulative scholarship system for 24-Month Evening and 12-Month Daytime MBA Program students.

The DeVos Merit Scholarship system allocates awards based on three criteria. These components include a student's cumulative GPA of ALL undergraduate academic transcripts, demonstrated leadership attributes, and official Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) General Test scores. Each Merit component enables qualified applicants to maximize their scholarship award. Detailed Merit Scholarship award criteria include the following:

## Cumulative Grade Point Average

Scholarship award is based on the cumulative GPA of ALL undergraduate transcripts.

3.25 - 3.6	\$1,050.00
3.61 - 4.0	\$2,100.00

## Leadership

Scholarship award consideration is based on the student's submitted resume, personal statement, interview, and letters of recommendation. The amount will be awarded at the discretion of the graduate admissions committee. If you receive any tuition reimbursement from your employer, you are ineligible for this scholarship.

## Graduate Management Admissions Test (GMAT) & Graduate Record Examination (GRE)

All students have the opportunity to take the official Graduate Management Admissions Test (GMAT) and/or Graduate Record Examinations (GRE) General Test for additional scholarship award and admission consideration. The GMAT or GRE must be taken and official score report received by DeVos prior to program start date.

GMAT awards will be allocated based on the following score ranges:

500 – 550	\$1,050.00
560 – 610	\$2,100.00
620 +	\$3,150.00

Based on the unique nature of the GRE General Test, a sliding scale comparison chart is used to score the exam. For more details and information on scholarship eligibility, please contact your DeVos representative.

Students may be eligible to receive a scholarship award for either the GMAT or GRE General Test. Students are not eligible for both.

## DeVos Merit Scholarship Facts

Students will be automatically considered for Merit Scholarship if committed *one month prior to the start of the term*.

In order to be eligible for Leadership Merit Scholarship components, a student must **NOT** receive any tuition reimbursement.

If a student receives less than 75 percent (75%) tuition reimbursement, the student will be considered for the GPA and GMAT/GRE Merit Scholarship component. Students would also be eligible for the Early Decision Scholarship, unless the amount exceeds the total program cost.

If a student receives 75 percent (75%) or more tuition reimbursement, he/she is not eligible for the GPA, GMAT/GRE, or Leadership Merit Scholarship.

The total scholarship award will be allocated equally over each semester of the student's prescribed program of study (12-Month Daytime MBA Program students: 3 equal installments; 24-Month Evening MBA Program students: 6 equal installments).

## Private Donor Scholarships

Many Northwood friends and affiliates have generously provided funding for private scholarships for students.

Application available at [www.northwood.edu](http://www.northwood.edu).

## Financial Aid

To be eligible for federal aid, you must complete a Free Application for Federal Student Assistance (FAFSA). You can complete a (FAFSA) online at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). In order to electronically sign the (FAFSA), please apply for a federal PIN at [www.pin.ed.gov](http://www.pin.ed.gov) (only for students that have not previously applied). You may request a paper FAFSA by calling 1-800-4FEDAID, and mail it to the federal processor. This action will add approximately four weeks to the application process. Students must complete a new FAFSA each academic year. Award eligibility is determined on an annual basis. Apply as soon as possible after January 1 of each year.

If you have questions when completing your FAFSA, you can get free help by contacting the Federal Student Aid Information Center at 1-800-4 FEDAID or by contacting

Northwood University Financial Aid Office. If you are using FAFSA on the web, you can also get help online. Be sure to include Northwood University's school code on your FAFSA. The FAFSA School codes for the DeVos Graduate School: Michigan campus **004072**; Texas campus **013040**; Florida campus **E00586**.

After submitting your FAFSA to the federal government for processing, you will be notified by email that the application has been made available to Northwood. Be sure Northwood's school code is on the SAR (Student Aid Report). If there is anything missing or needed to complete your FAFSA, you will receive a letter from the Financial Aid Office instructing you on what needs to be completed. After the student has been accepted, and the Financial Aid Office has received his/her SAR from the Department of Education and any requested documentation from him/her, the Financial Aid Office will mail the student an award letter. The award letter will notify the student of the types and amounts of aid that he/she may receive. The student will also be able to view his/her award information in WebAdvisor at [my.northwood.edu](http://my.northwood.edu).

## Loans

Here is a brief summary of the different types of loans. Paperwork is available online and through the Financial Aid Office. Please note that first time borrowers who receive loans are required to participate in Entrance Counseling before loan proceeds will be released. You can complete the Entrance Counseling by visiting [www.studentloans.gov](http://www.studentloans.gov). Upon completion of your education, the student will be required to participate in Exit Counseling as well. Both of these requirements may be conducted online or in person at the Financial Aid Office.

### Federal Direct Loans:

#### Unsubsidized

Federal Direct Loans are low-interest loans for student borrowers to help pay the cost of a college education. The lender is the U.S. Department of Education rather than a bank or other financial institution. Unsubsidized loans are not based on financial need and interest is charged during all periods, even during the time a student is in school.

If you are a first time borrower, you must:

- Complete a Master Promissory Note (MPN) online at [www.studentloans.gov](http://www.studentloans.gov). You will need your Federal PIN number to login to complete the MPN.
- Complete Entrance Counseling online at [www.studentloans.gov](http://www.studentloans.gov).
- If you do not wish to borrow the entire amount listed on your Financial Aid Award Letter, please fill out the

Direct Loan Change Form. This form can be found on [www.northwood.edu](http://www.northwood.edu) under your specific campus and Financial Aid Forms.

Students must be enrolled at least half-time; be a US citizen or eligible non-citizen; and be maintaining satisfactory academic progress. Eligibility is also affected by cost of attendance.

Graduate students annual loan limits: \$20,500.00 unsubsidized.

Federal Direct Unsubsidized Loans have a fixed interest rate of 6.8 percent (6.8%). The maximum aggregate amount for graduate students is \$138,500.00.

Loan fees will be deducted prior to disbursement (effective 7/1/12, maximum 1 percent (1%) of principal). Loan repayment begins six months after the student graduates, falls below half-time enrollment, or withdraws from school. No prepayment penalties.

### Federal Direct Plus Loan for Graduate Students (Grad PLUS)

Federal Direct PLUS Loans are unsubsidized loans for the graduate/professional students. PLUS loans help pay for educational expenses up to the cost of attendance minus all other financial assistance. Interest is charged during all periods. The borrower must be a credit worthy U.S. citizen or eligible non-citizen. Borrowers can defer repayment if the student is enrolled at least half-time (6 hours), and for an additional 6 months after the student graduates or drops below half-time enrollment. The student must request each deferment period separately. Other deferments are available and there are no prepayment penalties. If the Federal Direct PLUS Loan is denied, the student is eligible to borrow additional Federal Direct Unsubsidized Loans.

The current interest rate is a fixed rate of 7.9 percent (7.9%). Loan fees may be deducted prior to disbursement (maximum 4 percent (4%) of principal). Repayment begins 60 days after the loan is fully disbursed. Deferments are available upon request. There are no prepayment penalties.

### Award Disbursement

Federal, state, and most institutional financial aid is divided equally between the periods of study and will be credited to the student's account upon verification of enrollment for that period. Revisions of awards or late awards will be applied throughout the year.

The student is responsible for all charges not covered by financial aid. If there are more credits than charges, a refund check will be issued for the balance. Overpayments resulting from full or partial cancellation of aid will normally result in a debit balance on the student's account and must be paid

back according to the repayment policies of the University. The student is responsible to verify the accuracy of billings, financial aid credits, and refund checks.

## Statement of Financial Aid Rights and Responsibilities

Students have the right to be informed of and to apply for all financial aid programs for which they are eligible. Northwood University is an equal opportunity/affirmative action institution and employer, complying with federal and state laws prohibiting discrimination including but not limited to Section 504 of the Rehabilitation Act of 1973. It is the policy of Northwood University that no person on the basis of race, sex, color, religion, national origin, ancestry, age, marital status, disability, or veteran status shall be discriminated against in receiving financial assistance or in educational programs or activities receiving federal financial assistance.

Students have the right to know how financial need and award packages will be determined and to request a review of the financial aid package should circumstances change to affect negatively the family's ability to meet costs of attendance. Students have the responsibility to notify the University should new resources become available during the academic year that were not originally considered in the student's financial aid package.

Students who borrow while in attendance at the University have a right to full disclosure of the semesters and provisions of loan programs, including typical repayment schedules. Students must repay their loans on a timely basis and keep the University informed of their current address. Northwood notifies the student when electronic student loan funds are applied to his/her student account. Students have 14 days from the date of notification to cancel all or a portion of the loan funds. The business office must receive this request in writing.

Students have the right to be informed of financial aid policies and have the responsibility to review all published financial aid policies and to comply with these policies. Students have the responsibility to submit accurate information on all documents relating to the financial aid application process.

## Satisfactory Academic Progress Policy for DeVos Graduate Financial Aid Recipients

This policy reflects the standards that are used to measure satisfactory academic progress (SAP) at Northwood University for purposes of financial aid eligibility. Federal regulations require that the university establish and implement a policy to measure if a financial aid recipient is making satisfactory academic progress toward a degree. Satisfactory academic progress is measured by evaluating both GPA achievement (qualitative measurement) and pace (quantitative measure-

ment) to ensure successful program completion within the maximum timeframe allowed. The standards are subject to change per federal regulations. The Financial Aid Office would notify students if any changes were to occur.

A student receiving federal, state and/or Northwood financial aid must maintain satisfactory academic progress to retain financial aid eligibility. Some scholarship, grant, and loan programs may impose higher standards of performance. Each student's academic record will be reviewed at the end of each semester. Students not meeting the minimum SAP requirement will be placed on warning status for one (1) semester (see Financial Aid Warning section below). Students who fail to regain satisfactory status after one (1) semester of warning status will have their financial aid eligibility suspended.

Courses taken during compressed sessions will be counted at the time of review occurring after each standard semester (Fall, Spring, and Summer semesters). All English as a Second Language and remedial coursework is considered part of the student's cumulative academic record.

**Transfer Student Eligibility** – Transfer students enrolling at Northwood are considered to be making satisfactory academic progress. All transfer hours accepted toward completion of the student's program must be counted as both hours attempted and hours completed for measurement of pace of progress (quantitative – see below).

**Treatment of Grades** - For purposes of this policy, the following grades are considered attempted and completed: A, B, C, or I, including pluses and minuses. Grades of W and F are considered attempted and not completed.

**Repeat Courses** - Repeat classes are assessed as new classes. Initial and repeated enrollments in the same course count as hours attempted each time the course is taken. A student may receive financial aid for repeating a failed class until it is passed. A student may receive financial aid for repeating a previously passed course once.

**Pace of Progress Toward Degree Completion (Quantitative)** - Students must earn at least 67% of credit hours attempted.

**Minimum GPA Requirements (Qualitative)** - Students must achieve and maintain a 3.0 minimum cumulative grade point average.

**Change of Satisfactory Academic Progress Status** - Although a student's cumulative grade point average or earned credits may change within a semester (e.g. by recording a final grade in place of a grade of I), the student's academic progress status is not re-evaluated or changed during the semester. It will be re-evaluated at the time of the next review.

**Financial Aid Warning, Suspension, and Probation** - Students that do not maintain satisfactory academic progress are notified in writing.

**Financial Aid Warning:** If a student with a satisfactory status prior to a review does not meet all of the standards of this policy at the time of the review, the student will be placed on Financial Aid Warning. A student placed on Financial Aid Warning will be allowed to continue to receive financial aid for the next semester he/she attends. No appeal is necessary. However, the student is strongly encouraged to meet with his/her academic advisor for guidance. At the end of that semester, the student's progress will be re-evaluated. If the student meets all qualitative and quantitative standards, the student would regain satisfactory status. If these standards are not met, the student's financial aid will be suspended.

**Financial Aid Suspension:** In the event the student's aid is suspended, the student has a right to appeal. The appeal process is described below. If the student's appeal is denied, the student remains on Financial Aid Suspension until he/she meets the requirements for reinstatement.

**Financial Aid Probation:** If the student's appeal is granted, the student will be placed on Financial Aid Probation and may receive aid for one (1) semester. At the end of that semester, progress will be reviewed, and the student must be making satisfactory academic progress or must be successfully following an Academic Performance Improvement Plan in order to continue receiving aid. If the student fails to meet the requirements, the student's aid is suspended again. To regain eligibility the student must meet the requirements for reinstatement as described below.

**Appeal Process** – A student whose aid has been suspended and has documentable mitigating circumstances, such as a death in the family or an illness, may appeal his/her aid suspension. The student's appeal must include why he/she failed to make satisfactory academic progress and what has changed that will allow the student to achieve satisfactory academic progress. To appeal, a student must submit, to the Financial Aid Director, a Satisfactory Academic Appeal form with non-returnable supporting documentation. The appeal and documentation must be submitted within 14 calendar days of the date of the financial aid suspension notification. The date the documents are considered submitted is the receipt or postmarked date of the final documentation. The appeal form can be downloaded from the Northwood.edu website.

The Financial Aid Director will notify the student in writing of the appeal decision. In the event the appeal is granted, the student will be placed on Financial Aid Probation. **PLEASE NOTE: If an appeal is granted, the student MUST meet with the Financial Aid Director to develop an Academic Performance Improvement Plan required to regain financial aid eligibility.**

If the appeal is denied, the student remains on Financial Aid Suspension until he or she meets the requirements for reinstatement.

**Reinstatement of Financial Aid Eligibility** - Students who have had their financial aid suspended will have their progress reviewed at the end of each future semester until the standards of progress are met. To re-establish satisfactory status, the student must meet all GPA (qualitative) and maximum time-frame/pace (quantitative) standards in this policy or successfully meet the standards in the student's Academic Performance Improvement Plan. Aid granted after reinstatement would begin the next semester of enrollment following reinstatement and will be based on funds available at that time.

## Treatment of Federal (Title IV) Aid when a Student Withdraws

Federal law specifies how Northwood determines the amount of Title IV aid you can earn if you completely withdraw from school. The Title IV programs that you might be eligible to receive as a DeVos Graduate student that are covered by this law are Federal Direct Unsubsidized Loans and/or Federal Direct PLUS Loans.

Students wishing to officially withdraw from Northwood must provide the Registrar or Academic Dean's Office with a written notification of their intent to withdraw. The date of notification is the date Northwood will use for determining the amount of federal (Title IV) aid for which the student remains qualified. Northwood has no "leave of absence" policy. Students that need an academic leave will be treated as a withdrawn student. In the event, the student does not provide official notification of withdrawal, the notification date to be used in the Title IV calculation will be the latter of the midpoint of the semester or his/her last day in an academically related activity, as documented by the Registrar's Office.

In the event the student withdraws (officially or unofficially), Northwood will determine the amount of Title IV aid that he/she has earned up to that point in the term. This is determined by a specific formula. If you received less assistance than the amount that you earned, you may be able to receive those additional funds. If you received more assistance than you earned, the excess funds must be returned by Northwood and/or you.

The amount of assistance that the student has earned is determined on a pro-rata basis. For example, if you completed 30 percent (30%) of your semester you earn 30 percent (30%) of the assistance you were originally scheduled to receive. Once you have completed more than 60 percent (60%) of the term, you will earn all the assistance that you were scheduled to receive for the term. If you did not receive all of the funds that were earned, you may be due a post-withdrawal disbursement. An example of a Title IV calculation is available in the Financial Aid Office.

If your post-withdrawal disbursement includes loan funds, Northwood must get your permission before it can disburse them. The student may choose to decline some or all of the loan funds so that he/she won't incur additional debt. Northwood may automatically use all or a portion of your post-withdrawal disbursement of grant funds for tuition, fees, and room and board charges. However, Northwood would need the student's permission to use the post-withdrawal grant disbursement for any other school charges.

If the student receives excess Title IV funds that must be returned, Northwood must return a portion of the excess equal to the lesser of: your institutional charges multiplied by the unearned percentage of your funds, or the entire amount of excess funds. Northwood must return this amount even if we did not keep this amount on your student account. The excess financial aid will be returned to the applicable financial aid programs within 45 days of your official notification date or the date Northwood determined the student withdrew (unofficially). Funds must be returned to the federal Title IV programs in the following order, up to the net amount disbursed from that source: Federal Direct Unsubsidized Loan, Federal Direct PLUS Loans.

If Northwood is not required to return all of the excess funds, the student must return the remaining amount. Any loan funds that the student must return, he/she repays in accordance with the terms of the promissory note. That is, you make scheduled payments to the holder of the loan over a

period of time. Any amount of unearned grant funds that the student must return is called an overpayment. The maximum amount of a grant overpayment that you must repay is half of the grant funds you received or were scheduled to receive. The student must make arrangements with Northwood or the Department of Education to return the unearned grant funds.

The requirements for federal Title IV aid when the student withdrew are separate from Northwood's institutional refund policy. Therefore, the student may still owe funds to Northwood to cover unpaid institutional charges. Northwood may also charge the student for any Title IV aid that we were required to return. Northwood's institutional refund policy is available on the Business Office web pages.

If you have questions regarding financial aid, contact Northwood University's Financial Aid Office by phone: (989) 837-4438.

### Veterans' Benefits

Any student eligible for veterans' benefits must contact the Business Office Manager, Adult Degree Program (989) 837-4219, for initiation and certification of benefits to the Department of Veterans' Affairs. It is the student's obligation, on a semester-by-semester basis, to notify the Northwood VA Certifying Official of his/her class schedule and any change in the schedule (withdrawals, drop/add), throughout a semester.

## - ACCREDITATIONS, APPROVALS, AND MEMBERSHIPS -

Northwood University believes it has a responsibility to its students and the industries and communities it serves to provide the highest standard of educational excellence possible. One measure of how well an educational institution meets this responsibility is in its accreditations and approvals by outside education associations and governmental interests. Because each Northwood campus is served, at least partially, by different governmental agencies and academic accrediting bodies, and because all have been in existence for varying lengths of time, the accreditations and approvals vary from one campus to another.

### All Northwood University campuses have the following accreditations and approvals:

- Northwood University is accredited by the Higher Learning Commission of the North Central Association (800-621-7440, [www.higherlearningcommission.org](http://www.higherlearningcommission.org)).
- Northwood University was granted candidate for accreditation status by the International Assembly for Collegiate Business Education (IACBE) in July 2010 ([www.iacbe.org](http://www.iacbe.org)).
- The United States Department of Homeland Security (DHS) certified school for nonimmigrant foreign students (F-visa); Department of State (DoS) designated exchange visitor program sponsor for exchange visitors (J-visa); Citizenship and Immigration Services (USCIS)/ Immigration and Customs Enforcement (ICE); and Student and Exchange Visitor Program (SEVP) as a higher education institution for international students.
- Respective state offices for Veterans Administration programs as a higher education institution for degree-seeking qualified veterans and dependents.
- The U.S. Bureau of Internal Revenue as a tax-exempt institution as provided for in Section 501 (c) (3) and other applicable parts of the Internal Revenue Code for higher education organizations.

**Northwood University memberships are represented in such important educational and professional organizations as:**

- American Accounting Association
- American Advertising Federation
- American Association of Collegiate Registrars and Admissions Officers
- American Certified Fraud Examiners
- American College Health Association
- American College Personnel Association
- American Hotel and Lodging Association
- American Institute of Certified Public Accountants
- American Library Association
- American Management Association
- American Marketing Association
- American Marketing League Association
- American Payroll Association
- American Taxation Association
- Association for Communications Technology Professionals in Higher Education
- Association for Higher Education and Disability
- Association for Leadership Educators
- Association for the Tutoring Profession
- Association of College and Research Libraries
- Association of College and University Housing Officers International
- Association of College and University Telecommunications Administrators
- Association of Professional Researchers for Advancement
- Association of University Programs in Health Administration
- Association of Veterans Educators Certifying Officials
- Automotive Aftermarket Industry Association
- College and University Personnel Association for Human Resources
- Council for Adult and Experiential Learning
- Council for Advancement and Support of Education
- Council for the Advancement of Experiential Learning
- Council for Higher Education Accreditation
- Council for Hotel and Restaurant and Institutional Education
- Data Processing Management Association
- Educause
- Family Enterprise Research Scholars
- Family Firm Institute
- Global Consortium of Entrepreneurship Centers
- Illinois Association for College Admissions Counseling
- Intercollegiate Press Association
- International Assembly for Collegiate Business Education
- International Council on Hotel, Restaurant & Institutional Education
- International Leadership Association
- Mathematical Association of America
- Motor and Equipment Manufacturing Association
- National Academic Advising Association
- National Advertising Federation
- National Association for Campus Activities
- National Association for College Admission Counseling
- National Association for Developmental Education
- National Association of College Admissions Counselors
- National Association of College Auxiliary Services
- National Association of College Stores (through its bookstore provider)
- National Association of College and University Business Officers
- National Association of Colleges and Employers
- National Association of Educational Buyers
- National Association of Independent Colleges and Universities
- National Association of Intercollegiate Athletics
- National Association of International Educators
- National Association of Graduate Admissions Professionals
- National Association of College and University Mail Services
- National Association of Student Financial Aid Administrators
- National Association of Student Personnel Administrators
- National Association of Veterans Programs Administrators
- National Automobile Dealers Association
- National Collegiate Athletic Association
- National Collegiate Honors Council
- National College Learning Center Association
- National Cooperative Education Association
- National Council of Teachers of English
- National Council of Teachers of Mathematics
- National Council of Women of the United States
- National Home Fashions League
- National Restaurant Association
- Newspaper Association of America
- Organization of American Historians
- Photographers' Association of America
- Society for College and University Planning
- Society for Human Resources
- Specialty Equipment Market Association
- The Fashion Group
- University Risk Management and Insurance Association

**Northwood is a fully cooperative participant in the programs of:**

- American College Testing (ACT)
- College Entrance Examination Board (CEEB)
- College Level Examination Program (CLEP)
- Defense Activity for Non-Traditional Education Support (DANTES)
- Educational Institute of the American Hotel and Motel Association

## Northwood University, Florida Campus

The Florida campus has, in addition to general approvals previously listed, this specific approval:

- Licensed in the State of Florida by the Commission for Independent Education, Florida Department of Education, September 1983.
- Licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding the institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, toll free telephone number 850-245-3200.
- Northwood University's Entertainment, Sport & Promotion Management (ESPM) program on the Florida campus has achieved national approval under the Sport Management Program Review Council's (SMPRC) standards.

## The Florida Campus is represented in the following organizations:

- American Society for Training and Development
- Association of Fundraising Professionals
- Automotive Sales Council
- Big Brothers Big Sisters of Palm Beach and Martin Counties
- Business Development Board
- Business Networking International
- Chamber of Commerce of the Palm Beaches
- City of West Palm Beach, City Green Task Force
- Club Managers Association of America
- College Reading and Learning Association
- Collegiate DECA
- Council for Advancement and Support Education
- Economic Council of Palm Beach County
- Executive Women of the Palm Beaches
- Florida Association of College Stores
- Florida Association of Collegiate Registrars and Admissions Officers
- Florida Association of Physical Plant Administrators
- Florida Association of Private Colleges and University Registrars
- Florida Association of Student Financial Aid Administrators
- Florida Cooperative Education and Placement Association
- Florida Housing Officers Organization
- Florida Institute of Certified Public Accountants
- Florida Library Association
- Florida Sun Conference
- Forum Club of the Palm Beaches
- Gold Coast Public Relations Council
- Heavy Duty Business Forum
- Higher Education Partners of South East Florida
- Hispanic Chamber of Commerce of Palm Beach County
- Human Resource Association of Palm Beach County
- LYRASIS

- National Association of Career Development
- National Association of Colleges and Employers
- National Association of Student Personnel Administrators
- National Intramural Recreational Sports Association
- North American Society for Sport Management
- Online Computer Library Center
- Palm Beach Chamber of Commerce
- Palm Beach County Convention and Visitor's Bureau
- Palm Beach County Hotel and Lodging Association
- Palm Beach County Library Association
- Palm Beach County Sports Commission
- Palm Beach Cultural Council
- Palm Beach Education Commission
- Private Colleges and Universities of Florida
- Professional Association of Resume Writers and Career Coaches
- Public Relations Society of America
- Society for Human Resource Management
- Southeast Florida Library Information Network
- Southern Association of College Admissions Counselors
- Southern Association of College and University Business Officers
- Southern Association of Collegiate Registrars and Admissions Officers
- Southern Association of Financial Aid Administrators
- Sport & Recreation Law Association
- Sport Management Association
- Sports Lawyers Association
- The Sun Conference
- Transportation Safety Equipment Institute
- Women's Chamber of Commerce of Palm Beach County
- World Affairs Council
- Young Professionals of the Palm Beaches

## Northwood University, Michigan Campus

The Michigan campus has, in addition to general approvals previously listed, these specific approvals:

- Approved by the Michigan Department of Education as a higher education institution eligible for state assistance programs for grants, loans, and scholarships.
- Certified by the Michigan Department of State, the Michigan Corporation and Securities Commission, and the State Board of Education as a non-profit, tax-exempt Corporation for educational purposes under Act 327, Public Acts of 1931, as amended.
- Listed in the Education Directory, Part III, Higher Education, and is qualified for participation in certain federally approved assistance programs administered by the United States Office of Education.
- The Timberwolf Learning Resource Center is certified by the College Reading & Learning Association (CRLA).

## The Michigan Campus is represented in the following organizations:

- Adcraft Club of Detroit
- Alpha Mu Alpha (National Marketing Honorary Society)
- American Culinary Association
- American Economic Association
- American Marketing Association/Michigan Chapter
- American Political Science Association
- American Statistical Association
- Association for Business Simulation and Experiential Learning
- Association of Independent Colleges and Universities of Michigan
- Central Association of College and University Business Officers
- Collegiate DECA
- Detroit Economic Club
- Great Lakes Intercollegiate Athletics Conference
- Industrial Marketers of Detroit
- Institute of Management Accountants
- Library Orientation Exchange
- Mackinac Center for Public Policy Analysis
- Meeting Professionals International Michigan Chapter
- Michigan Academic Library Council
- Michigan Academy of Science, Arts, and Letters
- Michigan Association for College Admissions Counseling
- Michigan Association for Counseling and Development
- Michigan Association of Certified Public Accountants
- Michigan Association of Collegiate Registrars and Admissions Officers
- Michigan Association of Minority Business Students
- Michigan Association of Physical Plant Administrators
- Michigan Campus Compact
- Michigan Chamber of Commerce
- Michigan College and University Placement Association
- Michigan College Personnel Association
- Michigan Collegiate Telecommunication Association
- Michigan Council of Hotel, Restaurant and Institutional Education
- Michigan Council of Teachers of Mathematics
- Michigan Health Council
- Michigan Historical Commission
- Michigan Hospital Association
- Michigan Hotel and Lodging Association
- Michigan Library Association
- Michigan Lodging Association
- Michigan Personnel and Guidance Association
- Michigan Press Association
- Michigan Restaurant Association
- Michigan Society of Association Executives
- Michigan Student Financial Aid Association
- Michigan Tutorial Association
- Mid-American College Health Association
- Mid-American Greek Council
- Midland Area Chamber of Commerce

- Midland Artist Guild
- Midland Tomorrow
- Midwest Accounting Society
- Midwest Business Administration Association
- Mont Pelerin Society
- Nurse Directed College Health
- Philadelphia Society
- SEMA Businesswomen's Network
- Service Members Opportunity College
- Southern Political Science Association
- Special Libraries Association
- The Michigan Women's Studies Association
- Women's Automotive Association International
- Women's Car Care Council

## Northwood University, Texas Campus

The Texas campus has, in addition to general approvals previously listed, these specific approvals:

- Approved by the State of Texas as a not-for-profit corporation and an institution of higher learning, February 7, 1966.
- Approved as provided under Sections 1776, Title 39, U.S. Code Veterans Administration in State of Texas, fall 1981.

## The Texas Campus is represented in the following organizations:

- Academy of Management
- Academy of Market Intelligence
- American Advertising Federation
- Association for the Promotion of Campus Activities
- Association of Metroplex International Educators
- Automotive Trade Association Managers
- Collegiate DECA
- Dallas Ad League
- Dallas Association Business Economists
- International Association of Venue Managers
- International Textile and Apparel Association
- Metroplex Area Consortium of Career Centers
- National Association of Foreign Student Advisors
- National Association of Intercollegiate Athletics
- National Orientation Directors Association
- North Texas Collegiate Consortium
- Red River Athletic Conference
- Society for Human Resource Management
- Southwest Association of College and University Housing Officers
- Southwest Association of Student Financial Aid Administrators
- Texas Association of College Admissions Officers
- Texas Association of College Registrars and Admissions Officers
- Texas Association for Collegiate Veteran Program Officers
- Texas Automobile Dealers Association

- Texas Public Relations Association
- World Affairs Council

## The Indiana Outreach Program of Adult Degree Program

Regulated by The Indiana Commission on Proprietary Education, 302 West Washington Street, Room E 201, Indianapolis, IN 46204-2767. The commission may be reached at (317) 232-1320 or toll-free (800) 227-5695.

## Other Licensure and Approvals

Northwood University is currently licensed by the Board of Regents of the State of Louisiana. The State Board of Regents renews licenses every two years. Licensed institutions have met minimal operational standards set forth by the state, but licensure does not constitute accreditation, guarantee the transferability of credit, nor signify that programs are certifiable by any professional agency or organization.

Northwood University is also authorized to operate as a degree-granting institution in the following states: Illinois, Indiana, and Kentucky.

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B.S., M.S., Kansas State University	
M.L.S., Fort Hays State University	
Ph.D., Michigan State University	
<b>Larry Lindsey</b> .....	Dean of Students
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M.A., Central Michigan University	
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B.S., Manchester College	
M.S., Michigan State University	
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M.A., Central Michigan University	
<b>Joseph Di Benedetto</b> .....	Head Baseball Coach- Coordinator of Facilities and Events
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<b>Kate Dornbos</b> .....	Assistant Athletic Trainer
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<b>Bridget Eklund</b> .....	Regional Admissions Representative
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M.A., Central Michigan University	
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M.A., Central Michigan University	
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B.S., Central Michigan University	
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M.A., Central Michigan University	
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MACT, Florida International University	
<b>Michael Curry</b> .....	Economics
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M.B.A., University of Michigan-Flint	
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