



California Miramar University

Catalog



August 1st, 2017 to July 31st, 2018



San Diego Bay Waterfront, just four miles from the CMU campus

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Learning Site:

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California Miramar University hosts events that are often open to the public such as, but not limited to, graduation, job fairs and workshops. These events may be photographed, videotaped or Webcast. By attending an event, a person is granting the University the right to use any such still or motion picture images or voice recordings in future publicity or publications as needed and entrance into the event shall be considered full consideration for this release. No further release shall be required by the University to utilize in an appropriate manner any images captured during a public event.

ACCREDITATION

California Miramar University is currently accredited directly by the United States Department of Education. In December of 2016, California Miramar University signed a Provisional Program Participation Agreement with the United States Department of Education. CMU was granted up to 18 months of “recognized accreditation” with the Department.

STATE OF CALIFORNIA APPROVAL

California Miramar University is a private institution and is approved to operate in the State of California by The Bureau for Private Postsecondary Education based on provisions of the California Private Postsecondary Education Act (CPPEA) of 2009. Approval to operate means compliance with minimum state standards as set forth in California Education Code (CEC). Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at P.O. Box 980818, Sacramento, CA 95798-0818, www.bppe.ca.gov, Phone: 916.431.6959, Toll Free: (888) 370-7589 Fax: (916) 263-1897. A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling Toll Free: 888-370-7589 or by completing a complaint form, which can be obtained on the bureau's Internet Web site (www.bppe.ca.gov).

California Miramar University is located at 3550 Camino Del Rio North, Suite 208, San Diego, CA 92108. The toll-free number is 877-570-5678. For people residing outside of the U.S. the phone number is 858-653-3000. The website is located at www.calmu.edu. Office of Admissions email: admissions@calmu.edu Office of Student Services email: studentservices@calmu.edu.

MEMBERSHIPS AND AFFILIATIONS

- ❖ American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- ❖ Accrediting Council for Independent Colleges and Schools (ACICS)
- ❖ Council for Higher Education Accreditation (CHEA)
- ❖ California Association of Private Postsecondary Schools (CAPPS)
- ❖ Defense Activity for Non-Traditional Education Support (DANTES)
- ❖ Military Spouse Career Advancement Accounts (MyCAA)
- ❖ Service members Opportunity Colleges (SOC)
- ❖ United States Department of Veterans Affairs (VA)
- ❖ California State Approving Agency for Veterans Education(CSAAVE)
- ❖ Western Association of Veteran Education Specialists (WAVES)

UNIVERSITY ADMINISTRATION AND STAFF

GOVERNANCE AND CONTROL

California Miramar University operates as a private postsecondary university, and is incorporated as a C Corporation in the State of California. The corporate directors and officers are listed below. California Miramar University has never filed for bankruptcy petition, operated as a debtor in possession or had a petition of bankruptcy filed against it under federal law.

BOARD OF DIRECTORS

DR. STEVEN WARFIELD, D.C.
Chairman of the Board of Directors

DR. LORI LIBS, D.C.
Member

JEAN FOSTER
Secretary/Treasurer of the Board
of Directors

ADMINISTRATION, STAFF AND SUPPORT

DR. MAJDIN TABA Chief Executive Officer/President	DR. KIMBERLY LOBERA Chief Academic Officer /Dean of School of Business and Management	JACK THRIFT, C.P.A. Chief Financial Officer
JEAN FOSTER Chief Operations Officer	MARCELO DIFINI, M.B.A. Student Services Manager	BEVERLEY YOUNG Accounting Manager
KRISTEN HABEN, M.Ed. Registrar	CAROL KULIS International Admissions and Program Coordinator	MANSUKHANI UMESH Student Finance
ALPEREN YANARATES IT Manager	DUNE TRINN, M.B.A. Director of Financial Aid	RUPALI VORA M.L.I.S. Librarian
ILANA HERRING, M.B.A. Marketing Director	DR. STAN FOSTER V.P. of Compliance and Business Development	CHRIS SHADE Athletic Director/Men's Basketball Coach
DR. JOHN McCREADY Academic Lead - Business Administration and Computer Information Systems		RUSSELL A. DAVIS, ESQ. Legal Counsel
MARLITH AUSTIN Military Outreach	ANDEE MARQUEZ Faculty Assistant	ARENE COLON Student Support (Montebello)

PROGRAM ADVISORY COMMITTEES

The University utilizes Program Advisory Committees (PAC) to help facilitate valuable insights and input into continual improvement of the degree programs. There is a PAC for the Undergraduate, and each Masters and Doctorate degree program. These PACs are comprised of University Administrators, Alumni, Students, Faculty, Staff and Employers.

FACULTY

The faculty members are drawn from a wide range of academic disciplines and serve as advisors in guiding and assisting the students toward the completion of their specific degree programs. California Miramar University recognizes the faculty members as being instrumental in fulfilling the commitment of developing tomorrow's global business leaders today.

UNDERGRADUATE

Shams N. Al Ajrawi, M.S.

M.S. - New York Institute of Technology, NY - Electrical and Computer Engineering

B.S.C. - University of Technology, Bagdad - Computer Engineering and Information Technology

Judith A. Balian, M.S.

M.S. in Education - Hofstra University, NY

B.S. in Education - Lincoln University, MI - Social Studies/History/English

Harvey Baldovino, M.S.

M.S. University of the Philippines, Laguna - Economics

B.S. University of the Philippines, Laguna - Economics

Bonnie J. Bayham, J.D.

J.D. University of San Diego School of Law

B.A. Arizona State University, AZ – Education & English

Aaron I. Bruce, Ph.D.

Ph.D. - Rhode Island College, RI – Education

M.S. Alliant University, CA - Business Administration

B.A. - Michigan State University, MI - Social Science/Political Science

Joanne P. Carrubba, M.A.

M.A. University of New Mexico, NM

B.A. University of New Mexico, NM

Research Interests and teaching specialization: History

Arcadia L. Cruz, D.B.A.

D.B.A. Argosy University, CA

M.S. University of San Diego, CA

B.S. San Diego State University, CA

A.S. Grossmont College, CA

Research Interests and teaching specialization:

International Business, Management

Cheri Ellison, M.B.A.

M.B.A. Keller Graduate School of Management, CA – Business Administration

B.S. DeVry University, CA – Technical Management

Katarzyna Z. Fuijs, Ph.D.

Ph.D. Northcentral University, CA

M.A. Northcentral University, CA

B.A. Alliant University, CA

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M.Ed. Fort Wright College of the Holy Names – Religious Education

B.S. Saint Mary's of the Barrens Seminary - Philosophy

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M.B.A. - Fort Hays State University, KS – Business

B.S. - Kansas State University, KS - Industrial Engineering

Donna Henson, Ed.D.

Ed.D Argosy University, CA – Education in Organizational Leadership

M.S. Springfield College, CA – Human Service and

Community Counseling and Psychology

B.S. Springfield College, CA – Human Service

LaDon L. Jones, Ph.D.

Ph.D. - University of Alabama at Birmingham, AL - Health Administration

M.S. - University of Alabama at Birmingham, AL - Administration/Health Services

B.P.S. - Memphis State University, TN - Individual Studies/Health Care Administration

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Ph.D. – University of Herfordshire – Criminal Justice

M.A. - Chapman University, CA - Criminal Justice

B.A. - Chapman University, CA - Criminal Justice

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Ed.D. University of Phoenix, AZ – Educational Leadership

M.A. Naval War College, R.I. – National Security and

Strategic Studies

M.S. Naval Post Graduate School, CA - Management

B.S. United States Naval Academy, MD - Oceanography

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Ph.D. University of California, CA – English Literature

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B.A. University of California, CA – English Literature

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Ph.D. Capella University, MN Leadership in Educational Administration

M.Ed. National University, CA - Cross-cultural Teaching

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M.B.A. Coleman University, CA – Business Administration

B.A. University of California at San Diego, CA – Critical

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M.A. - National University, CA - Human Behavior

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 B.A. College of the Atlantic, ME – Human Ecology

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 B.S. - California State University, CA - Computer Information Systems/Information Technology

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M.A. - Maastricht University, MD, Maastricht
 B.S. - University of California, CA - Visual Arts/Russian & Soviet Studies

John P. Sahlin, Ph.D.

Ph.D. - George Washington University, DC - Systems Engineering
 M.S. - George Washington University, DC - Systems Engineering
 M.A. - University of Maryland, MD - Government & Politics
 B.S. - US Naval Academy, MD - Political Science

Majdin Taba, Ph.D.

Ph.D. Dubna International University, Dubna
 M.S. University of Dallas, TX – Quality Systems

All Doctorate level faculty are identified by a * in front of their name.

GRADUATE**Shams N. Al Ajrawi, M.S.**

M.S. - New York Institute of Technology, NY - Electrical and Computer Engineering
 B.S.C. - University of Technology, Bagdad - Computer Engineering and Information Technology

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***Arcadia L. Cruz, D.B.A.**

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 B.S. San Diego State University
 A.S. Grossmont College
 Research Interests and teaching specialization:
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D.B.A. California International Business University – Business Administration
 M.B.A. Hawaii Pacific University - Management
 M.A. Hawaii Pacific University - HR Management
 B.S. Chinese Culture University, Taiwan – Meteorology

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Ph.D. Northcentral University, CA
 M.A. Northcentral University, CA
 B.A. Alliant University, CA
 Research Interests and teaching specialization:
 Organizational Psychology, Organizational Behavior

***Donna Henson, Ed.D.**

Ed.D Argosy University, CA – Education in Organizational Leadership
 M.S. Springfield College, CA – Human Service and Community Counseling and Psychology
 B.S. Springfield College, CA – Human Service

***LaDon L. Jones, Ph.D.**

Ph.D. - University of Alabama at Birmingham, AL - Health Administration
 M.S. - University of Alabama at Birmingham, AL - Administration/Health Services
 B.P.S. - Memphis State University, TN - Individual Studies/Health Care Administration.

***John R. Knight, Ed.D.**

Ed.D. University of Phoenix, AZ – Educational Leadership
 M.A. Naval War College, R.I. – National Security and Strategic Studies
 M.S. Naval Post Graduate School, CA - Management
 B.S. United States Naval Academy, MD – Oceanography

Diane L. Law, M.B.A.

MBA - University of Phoenix, AZ
 BS - Duquesne University, PA - Business

***Kimberly (NMN) Lobera, Ph.D.**

Ph.D. - Capella University, MN Leadership in Educational Administration
 M.Ed. - National University, CA - Cross-cultural Teaching
 B.S. - University of Maryland, MD – Psychology

Sofia Lowenstein, M.B.A.

M.B.A. Coleman University, CA – Healthcare Management
 M.B.A. Coleman University, CA – Business Administration
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Ph.D. Walden University, MN – Risk Based Management Decision
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Ed.D. - University of La Verne, CA - Organizational Leadership

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D.B.A. Alliant International University, CA – Business Administration

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M.A. Harvard University, MA - Administration

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Ph.D. University of Jordan, Business Economics

M.S. University of Jordan, Agricultural Economics & Agribusiness

B.S. University of Jordan, Agricultural Economics

***John P. Sahlin, Ph.D.**

Ph.D. - George Washington University, DC - Systems Engineering

M.S. - George Washington University, DC - Systems Engineering

M.A. - University of Maryland, MD - Government & Politics

BS - US Naval Academy, MD - Political Science

***Majdin Taba, Ph.D.**

Ph.D. Dubna International University, Dubna

M.S. University of Dallas, TX – Quality Systems

MISSION, GOALS AND PLEDGE

CMU'S MISSION

California Miramar University offers a 21st century high quality global education, through an online and hybrid student centered interactive learning environment accomplished by employing a technology driven delivery modality, highly educated practitioner faculty and professional staff to meet the students' educational and professional objectives.

CMU'S VISION

The Vision of the University is to adhere to the highest expectations of education and industry, to prepare students for their personal and professional goals. Each program is intended to help students in their career advancement in five key areas, which encompass the entire learning environment. These five key areas are: 1) Knowledge, 2) Communication Skills, 3) Technical Skills, 4) Social and Ethical Skills, and 5) Critical Thinking and Problem Solving Skills.

Each Department within the University will focus on their objectives that supports the Mission and the Vision of the University.

The University's Vision for the next 3 years is to obtain and retain accreditation, by offering a Quality Interactive Learning Environment that increases student engagement and enrollment, elevates the institutions financial strength and stability resulting in growth as defined in our Mission Statement, Organizational Goal, and Operational Objectives. The Organizational Goal and Operational Objectives are as follows:

Organizational Goal:

Sustain Academic Quality and grow student enrollment at a healthy rate each year.

Operational Objectives:

Financial: Increase enrollment and adjust tuition each year for the next 3 years.

Marketing: Advance the University's Social Media presence to increase admissions from across the world into all programs.

Academic: Continuously improve educational quality and recruit expert faculty to match the University's growth.

Development of Educational Offerings: Continuously improve the educational quality for each program and recruit expert faculty to match the University's growth. Evaluate input from the Program Advisory Councils and the Academic Council to, improve existing, and initiate new, educational offerings.

CMU'S PLEDGE

The University pledges to operate ethically and professionally, while maintaining the highest academic integrity and respect for each student. CMU further pledges the institutions goal to build competencies and analytical abilities in areas critical to all students' and alumni's success.

CMU'S COMMITMENT TO THE VALUE OF PHYSICAL EDUCATION AND SPORTS

The University recognizes that participation in physical education, intercollegiate athletics and campus-sponsored recreational activities encourages the development of positive values and provides opportunities for social and spiritual growth and development. Furthermore, such experiences provide students with specific knowledge in the areas of physical fitness, body awareness, skill acquisition and nutrition. Participation in these activities also sets the stage for adoption of a healthy lifestyle and optimal health in life after college.

PROGRAMS OFFERED AT CALIFORNIA MIRAMAR UNIVERSITY

UNDERGRADUATE:

Associate of Science in Business Administration (A.S.B.A.)

Bachelor of Science in Business Administration (B.S.B.A.)

- Business Administration
- International Business
- Finance
- Marketing
- Sports Management

GRADUATE:

Master of Business Administration (M.B.A.)

- Business Administration
- International Business
- Finance
- Health Care Management
- Marketing
- Technology Management

Master of Science in Strategic Leadership (M.S.S.L.)

Master of Science Computer Information Systems (M.S.C.I.S.).

Doctor of Business Administration (D.B.A.)

- International Business Administration
- Finance
- Marketing
- Strategic Management

GENERAL INFORMATION

OFFICE HOURS

The University offices are closed on all legal holidays observed throughout the year. The annual Academic Calendar details which holidays are observed and what days the offices will be closed. Other than observed holidays, the office hours are as follows:

9:00 A.M. to 5:00 P.M. Monday through Friday (Pacific Standard Time).

DIRECTORY

Phone: (858) 653-3000 / Fax: (858) 653-6786

Admissions Office

Ext. 10 / admissions@calmu.edu

International Admissions Office

Ext. 22 / intladmissions@calmu.edu

Financial Aid Office

Ext.13 / finaid@calmu.edu

Finance Office

Ext. 15 or 21 / finance@calmu.edu

Library

Ext. 16 / rvora@calmu.edu

Student Services

Ext. 19 / mdifini@calmu.edu

Dean's Office

Ext. 22 / klobera@calmu.edu

Registrar's Office

Ext. 12 / khaben@calmu.edu

ACADEMIC YEAR

California Miramar University is on a semester system. The academic year is divided into three-semester (fall, spring, summer.) Quarter units earned previously at other institutions, are converted to semester units by multiplying each quarter unit by 0.667. CMU's flexible distance education programs are available to students on a year-round basis with assistance available during normal office hours. The online student Learning Management System (i.e. Moodle) can be accessed day or night at the student's convenience, 365 days a year.

HOLIDAYS AND VACATIONS

	2016	2017
New Year's Day	Jan.1	Jan. 1
Martin Luther King Day	Jan. 18	Jan. 16
President's Day	Feb. 15	Feb. 20
Memorial Day	May 30	May 29
Independence Day	July 4	July 4

Labor Day	Sept. 5	Sept. 4
Christmas	Dec. 24/25	Dec. 24/25

***See complete academic calendar at end of catalog**

START AND GRADUATION DATES

Each student's academic year begins when the student is enrolled in his/her first course. The timeframe for graduation is based on completing 2 or more courses each 16-week semester. One and a half times that course completion rate is the maximum time allowed.

CLASS RINGS

Students may custom design their own CAL MIRAMAR class ring from Jostens. Call (800) 854-7464 or visit www.jostens.com and search California Miramar University for more information.

CAREER SERVICES ASSISTANCE

CAL MIRAMAR places a high priority on preparing students for careers throughout the course of their academic studies. Due to the nature of CMU's students, many are already working upon enrollment and anticipate growth within their chosen fields. For others who require placement assistance, the University offers guidance in re-careering and other occupational information.

COUNSELING AND ADVISING SERVICES

The faculty and the administrative staff are available to assist individual students to attain academic and career goals. Students are encouraged to seek assistance for any problems, personal or otherwise, that would preclude receiving maximum benefits from their educational experience at CMU. Students who need professional counseling will be referred to outside services. The Office of Academics, faculty members, Student Services Department and the Dean, are available to guide students through problems arising from schedules, course selections, grades, assignments, and graduation requirements.

ONLINE NEWS AND ALUMNI ASSOCIATION

The California Miramar University Alumni Association, in which all graduates and students are invited to actively participate, publishes an online newsletter, the "CAL MIRAMAR News." The intent of this publication is to inform members of the association and public of the growth and changes occurring at the University. This newsletter also highlights the accomplishments of the

students and graduates. The newsletter can be accessed at www.calmu.edu, via email or print. To request the CAL MIRAMAR News, contact the Student Services Department.

ACCESS TO CAL MIRAMAR ONLINE LIBRARY AND OTHER LEARNING RESOURCES

The mission of the California Miramar University Library is to provide services and resources to meet the educational, information and research needs of students, faculty and staff. California Miramar University Library offers a variety of online and print educational resources and services to meet the educational and research needs of students. Resources include electronic databases, books, journals, video, other online resources and links, and an online catalog. Services include reference, database search training, research assistance, and library orientations.

Online access to full text research databases, including Business Source Premier and Academic Search Elite, allows students to conduct research from home. These databases provide full text to more than 4,000 periodical titles. The Library web page at <http://calmu.edu/main-navigation/student-center/library.php> contains links to these library resources. To obtain a user id and password for access to the databases contact Rupali Vora at rvora@calmu.edu or 858-653-3000 x16.

POSTAGE POLICY

All costs of incoming postage are the responsibility of the student. The University will not accept any C.O.D. or pay for incoming postage. Postage expenses will vary depending on each student and the method they use to mail documents to the University. For outbound mail, the University will not pay for special couriers.

STUDENT HOUSING

California Miramar University does not offer any student housing facilities. There are a large number of apartments with availability located within a two-mile radius of the University. The average monthly rent for a one bedroom apartment in these areas is \$1350.00 for a 12-month lease and \$1400.00 for a 10-month lease. Students should allow approximately \$1,050.00 per month for food and living expense. For the ESL students, there is also home stay options which range at \$2475.00 for 11 weeks including meals and also the option of \$2062.50 for 11 weeks without meals. For more information please contact the International Admissions office at intladmissions@calmu.edu or call 858-653-3000 ext. 22.

PLEASE NOTE: The University has no responsibility to find or assist a student in finding housing. The University may,

however, assist students locate student housing upon request.

TOLL FREE CALLS

California Miramar University's toll free number is 877-570-5678. The University does not accept collect calls.

CATALOGS

Students at California Miramar University will receive a copy of the University's Catalog with their initial enrollment package. Additional copies are available online at the University's website www.calmu.edu. CAL MIRAMAR strives to be a "green" institution, and therefore promotes the use of the website and other electronic resources whenever possible.

As a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at P.O. Box 980818, Sacramento, CA 95798-0818, www.bppe.ca.gov, Phone: 916.574.7774, Toll Free: (888) 370-7589 Fax: (916) 263-1897. A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling Toll Free: 888-370-7589 or by completing a complaint form, which can be obtained on the bureau's Internet Web site (www.bppe.ca.gov).

NON-DISCRIMINATION POLICY

California Miramar University is committed to equal opportunity in educational programs, employment and access to institutional programs and activities.

The University, and each individual who represents the University, shall provide access to its services, courses and programs without regard to age, race, religion, creed, color, national origin, ancestry, disability, gender, marital status, or sexual orientation.

Students can present complaints regarding alleged violations of this policy to the Director of Human Resources at (858) 653-3000 x12.

Admissions at California Miramar University are granted without regard to race, color, national and ethnic origin, religion, or gender. All rights, privileges, programs and activities are accorded all students on an equal basis. The University is an Affirmative Action and Equal Opportunity Employer.

DISABILITY SERVICES

CMU wants to ensure that students achieve their best in their academic performance. This includes students who may have special needs. If a student finds that they have difficulty completing a course and believe that they need special arrangements because of a disability, they can contact the Office of Student Services. According to the Americans with Disabilities Act (ADA), an individual with a disability is defined as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment. The ADA does not specifically name all impairments that are covered. In accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA), California Miramar University will provide reasonable accommodations for any student, who provides proper documentation of cognitive, psychological, and/or physical disabilities. Since disabilities often vary in degree and impact, reasonable accommodations will be made on an individual basis. Applicants are responsible for notifying the University at the time of enrollment. This can be done by notifying the Admissions Department or any other University Staff or Faculty member. The University's staff or faculty member must put the applicant in contact with the designated ADA Representative within 24 hours of notification. The ADA Representative then works with the student to complete the Request for Reasonable Accommodations form (SEE EXHIBIT 44 Request for Reasonable Accommodations). The applicant or student must provide documentation of the disability. The designated ADA Representative, along with the Dean, will determine how to accommodate the student/applicant's needs. The student/applicant will be notified of these accommodations. Registrar, Kristen Haben is the University ADA Representative. The applicant or student must provide documentation of the disability and complete the request for accommodations form for review by the designated ADA Representative.

The designated ADA Representative, along with the Dean, will determine how to accommodate the student/applicant's needs. The student/applicant will be notified of these accommodations within 24 hours of the decision.

ACADEMIC INTEGRITY POLICY

Students are responsible for learning and upholding professional standards of research, writing, assessment and ethics in their areas of study. All submitted work, whether written or otherwise must be the product of a student's personal efforts and be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. Violation of

this policy may result in immediate dismissal from the University.

STUDENT IDENTITY VERIFICATION POLICY

All students are issued a photo Student Identification Card upon enrollment that must be presented upon demand. The Student Management System provides two security questions for student identification and verification. Students are also issued a personal login to the Student Learning System. Faculty are required to take attendance of all students that attend courses in a hybrid classroom. Initial student identity verification is established through official transcript submission and passport and visa information for international F-1 student visa students.

DRUG AND ALCOHOL POLICY

In accordance with federal and state laws, it is unlawful to manufacture, possess, use, sell or distribute alcohol, narcotics or other controlled substances on college property or at any college-sponsored activities. Students, faculty or staff who violates this policy are subject to disciplinary action.

SEXUAL HARASSMENT POLICY

Whether verbal or physical, in person or by telephone, sexual harassment is an act of aggression. It is a violation of federal law under (section 703 of the Civil Rights Act of 1964 and under Title IX Education Amendments of 1972). California Miramar University encourages students and employees to confront sexual harassment, to report incidents and/or to seek advice and assistance. California Miramar University has both a moral and legal obligation to investigate all complaints of sexual harassment and to pursue sanctions when warranted.

ACADEMIC INFORMATION STANDARDS

All Students enrolled at California Miramar University are expected to meet academic standards during their term of enrollment with the University.

STUDENT GRIEVANCE PROCEDURES

Any student wishing to make a complaint against a faculty member, employee or another student regarding an alleged wrong must register that complaint first with the Office of Student Services (see Step One below). The next step is to present the complaint to the Office of the President at the University. The President's Office will refer or direct the complaint to the appropriate University official. Upon making the complaint, the student will be advised of the next step, depending on the nature of the complaint.

The first step would be to attempt to resolve the complaint informally. If the complaint is resolved satisfactorily to all parties concerned the case shall be closed, with a written

notice to that effect sent to the complainant and the respondent.

ARBITRATION AT CMU

Alternative Dispute Resolution: While no one expects disputes and conflicts, sometimes they do occur; and it is in the best interests of the parties to resolve the dispute in the simplest, fastest, and least expensive manner. Students at CAL MIRAMAR therefore agree to follow steps below:

Step One: Any and all disputes, conflicts, problems, controversies, or claims of any kind, without exception, arising from or connected to enrollment and attendance at the University (“dispute”) should first be taken up with the Director of Student Services. If the dispute is not then resolved informally, a written statement should be made of each party’s position and submitted to the Office of Academics. If the Office of Academics is unable to reach a

suitable resolution the written statements off all parties will be submitted to the Office of the President for a final decision. If the Office of the President is unable to reach a suitable resolution, the parties may proceed to Step Two.

Step Two:

If no resolution is possible, and the student wishes to pursue the complaint, the grievance may be referred to the Bureau of Private Postsecondary Education (BPPE) State of California, P.O. Box 980818, W. Sacramento, CA, 95798-0818, www.bppe.ca.gov, 916-431-6959 and/or the Accrediting Council of Independent Colleges and Schools (ACICS), 750 First Street, N.E. Suite 980, Washington, D.C. 20002-4223. The decision of the BPPE and/or ACICS will be final and both parties to the complaint will be notified.

TUITION INFORMATION

Effective Date: 8/15/2017

The tuition for all degree programs at California Miramar University is based on a cost per semester credit hour. The tuition for the ESL program is based on three instruction levels. Additional fees or charges for admittance, instruction or awarding of a degree are outlined below on the following page. **Textbooks are not included in tuition fees however, an estimated total text book amount along with appropriate fees is listed in the estimates below.** PLEASE NOTE: Students with special circumstances such as required prerequisite courses or special needs requiring additional fees may result in slightly higher estimated totals.

UNDERGRADUATE

\$406.00 per credit hour

\$1,218.00 per course (3 credit hours)

Associate of Science Degree Programs:

(60 semester credit hours)

Maximum Transfer Credits: 45 credit hours

Estimated Total Tuition Estimate: \$24,360.00 (with no transfer credit)

Estimated Total Tuition, Books & Fees \$27,360.00 (no transfer credit):

Bachelor of Science Degree Programs

(120 semester credit hours)

Maximum Transfer Credits: 90 credit hours

Estimated Total Tuition: \$48,720.00 (with no transfer credit)

Estimated Total Tuition Books & Fees \$52,220.00 (with no transfer credit)

MASTERS PROGRAM

\$585.00 per credit hour

\$1,755.00 per course (3 credit hours)

Estimated Total Tuition: \$22,815.00

Master of Business Administration

(39 semester credit hours)

Maximum Transfer Credits: 9 credit hours

Estimated Total Tuition: \$22,815.00 (with no transfer credit)

Estimated Total Tuition Books & Fees \$25,000.00 (with no transfer credit)

Master of Science in Strategic Leadership

(39 semester credit hours)

Maximum Transfer Credits: 9 credit hours

Estimated Total Tuition: \$22,815.00 (with no transfer credit)

Estimated Total Tuition Books & Fees: \$25,000.00 (with no transfer credit)

Master of Science in Computer Information Systems

39 semester credit hours)

Maximum Transfer Credits: 9 credit hours

Estimated Total Tuition: \$22,815.00 (with no transfer credit)

Estimated Total Tuition Books & Fees: \$25,000.00 (with no transfer credit)

DOCTORATE PROGRAM

\$ 606.00 per credit hour

\$1,818.00 per course (3 credit hours)

Estimated Total Tuition: \$39,996.00

Doctor of Business Administration

(66 semester credit hours)

Maximum Transfer Credits: 9 credit hours

Estimated Total Tuition: \$39,996 (with no transfer credit)

Estimated Total Tuition Books & Fees: \$44,246 (with no transfer credit)

Estimated Textbook Costs for different courses and its average price based on New, Used, Rent and E-book options.

Courses	New	Used	Rent	E-bk	Total for New	Total for used	Total for rent	E- book cost
Associate	90	40	45	35	20 x 90 = 1800	20 x 40 = 800	20 x 45 =900	20 x 45=900
Bachelor	100	45	50	45	40 x 100 = 4000	40 x 45 = 1800	40 X 50 = 2000	40 x45= 1800
Masters	130	65	50	50	13 x 130 = 1690	13 x 65 = 845	13 x 50 = 650	50 x 13=650
Doctorate	175	70	60	85	175 x 20 = 3500	20 x 70 = 1400	20 x 60 = 1200	20x85= 1700

ADMINISTRATIVE FEES

Effective Date: 8/15/2017

The fees and charges listed below are costs that students may incur beyond the basic tuition fees for specific programs.

FEES THAT ARE REFUNDABLE UPON CANCELATION WITHIN SEVEN (7) DAYS OF SIGNING THE ENROLLMENT AGREEMENT

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>FEE</u>
Application Fee-Doctorate Program	Refundable if the applicant cancels within 7 days of submitting an application	\$60.00
Application Fee-ESL Program	Refundable if the applicant cancels within 7 days of submitting an application	\$65.00
Application Fee-Masters Programs	Refundable if the applicant cancels within 7 days of submitting an application	\$40.00
Application Fee-Undergraduate/ Program Withdrawal Fee	Refundable if the applicant cancels within 7 days of submitting an application Fee charged upon dismissal or withdrawal from the program before the completion of the program.	\$25.00 \$200.00
Undergraduate Resource Information Technology Fee (annual)	Funds a variety of services such as CMU's 24/7 online library, facility based laptops, Student ID cards, computerized student discounts, upgrades to the online learning system, student portal system and related software.	\$250.00
Masters Resource Information Technology Fee (annual)	Fees for master research resources Information technology along with other services such as CMU's 24/7 online library, facility based laptops, Student ID cards, computerized student discounts, upgrades to the online learning system, student portal system and related software.	\$280.00
Doctorate Resource Information Technology Fee (annual)	Fees for doctoral research resources Information technology along with other services such as CMU's 24/7 online library, facility based laptops, Student ID cards, computerized student discounts, upgrades to the online learning system, student portal system and related software.	\$500.00

FEES NOT SUBJECT TO A REUND – THE FEES BELOW MAY OR MAY NOT APPLY.

<u>ITEM</u>	<u>DESCRIPTION</u>	<u>FEE</u>
Transcript Evaluation Fee	Fee for evaluation of non-US transcripts requiring independent evaluation	\$95.00
Bank Wire Fee	Bank wire transfer fee Incoming or outgoing	\$40.00
Changes to the Degree Program	If student changes degree program or area of concentration, an admin. fee is incurred.	\$75.00
Replacement Student ID Card	Fee to issue an additional Student ID Card with student Picture	\$30.00
Declined Credit Card Fee	Declined Credit Card Fee	\$35.00
Diploma – Additional	Re-order of Diploma (Additional Postage and Rush Fees may apply)	\$55.00
Re-admission Fee	Fee charged when students leaves the university and re-applies.	\$200.00
Course Change Fee	Fee for changing a course later than 1 week prior to session start.	\$75.00
Graduation Processing Fee	Fee to process and verify records that student has met all requirements of graduation	\$45.00
International Postage	Shipping via DHL/FedEx/USPS	\$95.00
RUSH Processing Fee	Expedited processing of documents and materials	\$95.00
Domestic Overnight Postage	Shipping via USPS of Domestic Overnight letters. Large Packages costs are greater.	\$25.00
International Student Processing	Fee to process International student paperwork including Student Visa I-20.	\$100.00
Document Adjustment Fee	Fee to make any changes to the I-20 Documents after the initial documents have been issued.	\$ 85.00
F1 Transfer Fee Prior to Enrollment	Fee to process a transfer of CMU's F1 Student Visa prior to enrollment.	\$350.00
F1 Reinstatement Fee	Fee to process a reinstatement to an international student who lost VISA status	\$100.00
F2 I-20 Processing Fee	Fee charged for the addition of a F2 Visa application once F1 application has been mailed	\$200.00
Notarized Letter	Notarized letter for degree verification	\$20.00
Airport Pick Up Fee	International student pick up fee from San Diego Airport	\$60.00
Official Transcript	For each Official Transcript sent	\$20.00
Unofficial Transcript	For each Unofficial Transcript sent	\$10.00
Returned Check/Declined Credit Card	Fee charged for Returned Check or a Declined Credit Card	\$35.00
Student Tuition Recovery Fund	California residents only (\$0.00 per \$1,000 of total institutional charges). <i>Non-refundable.</i>	\$ 0.00
Athletic Development Fee	This fee covers all aspects and costs of expenses for the development, expansion and maintenance of the University's athletic programs and related facilities for all Varsity, Junior Varsity and Club sports programs. This fee is assessed each eight-week session	\$300.00

Textbook Administration Fee	Students who request the University to order and ship textbooks on their behalf will incur a textbook administrative fee. (Special circumstances only)	\$30.00
F1 Early Termination Fee	Fee to F1 Students who terminate enrollment prior to four sessions (one academic year)	\$975.00
Late Course Registration Fee	Fee for failing to register for the next session courses 2 weeks prior to session start. First session students are exempt from this fee.	\$75.00
DBA Comprehensive Field Exam	Fee to take the Comprehensive Field Examination.	\$300.00
Dissertation Binding Fee	Fee to bind the dissertation. Depends on length of Dissertation	\$Varies

REFUND POLICY OF THE UNIVERSITY

REFUNDS ON TUITION AND OTHER FEES

It is the responsibility of all students to be aware of California Miramar University's refund policy on tuition and other fees. The University's policy seeks to be fair and equitable and in compliance with accreditation, Federal Title IV Financial Aid and BPPE guidelines. A student may cancel his/her enrollment agreement in any manner i.e. writing, phone, fax, e-mail, letter, or in person. If a student cancels in writing via letter, they should send the notice to the following address: California Miramar University 3550 Camino Del Rio North, Suite 208, San Diego, CA 92108. The written notice of cancellation, if sent by mail, is effective when deposited in the mail properly addressed with proper postage. **All refunds due the student will be refunded within thirty days.** **If any changes have occurred in the University's refund policy after a student enrolls, the University shall follow the terms of the refund policy that appears on the enrollment agreement signed by each student.*

STUDENTS RIGHT TO CANCEL

You have the right to cancel your program of instruction, without any penalty or obligations, within seven (7) calendar days of signing your enrollment agreement and receive a refund of all monies paid with the exception of charges paid on your behalf (ex: postage, transcript evaluation fee, textbook ordering fee). After the seven (7) day cancellation period you also have the right to withdraw at any time and you have the right to receive a pro rata refund based on the table below.

Student notification of cancellation may be conveyed to the institution in any manner, such as email, phone call, fax or written notice. Cancellation is effective on the date the notice of cancellation is provided to the institution, If the notice is sent in writing it may be submitted to: CMU, 3550 Camino Del Rio, N. Suite 208, San Di ego, CA 92108.

Cancelling Enrollment within seven (7) days of signing an enrollment agreement:

A student has seven (7) calendar days after signing an enrollment agreement or similar contractual document to cancel enrollment and receive a full refund of all monies paid

to the institution with the exception of charges paid on your behalf (ex: postage, transcript evaluation fee, textbook ordering fee)

Cancelling Enrollment after seven days but prior to beginning your first course:

A student requesting cancellation more than seven (7) calendar days after signing an enrollment agreement but prior to beginning a course or program is entitled to a refund of all monies paid minus: an application/transfer credit evaluation fee or other fees paid on behalf of the student.

Cancelling Enrollment after attending an enrolled course:

If a student requests to cancel enrollment after the first course session the institution may retain the application fee and one-time \$200.00 registration fee plus a percentage of all costs earned by the school in accordance with the following refund schedule. For the purpose of determining the amount you owe, you shall be deemed to have withdrawn from the program/course when any of the following occurs:

1. Student notifies the University of their intent to withdraw.
2. The school terminates the student's enrollment.
3. You fail to attend courses for 2 consecutive weeks, in this case, the date of withdrawal shall be deemed to be the last date of recorded activity.
4. Failure to return from a leave of absence.

If any portion of the student's tuition was paid from the proceeds of a loan, then the refund will be sent to the lender or to the agency that guaranteed the loan, if any. Any remaining amount of refund will first be used to repay student financial aid programs from which you received benefits, in proportion to the amount of the benefits received. Any remaining amount will be paid to the student.

8 Week Refund Policy

	<u>Refundable Tuition</u>	<u>Tuition Owed</u>
Week 1 (Days 1 to 7)	100%	0%
Week 2 (Days 8 to 14)	75%	25%
Week 3 (Days 15 to 22)	60%	40%
Week 4 (Days 23 to 28)	50%	50%
Week 5 (Days 29 to 34)	40%	60%
Week 6 (Days 35 and after)	0%	100%

SAMPLE REFUND CALCULATION

If a student pays tuition and withdraws from their course after the first day of the session the student is entitled to the following refund less the \$200.00 registration fee (**Reg. Fee**):

Undergraduate \$1218.00 per 3 semester course

	<u>Percentage Refunded</u>	<u>Reg. Fee</u>	<u>Tech. Fee</u>	<u>Total Refund</u>
Week 1 (Days 1-7)	100%	\$200	\$250	\$768.00
Week 2 (Days 8-14)	75%	\$200	\$250	\$463.50
Week 3 (Days 15-22)	60%	\$200	\$250	\$280.80
Week 4 (Days 23-28)	50%	\$200	\$250	\$159.00
Week 5 (Days 29-24)	40%	\$200	\$250	\$37.20
Week 6 (Day 35)	0%	\$200	\$250	\$0.00

Masters \$1755.00 per 3 semester course

	<u>Percentage Refunded</u>	<u>Reg. Fee</u>	<u>Tech. Fee</u>	<u>Total Refund</u>
Week 1 (Days 1-7)	100%	\$200	\$280	\$1275.00
Week 2 (Days 8-14)	75%	\$200	\$280	\$836.25
Week 3 (Days 15-22)	60%	\$200	\$280	\$573.00
Week 4 (Days 23-28)	50%	\$200	\$280	\$397.50
Week 5 (Days 29-24)	40%	\$200	\$280	\$222.00
Week 6 (Day 35)	0%	\$200	\$280	\$0.00

DBA \$1818.00 per 3 semester course

	<u>Percentage Refunded</u>	<u>Reg. Fee</u>	<u>Tech. Fee</u>	<u>Total Refund</u>
Week 1 (Days 1-7)	100%	\$200	\$500	\$1118.00
Week 2 (Days 8-14)	75%	\$200	\$500	\$663.50
Week 3 (Days 15-22)	60%	\$200	\$500	\$390.80
Week 4 (Days 23-28)	50%	\$200	\$500	\$209.00
Week 5 (Days 29-24)	40%	\$200	\$500	\$27.20
Week 6 (Day 35)	0%	\$200	\$500	\$0.00

STUDENT RIGHTS

All schools licensed by the California Bureau for Private Postsecondary Schools must have a procedure and

operational plan for handling student complaints. If a student does not feel that *CAL MIRAMAR* has adequately addressed a complaint or concern, or if the student wishes to address the complaint directly, the student may do so. All complaints considered must be in written form, with permission from the complainant(s) to forward a copy of the complaint to the school for a response. The complainant(s) will be kept informed as to the status of the complaint as well as the final resolution.

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at P.O. Box 980818, Sacramento, CA 95798-0818, Phone: 916.431.6959, Toll Free: (888) 370-7589 Fax: (916) 431-1897. A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling Toll Free: 888-370-7589 or by completing a complaint form, which can be obtained on the bureau's Internet Web site (www.bppe.ca.gov).

Bureau for Private Postsecondary Education (BPPE)
2535 Capitol Oaks Drive, Suite 400
Sacramento, CA 95833
Phone: 916.431.6959
Fax: 916.263.1897
www.bppe.ca.gov

Students are encouraged to also contact:

CALIFORNIA MIRAMAR UNIVERSITY.
3550 Camino Del Rio North
San Diego, CA 92108
www.calmu.edu

ADMISSIONS AND ENROLLMENT

ADMISSIONS PROCESS

As a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement. Applicants must submit an official Application Form and the required Application Fee at www.calmu.edu. A printed Application Form is available upon request or an online application is available at www.calmu.edu. All Programs are offered in English. The information below will detail the level of English proficiency required and the documentation of this proficiency. In addition, applicants must submit the following documents to assist in the evaluation process:

UNDERGRADUATE PROGRAMS:

1. **Evidence of prior academic experience listed on the application (if any) via official transcripts of all colleges and universities previously attended including** graduates from accredited high schools in the United States, persons who successfully completed a high school equivalent diploma (GED) or Graduates of an Associate's degree from an accredited college or university.
2. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of item 1 above.
3. International students with education equivalent to U. S. education or an academic evaluation by an organization or agency that is a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above.
4. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 500 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 61 on the Internet Based Test (iBT), or a 6.0 on the International English Language Test (IELTS), or a 44 on the Pearson Test of English Academic (**PTE Academic**) Score Report. For students wishing to have their TOEFL test results sent directly to the University, CMU's TOEFL code is 7457.

Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. **CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency level in all cases.**

5. *Copies of the materials listed above will be accepted for admissions purposes, however **official transcripts must be on file before an enrollment agreement can be issued.** Official TOEFL scores are required within 30 days of enrollment.*

Optional documents for admission to the Undergraduate Level Programs:

- **Most recent resume including a complete work history. Attached to the resume, applicants should include** a detailed list of any specialized training.
- Copies of certificate programs, trainings and workshops.
- A detailed list of all military schooling and/or training.
- Copies of test scores of any standardized test such as SAT, DSST (DANTES), CLEP® and other testing organizations that award college credit.

APPEAL OF ADMISSION DENIAL:

Students receiving a letter of denial have fourteen calendar days to appeal the decision. In addition, students must have a transfer GPA of 1.8 or above in order for the appeal to be considered by the University Executive Committee which is comprised of the Chief Executive Officer, Chief Operation Officer, Chief Academic Officer, VP of Compliance and the Academic Leads. In the appeal, the student must state why they are appealing the decision and include any statements or documentation that will support reconsideration by the University. The appeal may include a letter of recommendation from a source close to the student, who can speak to the student's academic potential. All decisions made by the University Executive Committee are final. **Hand written appeals will not be considered.**

MASTER DEGREE PROGRAMS:

1. A bachelor's degree from an accredited college or university and have obtained an overall grade point average of 2.0 or better. **Copies of official academic transcripts will be accepted during initial evaluation for admissions.**
2. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of item 1 above.
3. International students with education

equivalent to U. S. education or an academic evaluation by a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above. California Miramar University accepts a 3-year Bachelor degree such as a Bachelor of Commerce (abbreviated **BCom**, B.Com. BCommerce, B.Comm. or a Bachelor of Commerce and Administration (BCA) degree from a foreign educational institution recognized by the college and/or university educational authority in the country where the degree was awarded. This determination will be made in compliance with a NACES member academic evaluation of the degree programs awarded by these various foreign institutions.

4. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 80 on the Internet Based Test (iBT) or 6.5 on the International English Language Test (IELTS), or a 58 on the Pearson Test of English Academic (**PTE Academic**) Score Report. For students wishing to have their TOEFL test results sent directly to the University, CMU's TOEFL code is 7457.

Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. **CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency level in all cases.**

6. *Copies of the materials listed above will be accepted for admissions purposes; however **official transcripts must be on file before an enrollment agreement can be issued.** Official TOEFL scores are required within 30 days of enrollment.*

Optional documents for admission to the Master Degree Level Programs:

- **Most recent resume including a complete work history. Attached to the resume, applicants should include** a detailed list of any specialized training.
- Copies of certificate programs, trainings and workshops.
- A detailed list of all military schooling and/or training.

- Copies of test scores of any standardized test such as GMAT, GRE, DSST (DANTES), CLEP® and other testing organizations that award college credit.

While a Bachelor of Science in Business Administration or Management is preferred, a bachelor's degree in another field may be accepted if the University Executive Committee indicates that the applicant has the foundation needed to succeed in the program. Students who have insufficient Business Administration undergraduate degrees or have not taken undergraduate business courses in Accounting, Economics, Financial Management, General Management, and Marketing may be required to complete up to five Prerequisite Courses at one credit hour each.

APPEAL OF ADMISSION DENIAL:

Students receiving a letter of denial have fourteen calendar days to appeal the decision. In addition, students must have a transfer GPA of 2.8 or above in order for the appeal to be considered by the University Executive Committee. In the appeal, the student must state why they are appealing the decision and include any statements or documentation that will support reconsideration by the University. The appeal may include a letter of recommendation from a source close to the student, who can speak to the student's academic potential. All decisions made by the University Executive Committee are final. **Hand written appeals will not be considered.**

DOCTORATE DEGREE PROGRAMS:

1. A master's degree from an accredited college or university and have obtained an overall grade point average of 3.0 or better. Copies of official academic transcripts will be accepted during initial evaluation for admissions. **However, official transcripts must be on file before an enrollment agreement can be issued.**
2. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of requirement 1 above.
3. International students with education equivalent to U. S. education or an academic evaluation by an organization or agency that is a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above.
4. **A minimum of 30 hours of graduate coursework in a business-related field.**
5. **Three years of combined teaching and/or professional work experience.**

6. **Three letters of recommendation with one submitted from the current supervisor. (If currently teaching, one of these letters must be from the Department Chairperson or the school Dean.)**
7. **Submit a statement of purpose.** This statement must be a minimum of 1000 words and must include any research interests; an explanation of how the DBA program will enhance your current goals; if the program will assist you in a new area of employment; and if the program will assist you with a possible promotion in your current area of employment. Applicants can utilize the Statement of Purpose Form offered by the Admissions Department or submit their Statement of Purpose on a separate attachment.
8. **Computer capability and access as delineated by the DBA Director.**
9. Copies of certificate programs, trainings and workshops.
10. **Most recent resume including a complete work history.**
11. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 80 on the Internet Based Test (iBT) or 6.5 on the International English Language Test (IELTS), or a 58 on the Pearson Test of English Academic (***PTE Academic***) Score Report. For students wishing to have their TOEFL test results sent directly to the University, CMU's TOEFL code is 7457. Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. **CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency level in all cases.**
12. *Copies of the materials listed above will be accepted for admissions purposes, however **official transcripts must be on file before an enrollment agreement can be issued.***

While a Master of Business Administration or a Master of Science in Management degree is preferred, a master's degree in another field may be accepted if the University Executive Committee indicates that the applicant has the foundation needed to succeed in the program. Students who have insufficient Master of Business Administration degrees or have not taken graduate business courses in Accounting, Economics, Financial Management,

Management and Marketing will be required to complete up to five Prerequisite courses at three credit hours each.

Each applicant's information is evaluated and possible transfer credit is awarded. If additional documentation is needed, the Office of Admissions will contact the applicant. All students will receive a Degree Progress Audit (DA) which outlines the requirements to complete the student's desired degree program, and an Enrollment Agreement (EA) which outlines tuition requirements, payment options and a general degree timeline.

Once the Degree Progress Audit (DA) and Enrollment Agreement (EA) have been signed and dated by the applicant, he or she is considered enrolled as a California Miramar University student and will be contacted by Student Services regarding start dates.

APPEAL OF ADMISSION DENIAL:

Students receiving a letter of denial have fourteen calendar days to appeal the decision. In addition, students must have a transfer GPA of 2.8 or above in order for the appeal to be considered by the University Executive Committee. In the appeal, the student must state why they are appealing the decision and include any statements or documentation that will support reconsideration by the University. The appeal may include a letter of recommendation from a source close to the student, who can speak to the student's academic potential. All decisions made by the University Executive Committee are final. **Hand written appeals will not be considered.**

To submit an application for admission, please contact the Office of Admissions (858) 653-3000 or complete an online application at www.calmu.edu.

MILITARY/DEPENDENT ADMISSION

Active military and military dependents must satisfy California Miramar University's admissions criteria and submit all required documentation as stated previously in the Admissions Process. All applications and documentation will be reviewed by the same standards as non-military applicants. Upon enrollment, students will be contacted by CMU's Military Education Unit to discuss potential benefits and educational assistance.

The Military Education Unit is committed to the academic, career and personal endeavors of CMU's military students. See below for services:

- Offer support during deployments and other military related life changes
- Provide assistance for spouses and dependents
- Pay special attention to military financing needs
- Remain available for one-on-one assistance during normal

office hours

To submit an application for admission, please contact the Office of Admissions (858) 653-3000 or complete an online application at www.calmu.edu.

UNIVERSITY RIGHT TO DENY ADMISSION

The University reserves the right to deny admission to any student.

FOREIGN STUDENT ADMISSION

Foreign applicants can be defined as persons who have completed any previous coursework from foreign institutions based outside of the United States. Foreign applicants must satisfy California Miramar University's admissions criteria and submit all required documentation as stated previously in the Admissions Process. In addition to submitting all required documentation for admission; foreign applicants must also be required to fulfill the additional obligations below:

ACADEMIC CREDENTIALS FROM FOREIGN COLLEGES AND UNIVERSITIES

Students who wish to transfer credits that align with the University's curriculum from foreign institutions based outside the United States will be required to have those credits evaluated by an organization or agency accepted by California Miramar University. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES) as valid and acceptable evaluators of foreign transcripts. A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.**

NOTE: All Evaluation costs and fees are the responsibility of the applicant.

ENGLISH LANGUAGE REQUIREMENT

ESL Students do not need any English language proficiency to enter into Level 1 of CMU's ESL Program. For CAL MIRAMAR, academic programs, however, all international students must provide evidence of English language proficiency as outlined below.

Applicants who have attended an accredited/recognized institution whose primary language of instruction is English are not subject to this requirement.

UNDERGRADUATE PROGRAMS:

Applicants who have attended an accredited institution whose primary language of instruction is not English must receive a minimum score of 500 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 60 on the

Internet Based Test (iBT), or a 5.5 on the International English Language Test (IELTS), or a 44 on the Pearson Test of English Academic (**PTE Academic**) Score Report.

MASTER DEGREE PROGRAMS:

Applicants who have attended an accredited institution whose primary language of instruction is not English must receive a minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 71 on the Internet Based Test (iBT) or 6 on the International English Language Test (IELTS), or 50 on the PTE Academic Score Report.

DOCTORATE DEGREE PROGRAMS:

Applicants who have attended an accredited institution whose primary language of instruction is not English must receive a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 79-80 on the Internet Based Test (iBT) or 6.5 on the International English Language Test (IELTS), or 58 on the PTE Academic Score Report.

FOREIGN STUDENT ADMISSION AND VISA SERVICES

California Miramar University was approved by the Student and Exchange Visitor Program (SEVP) in the Student and Exchange Visitor Information System (SEVIS) on 9/17/2012. SEVP and SEVIS are administered by Immigration and Customs Enforcement, the principal investigative arm of the U.S. Department of Homeland Security (DHS).

CAL MIRAMAR offers immigration status sponsorship for foreign ESL students and for Graduate Students through a student visa (I-20). Foreign ESL and Graduate Students, who are interested in attending the University or those who have obtained student visas while attending other American colleges or universities in the U.S. should check with CMU's [International Student Services Office](#) for details on how they might proceed with their studies at California Miramar University.

CAL MIRAMAR welcomes applications from international students whose academic work and English proficiency are of a high level. Because academic degrees and coursework must be equivalent to those earned in the United States, international students must submit official, translated transcripts and results from an educational credential evaluation service agency. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES). A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.** The evaluation must include degree equivalency to a 4-year bachelor's degree from an accredited university, U.S. semester credit and grade equivalent for

each course, and U.S. grade point average. Any master's level courses and/or degrees should also be included in the evaluation. Additional information, such as letters of recommendation, may be requested from international graduate students. English proficiency must be evidenced by the TOEFL (see above) and all international students must carry a full course load at CAL MIRAMAR unless they are completing their course work entirely on-line from outside the United States. For international students wishing to have their TOEFL test results sent directly to the University, CMU's TOEFL code is 7457.

To submit an application for admission, please contact the Office of Admissions (858) 653-3000 **or complete an online application at www.calmu.edu.**

Individuals living outside the United States often experience difficulty with application materials arriving in a timely manner, international applicants who have received communication from the University requesting missing documents may fax those materials to the Admissions Processing Center at (858) 653-6786. Scanning and emailing of these documents to admissions@calmu.edu is also accepted. CAL MIRAMAR strongly urges international applicants to have an e-mail address available for use during the admissions process, since this expedites communication. (Free email accounts are available on-line through Google, Yahoo and others). Applicants must still submit original materials within 30 days of enrollment, as faxed or scanned materials are not considered official documents. CAL MIRAMAR also requests that international applicants who have a fax number and email submit the number and email address with their application in the event that CAL MIRAMAR needs to contact the applicant quickly.

International students, who have been accepted by the University and obtained a student visa, are required to report to the University a minimum of two weeks (14 days) prior to the start of their first session. During this two-week period, students will be required to attend the University's new student orientation. The students may also use this time to secure housing and address other personal needs prior to the commencement of their courses. **International students, who request a transfer of their CMU student visa prior to enrollment or the start of courses, will be assessed a \$350.00 fee to process their transfer documents.**

CURRICULAR PRACTICAL TRAINING (CPT)

Curricular Practical Training (CPT) is an optional opportunity for students to apply course concepts through practical application. **All CPT practical training and the associated course work must be in the field of study of the degree program.** Each eight-week session, two Career Practical Training Workshops will be held. **Students must attend both**

CPT Workshops prior to being considered for enrollment into the Career Practical Training course for the following session.

Workshop 1 is held in week two of each eight-week session and is informational, explaining the details and requirements of the upcoming CPT courses. Requirements include an official Job Offer Letter from an employer located within a 100-mile radius of the CMU campus, the student may not leave the United States for business related travel, the student must attend and fully participate in the required CMU course discussion and feedback gatherings held at the CMU campus several times during the eight-week session and the job must be in the field of study of your degree program.

Workshop 2 is held in the 6th week of each session and requires the submission of the documents outlined in Workshop 1. These documents are required to be submitted prior to week six of the session before enrollment to the CPT course is desired.

CPT INITIAL ADMISSION REQUIREMENTS

To be eligible for Career Practical Training all undergraduate students must complete one full academic year (8 months) of study, complete both CPT Workshops, and achieve and maintain a minimum Cumulative Grade Point Average (CGPA) of 2.5. For Graduate level CPT eligibility, students must complete one eight-week session, complete CPT Workshop I and II and achieve and maintain a minimum CGPA of 3.0 or higher.

The initial eight-week Career Practical Training course will consist of three-semester credits (i.e. 135 hours of field study), will be graded, and will count toward the student's CMU total degree program requirements.

Students desiring to continue their CPT through the University's full-time or part-time CPT Extension courses must attend the CPT Workshop II again during the 6th week of their current CPT course session and submit an updated Job Offer Letter from their current or new employer. **NOTE: These CPT Extension courses are 1 semester unit credits and are pass/fail. These Extension courses will not count toward the total requirements for your CMU degree.** No late CPT course applications will be considered. Enrollment in CPT is not guaranteed and is limited based on space available in the program and meeting the specified admission requirements. If there is not space available for qualified candidates, they will be placed on a wait list.

FULL-TIME AND PART-TIME CPT LIMITS BY SEVP

The Student Exchange Visa Program rules and regulations state that students who work for a total of 12 months of full-

time CPT (work consisting of 40 hours or more per week), are no longer eligible for Occupational Practical Training at the end of their studies. With these rules in mind, CMU has set the limit of full-time employment at five total sessions (10 months) and has also separated the CPT Extension courses of 1 semester credit unit each into full-time and part-time classifications.

Full time CPT Courses are restricted to **Graduate students only** and these full-time CPT Extension Courses have a maximum of 4 repetitions. These four repetitions combined with the original 3 semester credit CPT Course comprise 5 total sessions (10 months) of full-time CPT. This five-total session limit (10 months) cannot be exceeded unless the student signs a University waiver form, which states they understand the SEVP rules on maximum full-time employment under CPT and that they understand that if they take a sixth session (12 total months) of full-time CPT, **they will not be eligible for OPT at the end of their studies.**

Students who take part-time CPT Extension Courses are not under these SEVP regulations and are not limited to these full-time CPT Extension restrictions.

THE ENROLLMENT PERIOD

All 100% online students at CAL MIRAMAR may enroll in any of the courses at any time during the calendar year. New students must enroll in one of their required courses within 90 days of acceptance. Students requiring additional time to complete their programs beyond the maximum program length will need to submit a written request to the Office of Student Services. The Office of Student Services will grant or deny this request within 30 days. Degree program time extensions will be limited to one-year maximum to encourage the student to complete the program of study.

METHODS OF OBTAINING CREDIT

All students at California Miramar University have the opportunity to obtain academic credits via any of the following: completing the courses (100% Online, Hybrid, distance instruction), Challenge Examinations (for undergraduate courses numbered 1000-2000 only) by means of the College Level Examination Program (CLEP), transfer credit, prior military training and college equivalency tests (such as CLEP, DAN TES, etc.). Generally, courses are three-semester credit hours. A maximum of 30 CLEP, DAN TES, etc. credits are accepted for the Associate Degree program and a maximum of 60 CLEP, DAN TES, etc. credits are accepted for the Bachelor degree program. No CLEP, DAN TES, etc. credits are accepted for graduate degree programs.

NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT CMU

The transferability of credits the student earns at California Miramar University is at the complete discretion of an institution to which he or she may seek to transfer. Acceptance of the degree, diploma, or certificate the student earns in all of the degree, diploma and certificate programs are also at the complete discretion of the institution to which you may seek to transfer. If the credits or degree, diploma, or certificate that the student earns at this institution are not accepted at the institution to which the student seeks to transfer, the student may be required to repeat some or all of the coursework at that institution. For this reason, the student should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which the student may seek to transfer after attending California Miramar University to determine if the credits or degree, diploma or certificate will transfer.

TRANSFER OF CREDIT

California Miramar University awards transfer credit for academic credit earned at previous accredited colleges and universities that align with the University's curriculum. Applicants who wish to obtain transfer credit must provide transcripts to California Miramar University's Registrar for evaluation as per the admissions process. For the purposes of admission, unofficial transcripts may be evaluated for transfer credits. However, official transcripts must be on file before an enrollment agreement can be issued. Failure to provide an official transcript will result in the removal of any accepted transfer credits from the student's enrollment record and the student will be required to repeat those courses with CMU. All transfer students are subject to an academic review at the discretion of the University.

RE-ADMISSION POLICY

If a student has voluntarily withdrawn or was dismissed academically from the University, they may apply for readmission. The student will reenter under all policies and procedures included in the most current catalog, student handbook, and athlete handbook at the time of readmission. This includes any changes made to tuition and fees.

In order to be considered for readmission, students must have NO outstanding balance with the University. If the student has a balance, the student must make arrangements to repay the entire past due amount prior to the first day of the readmission session. Students are also required to have made arrangements for all future funding (i.e. payment plan, Financial Aid) prior to the first day of the readmission session. Student, who were dismissed for conduct, are not eligible for readmission.

All students applying for readmission after withdrawal or academic dismissal must write an appeal to the University Executive Committee. The appeal must state the following:

1. The reason you would like to return to the University.
2. A full explanation of all steps that were taken to eliminate any obstacles from the first enrollment with the University.
3. A full explanation of any steps you will take to eliminate any possible obstacles you could face, if approved for readmission.
4. Complete an Individual Academic Support Plan (IASP) (Contact the University Registrar or your Admissions Representative for this form.)
5. Students, who were dismissed for academic reasons, must provide official transcripts from all other institutions attended as evidence of courses taken during the students break from CMU. Transcripts are used to provide evidence of a significant improvement in the student's academic performance.
6. All **readmission appeals must be typed. Handwritten appeals will not be reviewed.**

The student will be notified of the University Executive Committee's decision via email from the University Registrar. **All decisions made by the University Executive Committee are final.**

LICENSES AND CREDENTIALS

Certain fields require a specific license or credentials. For example, a C.P.A. must pass the State Board of Accountancy exam issued by the state of California. California Miramar University's degree programs do not meet any particular local, state or national licensing or credential requirements. It is the responsibility of students interested in obtaining licensure or credentials to check with state agencies, school districts, professional associations or government agencies before enrolling in any program at CAL MIRAMAR to ensure it meets requirements for the desired license or credentials.

CALIFORNIA STUDENT TUITION RECOVERY FUND (ONLY FOR STUDENTS WHO ARE CALIFORNIA RESIDENTS)

Effective 1/1/2013 California law requires that upon enrollment, a fee (\$.00 per \$1,000.00 of institutional charges) be assessed in relation to the cost of tuition (Education Code Section 94343). These fees support the Student Tuition Recovery Fund (STRF), a special fund established by the California Legislature to reimburse students who might otherwise experience a financial loss as a result of untimely school closure. These fees are non-refundable. Institutional participation is mandatory. These

fees also protect any California resident who wishes to attend any private postsecondary institution.

It is important that students keep a copy of any enrollment agreement, contract, or application to document enrollment; tuition receipts or canceled checks to document the total amount of tuition paid; and records that will show the percentage of the course work which has been completed. Such records would substantiate a claim for reimbursement from the STRF, which to be considered, must be filed within sixty (60) days following the University's closure. All fees assessed are paid by CMU. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, State of California, P.O. Box 980818, W. Sacramento, California 95798-0818. Website: www.bppe.ca.gov.

Students must pay the state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following applies to you:

1. You are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all of part of your tuition either by cash, guaranteed student loans, or personal loans, and
2. Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment if either of the following applies:

1. You are not a California resident, or are not enrolled in a residency program, or;
2. Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party."

The State of California created the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by students in educational programs who are California residents, or are enrolled in a program attending certain schools regulated by the Bureau for Private Postsecondary Education.

You may be eligible for STRF, if you are a California resident or are enrolled in a residency program, prepaid tuition, paid STRF assessment, and suffered an economic loss as a result of any of the following:

1. The school closed before the course of instruction was completed.
2. The school's failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of the school.
3. The school's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by

the school prior to closure in excess of tuition and other costs.

4. There was a material failure to comply with the Act or the Division within 30-days before the school closed or, if the material failure began earlier than 30-days prior to closure, the period determined by the Bureau.

5. An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act."

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

APPROVAL OF GI BILL EDUCATIONAL BENEFITS

California Miramar University is classified as an Institution of Higher Learning, and is approved by the California State Approving Agency for Veterans Education (CSAAVE) to offer GI Bill educational benefits.

APPROVAL FOR FEDERAL SUPPLEMENTAL EDUCATIONAL OPPORTUNITY GRANT (FSEOG)

California Miramar University has been approved to offer the Federal Supplemental Educational Opportunity Grant (FSEOG).

The University has set the following policies for the FSEOG.

SELECTION CRITERIA

Considered First:

1. *Students with the lowest Estimated Family Contribution (EFC) are considered a priority.*
2. *Students who are PELL eligible*

Other Factors in awarding FSEOG:

- Additional awards will be considered after a review of funds that may come available due to refunds and the de-obligation of awards for students who have withdrawn.
- After all PELL Grant recipients have been considered, any additional funds will be awarded to students who are not PELL eligible.
- Disbursements will be made by crediting the student's account. The Business Office sends students a receipt each term giving notification of payment to the account.
- As less than full-time students are factored in the Fiscal Operations Report and are counted in the campus-based allocation process these categories will be considered for FSEOG awarding.

Amount

The Office of Financial Aid determines if you are eligible and how much you will receive. Not all eligible students will receive this grant due to limited funding from the federal government.

Minimum and Maximum FSEOG Awards

Generally, the amount of a FSEOG awarded for an academic year equals the amount the University determines necessary

for the student to continue his or her studies with the following limits:

- No award for less than \$100 for a full academic year.
- No award more than \$4,000 for a full academic year.

Awards for less than an academic year may be reduced proportionately.

Apply Early

California Miramar University receives a limited amount of funding each year. **Not all eligible students will receive this grant.** This is different from the Federal Pell Grant Program, which provides funds to every eligible student.

California Miramar University
Director of Financial Aid
Dune Trinn, M.B.A.
dtrinn@calmu.edu
Phone: 858-653-3000 ext. 13
Effective Date 8/12017

CHALLENGE EXAMS AND EXPERIENCE BASED LEARNING POLICY

STUDENTS WHO WOULD LIKE TO CHALLENGE A COURSE FOR UNDERGRADUATE COURSES NUMBERED 1000-2000 ONLY SHOULD DO SO BY COMPLETING A COLLEGE LEVEL EXAMINATION PROGRAM (CLEP) EXAMINATION AT <https://clep.collegeboard.org/> OR THE DEFENSE ACTIVITY FOR NON-TRADITIONAL EDUCATION SUPPORT (DANTES) AT <http://www.military.com/education/timesaving-programs/defense-activity-for-non-traditional-education-support-dantes.html>

During the admissions process, it may be determined that based on the applicant's work or professional experience he/she may feel they have the knowledge of one or more of the lower undergraduate level courses. The Registrar and Academic Offices will provide the student the information on how to take a CLEP or DANTES examination, and if successful, receive college credit for these particular courses. For more information on the CLEP process visit <https://clep.collegeboard.org/>. For information on the DANTES process visit <http://www.military.com/education/timesaving-programs/defense-activity-for-non-traditional-education-support-dantes.html>

COLLEGE EQUIVALENCY CREDITS (UNDERGRADUATE PROGRAMS ONLY)

The University grants credit for military service and schooling based on the equivalent requirements and procedures followed by the American Council on Education

www.acenet.edu/Pages/default.aspx. Also, CAL MIRAMAR awards credit for satisfactory completion of CLEP®, and other comparable general education examinations toward undergraduate degree programs.

SEMESTER CREDIT HOUR DEFINITION AND CLOCK HOUR CONVERSION

California Miramar University measures its programs in semester credit hours. A **clock hour** is equal to a minimum of 50 minutes of instruction. Credit for academic and financial aid purposes is measured in semester credit hours. A **semester credit hour** for credit hour courses and programs is equivalent to a minimum of 15 clock hours of lecture 30 clock hours of laboratory, 45 clock hours of externship/practicum, or a combination of these three. These definitions also assume appropriate out-of-course learning activities to support the credit awarded for courses.

Federal regulations for the allocation of student financial assistance for credit hour courses and programs establish an expectation of two-hours of out-of-course work for each hour of lecture or direct instruction for which credit is awarded. This means for a 3-semester credit course with 45 clock hours of lecture, students will be expected to spend 90 hours of out-of-course learning activities.

HOMEWORK POLICY

It is the policy of California Miramar University that each student will be assigned homework and that such homework be undertaken to the best of each student's ability. Homework is prescribed for the following reasons:

- To enable the instructor to assess the degree to which material taught has been grasped by a student.
- To enable the instructor to monitor, on a regular continuous basis, the progress being made by a student.
- To enable the student to become an efficient learner.
- To enable the student to develop short term and long term memory skills.
- To enable the student to master such skills, concepts and principles etc. as are demanded by the curriculum.
- Both online and hybrid students should understand that to be successful they will be required to spend time outside of the course or offline, completing homework, reading, and studying. It is estimated that each student will have approximately two hours of homework for every hour of faculty instruction. **This equates to 45 contact/academic engagement hours for 3 semester credits and 90 hours of preparation for a total of 135 hours for a 3-**

credit hour course.

LATE WORK POLICY

If a student has an extenuating circumstance that prevents the student from submitting the assignment by the due date, the faculty member may waive late work penalties. (This is at the discretion of the faculty member.) If the faculty member is informed of the extenuating circumstance after the due date of the assignment or the faculty member is not informed at all, the following late penalties shall apply:

- 10% will be deducted each day for the first five days after the assignment's due date. A maximum of 50% of the points will remain available.
- Late points are deducted **before** the assignment is evaluated and graded.

ATHLETICS AT CALIFORNIA MIRAMAR UNIVERSITY

California Miramar University proudly launched a intercollegiate athletic program in August of 2015. The current sports include men's baseball, men and women's soccer and men and women's basketball. The University plans on adding additional sports teams at the San Diego and Montebello locations in the coming years.

ATHLETIC DEVELOPMENT FEE

This fee covers all aspects and costs of expenses for the development, expansion and maintenance of the University's athletic programs and related facilities for all Varsity, Junior Varsity and Club sports programs. This fee also helps to fund the uniforms, equipment and travel expenses required by each of the sports teams in San Diego and Montebello. The fee is also used to grow the athletic teams as CMU adds new men and women's sports in both locations each year. This fee is assessed each **eight-week session for all students who participate in any of the sports programs.**

RETURNED CHECK AND DECLINED CREDIT CARD FEE

Students are responsible for all fees relating to checks returned from the bank due to non-payment. The University charges a fee of \$35.00 for any returned check or declined credit card. If a student has a returned check or declined credit card, it will be the University's discretion to require money orders or cashier's checks for all future payments.

STUDENT ACHEIVEMENT AT CALIFORNIA MIRAMAR UNIVERSITY

¹ Retention rate as defined by Accrediting Council of Independent Schools and Colleges.

³ Percent of graduates available for placement who obtain employment directly or indirectly related to the field of study within two and one-half months after the end of the reporting period. Rate calculated for 2014-15 graduates based upon Accrediting Council of Independent Schools and Colleges Formula.

<http://www.acics.org/accreditation/content.aspx?id=1616>.

³ Percent of graduates who passed applicable state or professional licensing examinations after the completion of their studies, if applicable.

Program	Retention Rate *1	Graduate Placement Rate *2	Licensure Pass Rate *3
Bachelor of Science – Business Administration	92%	100%	Not Applicable
Associate of Science – Business Administration	50%	Not Applicable	Not Applicable
Master of Science in Strategic Leadership	86%	80%	Not Applicable
Master of Business Administration	92%	100%	Not Applicable
Doctor of Business Administration	78%	Not Applicable	Not Applicable
English as a Second Language	100%	Not Applicable	Not Applicable

INSTITUTIONAL LEARNING OUTCOMES

The University has the following Institutional Learning Outcome objectives for all of its programs.

1. **Knowledge:** Students will learn and apply the theory and concepts related to each course/subject matter through practical application.
2. **Communication skills:** Students will demonstrate their written and oral communication by writing papers and speaking in an academic language.
3. **Technical skills:** Students will use technology and computers for their research, homework assignments, reading and for completing course related practices.
4. **Social and Ethical skills:** Students will learn how to work together in teams and collaborate effectively while practicing various roles and their social, ethical responsibilities.
5. **Critical Thinking and Problem Solving skills:** Students will apply critical thinking and problem solving techniques in each subject matter.

ACADEMIC AND STUDENT SERVICES INFORMATION

CMU'S OBJECTIVES

Each CAL MIRAMAR student is expected to attain proficiency in a body of theoretical, historical, and practical knowledge appropriate to his/her degree program objectives, and in the area of concentration within the selected academic program. Proficiency is demonstrated through measurable student learning outcomes specified in the syllabus of each course for each degree program.

In CMU's degree programs, students are not only expected to master specific subjects but also to develop critical and analytical abilities together with educational values that contribute to the enrichment of the professional and individual lives of the students.

The General Objectives for the Academic Programs are designed to:

- Allow the Online students to acquire an academic degree at their own convenience and without needing to attend a traditional classroom.
- Allow the Resident and Hybrid students to acquire an academic degree within a structure that is flexible and accommodating to their work and family commitments.
- Provide students the resources, assistance and support needed to complete their degree program requirements.
- Promote students' satisfaction through support services provided by the faculty and staff as they complete their degree program.
- Provide students with a high-quality curriculum that will enable them to become lifelong learners, critical thinkers, and skilled problem-solvers in today's global society.
- Create an educational experience for the students that is challenging, stimulating, and innovative while developing professionals with the latest and most comprehensive information in their field of study.
- Promote the students' learning and acquisition of knowledge through research, high academic standards, cutting-edge courses, and the latest use of technological resources.
- Use the students' knowledge to improve the functioning of the professional field and communities in which they live and work.

LEARNING OUTCOME GUIDELINES

To help achieve CMU's mission and objectives, the degree programs at California Miramar University use the following Learning Outcome Guidelines:

- Students will successfully complete the courses assigned to their academic degree.
- Students' performance will be evaluated via written examinations and course assignments. Students must also meet expected levels of performance in written comprehensive examinations and tests throughout the academic program.
- Students are encouraged to complete an end-of-course survey for every course.
- Students are encouraged to complete an end-of-program evaluation at the time of graduation.
- Students in the undergraduate programs must maintain an overall grade point average of at least 2.0 on a 4.0 scale.
- Students in the graduate programs must maintain an overall grade point average of at least 3.0 on a 4.0.
- MBA students must successfully complete a Capstone Project.
- DBA students must successfully complete a Dissertation Project.

LEARNING METHODS AND FACILITIES

Every course at California Miramar University is delivered via 100% online or hybrid education. **All courses, regardless of modality, begin on Monday of each week.** Lesson exams and a final examination are included with each course of study at the undergraduate and master degree levels. Additionally, article reviews of current issues, case studies, final papers, research projects, a capstone project, and quizzes are also included. Each hybrid classroom is equipped with internet access, a large screen TV, a whiteboard and PC. For more information on the various learning methods, please contact the Office of Admissions at (858) 653-3000 Ext. 10 or admissions@calmu.edu.

LEARNING VIA 100% ONLINE

The online curriculum at California Miramar University is delivered via an online Learning Management System ("LMS") powered by Moodle. Every student who registers with the University for a 100% online course is given full access to the LMS and all registered course materials within 48 hours of registration. Each 100% online student must login to the LMS weekly and complete all assignments required of the course in a timely manner. **Any student, who is not actively participating through the submission of assignments for more than 7 days, will be considered for dismissal from the course, and possibly, the University.** Although the student has full access to the course materials the institution shall remain obligated to provide the other educational services it agreed to provide, such as responses to student inquiries,

student and faculty interaction, and evaluation and comment on lessons submitted by the student.

LEARNING RESOURCE CONTACT

The University’s Student Services Department advises students on how to access web and other learning resources. Student Services can be reached during office hours at 858-653-3000 extension 19 or through email at studentservices@calmu.edu.

THE LEARNING MANAGEMENT SYSTEM (“LMS”)

California Miramar University uses Moodle as its online Learning Management System (LMS). Moodle serves as an interactive website with a number of features and activities designed to engage and promote collaborative, student-centered learning. Prior to enrolling in any course, all students are provided the Student Moodle Tutorial. This guide will provide the student with the basic tools that he or she will need to navigate Moodle courses. If the student needs further assistance contact studentservices@calmu.edu for personal one-on-one training and support.

(RECOMMENDED) TECHNICAL REQUIREMENTS FOR THE ONLINE LEARNING MANAGEMENT SYSTEM

- Screen Resolution: A minimum resolution of 1024 x 768. (No lower than 800 x 600)
- Audio: Sound card, speakers and microphone or headphones for listening and voice communication.
- Web Camera: 640x480 resolution(Minimum) and 1280x720 resolution or higher(Recommended)
- Internet Connection:
 - Broadband, Fiber Optic or high speed cellular internet connection recommended for courses with video
 - DSL
 - Cable
 - Satellite
 - Fiber Optic
 - Cellular (4G LTE)
- Operating System:
 - Windows 10, 8 or 7 are recommended. Minimum: Windows-XP, Windows-Vista.
 - Mac OS X 10.7 Lion or better
 - Linux (Many options. All are acceptable)
- Desktop or Laptop Computers are recommended.
 - Minimum required is Pentium: 1Ghz or higher
- Smartphones, Tablets and other Mobile Devices can be used for connection, however input for assignments is limited, and therefore is not recommended.

- Recommended Browsers : Chrome 48.0 or higher, Firefox 44.0 or higher, Internet Explorer 9 or higher, Mozilla Google Microsoft Edge 38 or higher, Safari 9.0 or higher, Opera 35.0 or higher.
- Browser Settings:
 - Pop-up blocker should be disabled.
 - Accept Cookies (enabled) to show the “newest version of the content”
 - JavaScript Support enabled
- Video Conferencing
 - Zoom launcher application
 - (requires download)
 - Adobe Flash Player may be required
- Recommended additional plug-ins and file viewers
 - Microsoft office (Word/ PowerPoint/Excel)
 - Open office (open source/free)
 - Libre office (open source/free)
 - Adobe pdf reader

GRADING

Grades and evaluations are based on the demonstrated performance and level of academic knowledge gained during a course. CMU Faculty are required to provide constructive feedback and grade all session assignments for each course and enter the grades into the Learning Management System in a timely manner. Timely means the faculty must grade all assignments within five days (non-weekends) of the receipt of the lessons from the student but in no case later than the Monday following the end of each week of the course, (8th day, 16th day, etc.), for the entire 8-week Session. The grading will consist of letter grades of A through F with grade points as indicated below. Additional elements of essays, problems, projects and case studies will receive letter grades from the faculty based on the grading rubric established by the University.

The grading scale is as follows:

A	95-100 points	C	74-76.9 points
A-	90-94.9 points	C-	70-73.9 points
B+	87-89.9 points	D+	67-69.9 points
B	84-86.9 points	D	64-66.9 points
B-	80-83.9 points	D-	60-63.9 points
C+	77-79.9 points	F	Below 59.9 points

GRADE POINT AVERAGE

A student’s grade point average (GPA) is obtained by dividing the total number of points earned by the total credit hours attempted. Grades and symbols used to record academic progress are listed in the grading system table below. GPA is based on a maximum of 4.0. Grade points are assigned to all grades as follows:

Grade	Grade Points	Grade	Grade Points
A	4.00	D	1.00
A-	3.67	D-	0.67
B+	3.33	F	0
B	3.00	WF	0 WITHDRAWL FAIL
B-	2.67	I	INCOMPLETE
C+	2.33	W	WITHDRAWAL
C	2.00	T	TRANSFER
C-	1.67	IP	IN PROGRESS
D+	1.33		

A specific grade is calculated on the final scores obtained in each course.

LATIN HONORS

The University uses the Latin Honors Distinctions outlined below:

GPA	DISTINCTION
3.50 TO 3.69	Cum Laude (with honors)
3.70 to 3.89	Magna Cum Laude (with high honors)
3.90 to 4.00	Summa Cum Laude (with highest honors)

REQUIRED GRADE POINT AVERAGE (BY PROGRAM)

Candidates for undergraduate degrees must maintain a 2.0 GPA to be in good standing. Candidates for graduate degrees must maintain a 3.0 GPA to be in good standing. Failure to do so may result in academic warning, probation or dismissal.

LEARNING VIA HYBRID

San Diego and Montebello residents may opt to enroll in the Hybrid programs. Hybrid courses allow students to combine online delivery with hybrid classroom instruction in order to take full advantage of the flexibility offered by both delivery systems. Hybrid students attend class at CAL MIRAMAR one day per week, and complete the remainder of their coursework online. These programs cover the same curriculum as the Online and Distance Education/Independent learning methods, and courses enroll year round on a space available basis

STUDENT SERVICES OVERVIEW

The Student Services Department provides a wide range of services including maintaining student files, guiding students through problems arising from schedules, course selection, enrollment, grades, assignments, and graduation requirements; assistance in accessing learning resources, acquiring textbooks, processing grade challenges and leave of absence requests, scheduling mandated study session, monitoring student progress and performance, processing

enrollment terminations, facilitating Disability Services arrangements, processing grievance and arbitration procedures and providing student housing guidance and assistance.

International Student Services also assists in Student and Exchange Visitor Program (SEVP) issues and VISA guidance.

COURSE TEXTBOOKS

Regardless of learning method, all courses are instructed using a minimum of one assigned textbook per course. Students are generally successful in purchasing their own used textbooks prior to starting a course; however, for students without access to bookstores via online or local, the university may purchase textbooks on the student's behalf. Textbooks will be purchased and sent to the student at cost, however a Textbook Administration Fee of \$30.00 will be charged per shipment. Prior to purchasing textbooks, please ensure the purchase of the correct edition with the appropriate year of publication. This information may be found on the course syllabus or by contacting Student Services.

EXAMINATIONS AND FINAL GRADES

Each course requires the student to successfully complete assignments based on the course learning outcomes to demonstrate comprehension of the course content. All grades for lesson tests, course assignments, article reviews, written assignments, and exams will be calculated in order to determine the student's final course grade.

CHALLENGING A FINAL GRADE

There are two types of grade challenges a student may submit. The **Course Assignment Grade Challenge Form (CAGCF)** or the **Grade Challenge Form (GCF)**. Both forms are available through the Department of Student Services.

- Course Assignment Grade Challenge Form (CAGCF)**
 It is the student's responsibility to communicate with their faculty members throughout the session. The **CAGCF** is to be used to dispute a course assignment grade **while the course is in session**. Students should address all grade challenges **within one week** of the course assignment grade being posted to the Moodle gradebook. This CAGCF is effective for disputing course assignment grades in each course session for **week's one through seven**. **If this form is submitted after week seven, the form will not be processed and no grade change will be considered for assignments due prior to week eight**. This form must be submitted to the faculty member. The faculty member must process the form prior to week eight of the current session and indicate the approved/denied changes in

Moodle prior to posting final course grades. A copy of this completed form with the Faculty member's final decision must be sent to the Chief Academic Officer and the student. No other assignments will be considered for grade challenge after Sunday of week seven.

- **Grade Challenge Form (GCF)**

This form must be submitted within 30 days of the date the final grade was issued. This form must first be sent to the Faculty member, who taught the course. The student must provide evidence to support the grade challenge. This evidence could include but is not limited to: emails referencing the assignment in question, screen shots of an issue, text messages, written correspondence, or Moodle information. This form is used to dispute week eight assignment grades and the final course grade.

A student may challenge a faculty member's decision, if they have **substantive evidence proving** that an error occurred. All substantive evidence must be submitted to the Registrar within 30 days of the date the final grade was issued. The completed Grade Challenge Form and any evidence will be reviewed by the University Executive Committee. The student may be asked to meet with the University Executive Committee. A final decision of the University Executive Committee will be made within 14 days of the receipt of the GCF. **All decisions of the University Executive Committee are final.**

STUDENT FEEDBACK

Upon completion of each course and again at the end of the degree program, students are asked to complete a CAL MIRAMAR survey. These assessments offer the student an opportunity to provide feedback to the University in regards to courses, instructors, services and other issues raised during the student's course of study. California Miramar University relies on this important student feedback to continuously assess and improve the courses, curriculum development, instruction, delivery method, course sequencing and services to CMU's students.

COURSE CREDITS AND COMPLETION OF INDIVIDUAL COURSES

Each course consists of eight major learning units called Lessons, and each major Lesson consists of reading assignments and textbook chapters. Each course can be completed in approximately eight-weeks. Each course of study has been assigned three-semester units of credit except for the doctoral dissertation courses which are assigned four semester credits.

COURSE NUMBERING DEFINITIONS

All courses at CAL MIRAMAR are numbered according to the following numbering system: 1000-2999 lower level undergraduate courses, 3000-4999 upper level undergraduate courses, 5000-6999 for master level courses, and 7000-8000 for doctoral level courses. Roman numerals (I, II, etc.) after course title indicate segments of a multi course sequence.

MAXIMUM PROGRAM LENGTH

A student must complete the entire program within one-and-a-half times of the program length. In order to complete a program within the average program length, the student must be enrolled full-time in two or more courses per sixteen-week student semester. To achieve satisfactory progress, a student must complete the program in the length of time indicated below:

Degree Program	Average Program Length	Maximum Program Length
Associate of Science Degree Program	28 months	42 months
Bachelor of Science Programs	60 months	90 months
Master of Business Administration	28 months	42 months
Master of Science Program	28 months	42 months
Doctor of Business Administration	44 months	66 months

The percentage of credit hours successfully completed must equal a minimum of two-thirds (67%) of the credit hours attempted in order to maintain Satisfactory Academic Progress with the University's maximum time frame.

TITLE IV STUDENT LOAN FULL-TIME REQUIREMENT

CMU participates in the Title IV Student Loan program and The University's policy seeks to be fair and equitable and in compliance with accreditation, Federal Title IV Financial Aid and BPPE guidelines. **If a student obtains a loan to pay for an educational program, the student will have to repay the full amount of the loan plus interest, less the amount of any refund of the moneys not paid from federal financial aid funds.** CMU enrolls students in eight-week sessions and the very first session the student attends will start their academic semester and your academic year. Your academic semester consists of two consecutive eight-week sessions.

Each student at CMU may have their own unique 16 consecutive week semester configuration. For example, if a student enrolls and begins courses in the Summer II session, their semester will consist of the Summer II and Fall I

consecutive sessions. If a student enrolls and begins courses in the Summer I session, their semester will consist of the Summer I and Summer II sessions.

Title IV requires an undergraduate student take a minimum of 12 semester credits per sixteen-week semester to qualify for full-time financial aid.

- **Undergraduate students** must take a minimum of 12 semester credits per their sixteen-week student semester to qualify for full-time financial aid. For example: Undergraduate students taking 2 courses of 3 semester hours each session for two consecutive sessions meet the 12 semester credits requirement and may qualify for 100% of financial aid. Students who take less than 2 courses per session for their two consecutive sessions may qualify for only 50% of financial aid. Failure to maintain academic progress in consecutive sessions will affect the financial aid award.
- **Graduate students** must take a minimum of six-semester credits per their sixteen-week semester to qualify for full-time financial aid. For example: Graduate students taking one course of three-semester hours for two consecutive sessions meet the 6 semester credits requirement and may qualify for 100% of financial aid. Failure to maintain academic progress in consecutive sessions will affect the financial aid award. **Please Note:** A student will no longer be eligible for Title IV federal financial aid once he/she has received aid for the total number of credit hours in the degree program. (Example: 120 credit hour for bachelor degree and 39 credit hours for master degree program.)

COURSES TAKEN OUTSIDE A STUDENT'S DECLARED DEGREE PROGRAM OR ON A NON-DEGREE BASIS

Regular tuition will be assessed for each course a student voluntarily elects to complete that is not required in a student's degree program outline. The student must complete his/her coursework and graduation requirements. Additional credits will be added to the student's official transcript and the student will be issued a "Certificate of Completion" for each additional course that is successfully completed.

MAKE-UP WORK

Make up work is handled by faculty members on a case by case basis.

LEAVE OF ABSENCE

The purpose of this *leave of absence* (LOA) policy at California Miramar University (CMU) is to provide students with an opportunity to have a break in enrollment for an

extended period of time. This gap period in enrollment may not be longer than 120 calendar days. The LOA period allows students to remain active during the without withdrawing or affecting Satisfactory Academic Progress (SAP).

The Registrar authorizes LOA requests under the following circumstances:

- The student must provide a signed written request for an LOA on the CMU Status Change Request Form. Under the Authority of the Higher Education Relief Opportunities for Student Act a verbal request may be granted an LOA in case of **exceptional circumstances**.
- Under no circumstances may a LOA exceed **120 days in a 12- month period**.
- No additional charges will be incurred during an approved LOA
- The student's return date must be the first day of the session.

Failure to return on the specified date will result in a break in registration and the student must reapply to the University. A student who fails to return on the date specified on the LOA Request form will be withdrawn from the program. For a student with a Federal Direct Loan, who does not return on their schedule LOA date, the loan grace period will begin on the last date of activity prior to the approved LOA.

There are various types of Leave of Absence:

Approval for any Leave of Absence requires a Status Change Request form. This can be obtained from the University Registrar.

1) Planned Educational Leave of Absence:

A student requesting this type of leave must provide a written explanation as to why a Planned Educational Leave of Absence will benefit or enhance the student's academic performance. The student must be in good academic and financial standing in order for this leave to be granted. Requests for this type of leave must occur 2 weeks prior to the session start date.

2) Illness Leave of Absence:

A student requesting this type of leave must provide a personal statement and medical documentation.

3) Family Leave of Absence:

A student requesting this type of leave must provide a personal statement and proof of the death of an immediate family member or proof of a medical emergency involving an immediate family member.

4) Personal Hardship Leave of Absence:

A student requesting this type of leave must provide a personal statement and proof of the hardship (eviction notice, overdue bills, job relocation notification, or other.)

5) Military Leave of Absence:

A student requesting this type of leave must provide a personal statement and a copy of the military orders.

6) Leave of Absence Extension:

Students may request an extension before their scheduled return date, as needed. New return date must be approved by Registrar and be the first day of the extended session.

7) International Visa Student Leave of Absence:

The rules and regulations governing a Leave of Absence for an international VISA students are complex. Students seeking a Leave of Absence must consult with and gain preapproval from the Designated School Official prior to submitting the form to the Registrar. Requests for this type of leave must occur 3 weeks prior to the session start date.

VACATION POLICY: INTERNATIONAL STUDENTS ONLY

International students studying at CMU on a student Visa are allowed to take vacation only after they have completed a complete academic year (two full semesters or four eight week sessions) at CMU. If students have transferred in from another U.S. university, this academic year includes the time spent in official courses at the previous institution. Additional vacation periods are available after completing the second and third full academic years.

International students may take vacation for either an 8-week session or a 16-week semester. All vacation requests must be submitted to CMU through the Status Change Request Form. Failure to return on the indicated return date, may result in dismissal from the University. Students seeking a Vacation must consult with and gain preapproval from the Designated School Official prior to submitting the form to the Registrar. Requests for vacation must request it at least 3 weeks prior to the session start date.

CHANGE IN PROGRAM OR SEEKING TO EARN ADDITIONAL CREDENTIAL

If a student changes academic programs, the credits from the prior program will be counted in attempted and earned credits. If the student does not meet the minimum SAP requirements, the student may appeal on the basis of a change in program and request that only credits applicable to the new program be included in the calculation of cumulative GPA, completion rate, and maximum time frame.

STUDENTS PURSUING A SECOND DEGREE/CREDENTIAL

Credits hours attempted and/or completed toward a prior degree will be included in the measures of completion rate and maximum time frame, along with any transfer credits.

The student may appeal to exclude credits not applicable to second degree.

STUDENTS PURSUING A SECOND CONCENTRATION

Students wishing to pursue a second area of concentration within their degree program must maintain continuous enrollment (i.e. there cannot be a break in the student's enrollment).

A student can earn a degree with a maximum of two areas of concentration.

REPEATING A COURSE

Undergraduate Students

Undergraduate students must earn a cumulative GPA of 2.0 or higher on a 4.0 scale. **Undergraduate students must repeat courses in which they have received an "F" grade or from which they have withdrawn. See the "REPEAT ATTEMPT MAXIMUMS" section of this catalog for details.** Students will be charged the regular tuition fees for each course they repeat.

Graduate Students

Graduate students must earn a cumulative GPA of 3.0 or higher on a 4.0 scale on all courses that carry a graduate credit. **Graduate students must repeat courses in which they have received an "F" grade or from which they have withdrawn. See the "REPEAT ATTEMPT MAXIMUMS" section of this catalog for details.** Students will be charged the regular tuition fees for each course they repeat.

REPEATING A COURSE TO RAISE THE GPA

Repeating a course to raise a passing grade is known as the second-grade option. The new grade will replace the old grade for grade point average calculation, but the old grade will remain on the transcript along with the new grade. Students will be charged the regular tuition fees for each course repeated. Students who are on Financial Aid may be eligible to have the course paid for through Financial Aid funding for an undergraduate course in which they received a grade of C- or lower or for a graduate course in which they received a grade of B- or lower.

REPEAT ATTEMPT MAXIMUMS

Regardless of the reason for repeating a course (mandatory or elective) a course may only be repeated one time. The maximum permissible repeats allowed per program are outlined below.

Undergraduate students will not be allowed to repeat more than five courses for reasons of failure and/or in an attempt

to raise GPA during their degree program. If an undergraduate student has transfer credits of more than 10% of their total degree program requirements, the maximum number of courses that can be repeated may be lowered accordingly. All such determinations will be made by the Dean.

Master students will not be allowed to repeat more than 2 courses during their degree program.

Doctorate students will not be allowed to repeat more than 3 courses during their degree program.

ACADEMIC DISHONESTY

Academic dishonesty refers to the intentional misuse of quantitative or qualitative data and to writings and intellectual property produced by the work of others that has not been given the appropriate recognition. This includes the submission of any assignments, quizzes, or examinations that represent anyone's work, but your own. Intellectual property produced by the work of others that has been given appropriate recognition by citing and footnotes, is allowed. Additionally, the re-submission of one's prior academic work without the permission of the course faculty member constitutes self-plagiarism, which is considered academic dishonesty.

PLAGIARISM

Plagiarism is the act of presenting someone else's ideas or work as one's own. Plagiarism also includes copying verbatim or rephrasing ideas of others without properly acknowledging the source by author, date, and published medium. Students need to take great care to distinguish their own ideas and language from information acquired from other sources. Sources include all published primary and secondary materials, electronic media, unpublished materials, and information and ideas gained through other people. The re-submission of one's prior academic work without the permission of the course instructor will be considered self-plagiarism. This includes both draft and final versions of a paper, an assignment or a project. **See the American Psychological Association Manual Version 6 for instructions on how to properly cite information.**

SANCTIONS FOR ACADEMIC DISHONESTY AND STUDENT MISCONDUCT

A sanction is a disciplinary action that may be issued by faculty or the University due to a learner committing an act of academic dishonesty or personal misconduct. Disciplinary consequences may include but are not limited to one or more of the following:

- non-acceptance of submitted course work

- failing grade on an assignment
- lower grade in a course
- failing grade in a course
- written warning
- suspension from the University
- removal from the program
- administrative withdrawal, dismissal or removal from the University
- cancellation of previously awarded course credits or degrees

California Miramar University reserves the right to issue sanctions on a case-by-case basis.

CMU'S EARLY WARNING SYSTEM

To increase student academic success in the programs the University has implemented an **Early Warning** protocol that helps to reveal possible academic challenges as quickly as possible. This Early Warning mechanism consists of the following elements.

21-DAY POLICY FOR NEW FIRST SESSION STUDENTS

Attendance and Participation by students is everyone's responsibility. These factors are even more important for new students who begin their studies at CMU. The 21-Day Policy for New First Session Students assures a successful start to the First Session at the University and helps identify students who may have initial challenges in adapting an effective academic routine.

Although this 21-Day Policy is important for new students first entering CMU, the monitoring and Reports outlined below will continue after the initial 21-days for all students for the entirety of each 8-week Session. This monitoring process will help assure each student's successful course progress and aid in both short and long term academic success.

By day 7 in the session:

- 1) Students complete the First Day Assignment and begin to work on and complete all other first week assignments as outlined in Moodle and by the Faculty.
- 2) The Faculty must enter attendance and participation weekly in CampusVue, no later than the following Monday. This attendance and participation will be monitored for each entire 8-week Session.

By day 8 in the session:

- 1) The Faculty must grade all assignments weekly no later than the Monday following each week of the course (8th day, 16th day, etc.), for the entire 8-week Session.
- 2) Each Monday, after all assignments are graded per step 1 above, Faculty must review the gradebook and contact any student, who has not submitted any outstanding assignments or who has not attended the course by using the email feature in Moodle. This email shall also notify the students that they will be required to attend a Mandated Study Session that will be scheduled in the next 24 to 48 hours by Student Services. The Faculty member shall send a copy of all such Moodle emails to the Director of Student Services.
- 3) Faculty, who grant an extension for an assignment, must immediately inform the Director of Student Services and the Moodle Administrator (MA), so adequate reporting can be done.
- 4) The Moodle Administrator will generate a Participation Report on Wednesday of each week of the Session. The Report will be sent to the Department of Student Services, International Student Services, Teaching Assistants, and, if students are Athletes, the report shall be sent to the Athletic Director and the appropriate coaches. The Report will indicate, which students are achieving passing grades and which students are actively attending and participating in their courses.

By day 9 in the session:

- 1) The Director of Student Services calls each student not actively attending or participating in their education as reported by the Moodle Administrator's weekly Reports. The call informs the student of their academic situation and the steps necessary to correct any deficiencies including attending mandatory study session. This includes a mandated study session outlined below. The details of the call are entered as an official part of each student's record in CampusVue. The Director of Student Services also generates an official email to the student regarding the University's attendance/participation policy.
- 2) Students who are missing attendance and/or required course work listed on the weekly Reports will **be required to attend a mandated study session monitored by a Teaching Assistant effective immediately. Students will be required to attend the study session until they are in full**

compliance with attendance, assignment completion and minimum grades requirements.

- 3) Teaching Assistants will monitor all such mandated students throughout the week and **provide updates to Student Services, Coaches and the Faculty as to study session attendance and completion of outstanding assignments.**
- 4) In addition to the mandated study session, Athletes, who are not maintaining passing grades or who have missing assignments, will be subject to the University's **No Play Policy**. This Policy limits student Athletes from participating in various games and other team related activities while not meeting the minimum academic performance standards outlined above.
- 5) If the student does not complete the missing assignment(s) within 48 hours, they will be in danger of being dropped from the course and/or dismissed from the University.
- 6) Students begin to work on and complete all second week course assignments as outlined in Moodle and by the Faculty.

By day 14 in the session:

1. Students who have not actively attended and participated in their courses for 14 consecutive days, will be dismissed from the University.

By day 17 in the session:

- 1) Following the procedure outlined on day 8 above, after reviewing the grades posted by the Faculty for week 2 and noting any assignment extensions granted, the Moodle Administrator will generate Reports Progress Report (grades) and a Participation Report (Missing Assignments)] on Tuesday (17th day. Again, the Reports will be sent to the Department of Student Services, International Student Services and, if students are Athletes, the report shall be sent to the appropriate coaches. The Reports will indicate which students are achieving passing grades and which students are actively attending and participating in their courses. The Moodle Administrator will indicate all extensions granted by Faculty on the Participation Report.
- 2) Students who are missing attendance and/or required course work listed on the weekly Reports will **be required to attend a mandated study session monitored by a Teaching Assistant.**

Students will be required to attend the study session until they are in full compliance with attendance, assignment completion and minimum grades requirements.

- 3) Teaching Assistants will monitor all such mandated students throughout the week and **provide updates to Student Services, Coaches and the Faculty as to study session attendance and completion of outstanding assignments.**
- 4) A formal letter will be generated by the Registrar and sent to all students, who have not fully participated in their education or who are not achieving passing grades.

By day 21 in the session:

New students, who have not actively attended and participated in their courses or who have not maintained passing grades or submitted all missing assignments, as outlined above, will be formally dropped from the course(s) and dismissed from the University as a non-start. **No tuition will be charged, if a student is determined to be a non-start.**

In addition, **the University has initiated several elements that apply to all students after their first session with the University** that have been integrated into the University's Satisfactory Academic Progress (SAP) protocol. Although students have a financial aid FA-SAP period that covers a full sixteen-week semester, the University has implemented a Letter of Concern Status. This Letter of Concern is sent to students who are not meeting either the qualitative or quantitative requirements of SAP, **after the University's first eight-week session has been completed.** Students are officially placed on a Letter of Concern Status with the

University and a copy of the Letter of Concern is sent to the student's current faculty, and if the student is involved in sports, a copy is sent to the student's coach and the Athletic Director. This notification alerts everyone that the student is struggling and needs monitoring, encouragement and assistance in fulfilling their academic obligations.

Upon receipt of the Letter of Concern, the student will be required to submit an **Individual Academic Support Plan (IASP)** developed in association with the Campus Dean and/or Registrar. **The IASP is a detailed plan on how the student can organize his schedule, seek additional academic assistance and create a detailed plan about how to create dedicated time for study and homework each week.**

The student will receive the IASP document via email through the secure DocuSign system utilized by the University. If the student is a student athlete, the Athletic Director and the student's coach will be notified that the student was sent an IASP. If the student is an international student, international admissions will receive this notification.

The student has 7 days from the date of receipt to return the IASP to the University Registrar. Failure to complete an IASP within the 7-day timeframe will result in an academic hold. Under an academic hold, the student be not allowed to register for the next session's courses and if the student is a student athlete, the Athletic Director will be notified and the student will be ineligible to participate in any sports related activities until the IASP has been completed.

SATISFACTORY ACADEMIC PROGRESS AND FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS

The University is required to establish, publish, and apply reasonable standards for measuring whether students are maintaining **Satisfactory Academic Progress (SAP)** in their education programs. Course attendance requirements can be found in the Additional Policies and Procedures section of this catalog. SAP includes domestic and international students. Those domestic students receiving federal financial aid (Title IV funds), students must maintain **Financial Aid - Satisfactory Academic Progress (FA-SAP)** which in most aspects is the same as the University's SAP requirements.

SAP and FA-SAP policies are subject to change to comply with administrative and regulatory requirements. Questions regarding this SAP policy should be addressed to the **Office of the Registrar** and FA-SAP questions should be addressed to the **Director of Financial Aid**.

SATISFACTORY ACADEMIC PROGRESS (SAP) AND FA-SAP DEFINITIONS

All students must meet the minimum standards of academic achievement and successful course completion while enrolled at California Miramar University. Satisfactory Academic Progress is the same for all students.

- A **"session"** is an eight-week period of instruction for which the student receives a final grade that is recorded on a student's transcript for a particular course. Students will be notified of their grades as soon as it is practical after the end of each session.
- A **"day"** shall be defined as one of seven days contained in each calendar week.
- A **"semester"** at California Miramar University consists of (sixteen weeks or two consecutive eight-week sessions of instruction).
- A **"student semester"** begins on the first day of a student's first academic session and lasts for two consecutive eight-week sessions (sixteen-weeks).
- An **"academic year"** consists of two sixteen week semesters consisting of two consecutive student semesters (four, eight-week sessions).
- The **"21 Day Policy for First Session Students"** is a series of reports run every week for the first 21 days of a new enrollment's initial eight-week session with CMU. For Financial Aid, a new enrollment is not officially considered a student at CMU until they have attended their first course assignment in the first week of their initial session. New enrollments must attend the course and complete all assignments in the first three weeks of the session as outlined in the University's 21-day policy mentioned above. If the attendance and course completion requirements are not met, new enrollments are not eligible for financial aid disbursements and will be dismissed from the University as a "non-start." **No tuition will be charged if a student is determined to be a non-start.**
- A **"Individual Academic Support Plan (IASP)"** is a detailed plan on how the student can organize his/her schedule, seek additional academic assistance, and create a detailed plan about when to dedicate time for study and homework each week. The student will receive the IASP document via email through the secure DocuSign system utilized by the University.
- A **"Full time Financial Aid" (ACADEMIC ATTENDANCE)** status, measured in semester hours and weeks, requires a student take the minimum number of semester credits per a sixteen-week student semester outlined below:
 - **Undergraduate students** must take a minimum of twelve-semester credits per their sixteen-week student semester to qualify for fulltime financial aid. For example: Undergraduate students taking two courses of three-credit hours each session for two consecutive eight-week sessions meet the twelve-credit hour requirement and may qualify for 100% of financial aid. Undergraduate students who take less than two courses per session for two consecutive sessions may qualify for less financial aid.
 - **Graduate students** must take a minimum of 6 credit hours per sixteen-week semester to qualify for fulltime financial aid. For example: Graduate students taking one course of three credit hours for two consecutive eight-week sessions meets the 6-credit hour requirement and may qualify for 100% of financial aid. Graduate students must take a minimum 1 3 semester credit course to qualify for financial aid.
- An **"Academic hold"** occurs when a student does not complete required documentation in a timely manner. Students placed on academic hold will not be able to register for the next session's courses. If the student is an athlete, the Athletic Director will be notified and the student will be ineligible to participate in practice and games.

DETERMINING A STUDENT'S SAP AND FA-SAP STATUS

A student's SAP status is determined by the Office of the Registrar for students not receiving financial aid. For purposes of financial aid eligibility (FA-SAP) is determined by the Director of Financial Aid. SAP and FA-SAP are applied consistently to all categories of students (e.g. part-time, full-time, undergraduate, and graduate) and across all academic programs. SAP and FA-SAP are calculated at the end of every student semester for all students. SAP and FA-SAP are based on two measurements, a qualitative (Cumulative GPA (CGPA)) measure and a quantitative (progress to completion) measure.

The following SAP and FA-SAP statuses are used: **Letter of Concern, Satisfactory, Warning, Suspension, and Probation.**

- **SATISFACTORY STATUS:** A student who is meeting both the qualitative and quantitative requirements will have a Satisfactory Status of SAP and/or FA-SAP status. For FA-SAP, this Satisfactory Status is **Title IV eligible**.
- **LETTER OF CONCERN STATUS:** Student who was previously in a Satisfactory Status and who is now not meeting either the qualitative or quantitative requirement **after an eight-week session, but prior to the full sixteen-week student semester**. The student will need to submit an **Individual Academic Support Plan (IASP)** developed in association with the Campus Dean and/or Registrar. The student must complete the IASP within 7 days of receipt in order to avoid placement on **academic hold**.
- **WARNING STATUS:** Student who was previously in a Satisfactory Status and who is now not meeting either the qualitative or quantitative requirement **after the full sixteen-week student semester**. The student will need to submit an **Individual Academic Support Plan (IASP)** developed in association with the Campus Dean and/or Registrar. The student must complete the IASP within 7 days of receipt in order to avoid placement on **academic hold**. For FA-SAP, Warning status is **Title IV eligible**.
- **SUSPENSION STATUS:** A student who was previously in a Warning Status and after one semester is not meeting either the qualitative or quantitative requirements for SAP and/or FA-SAP. All students placed on this status may write an appeal to the University Executive Committee citing mitigating circumstances (other than an academic dispute), which impaired their ability to meet SAP and/or FA-SAP standards. The University Executive Committee must receive the appeal no more than **two weeks** from the day the student received the notification of Suspension status from the University. Students have the opportunity to appeal a suspension status **one-time** at each career level (i.e. undergraduate, graduate). For FA-SAP, Suspension Status is **not Title IV eligible**.

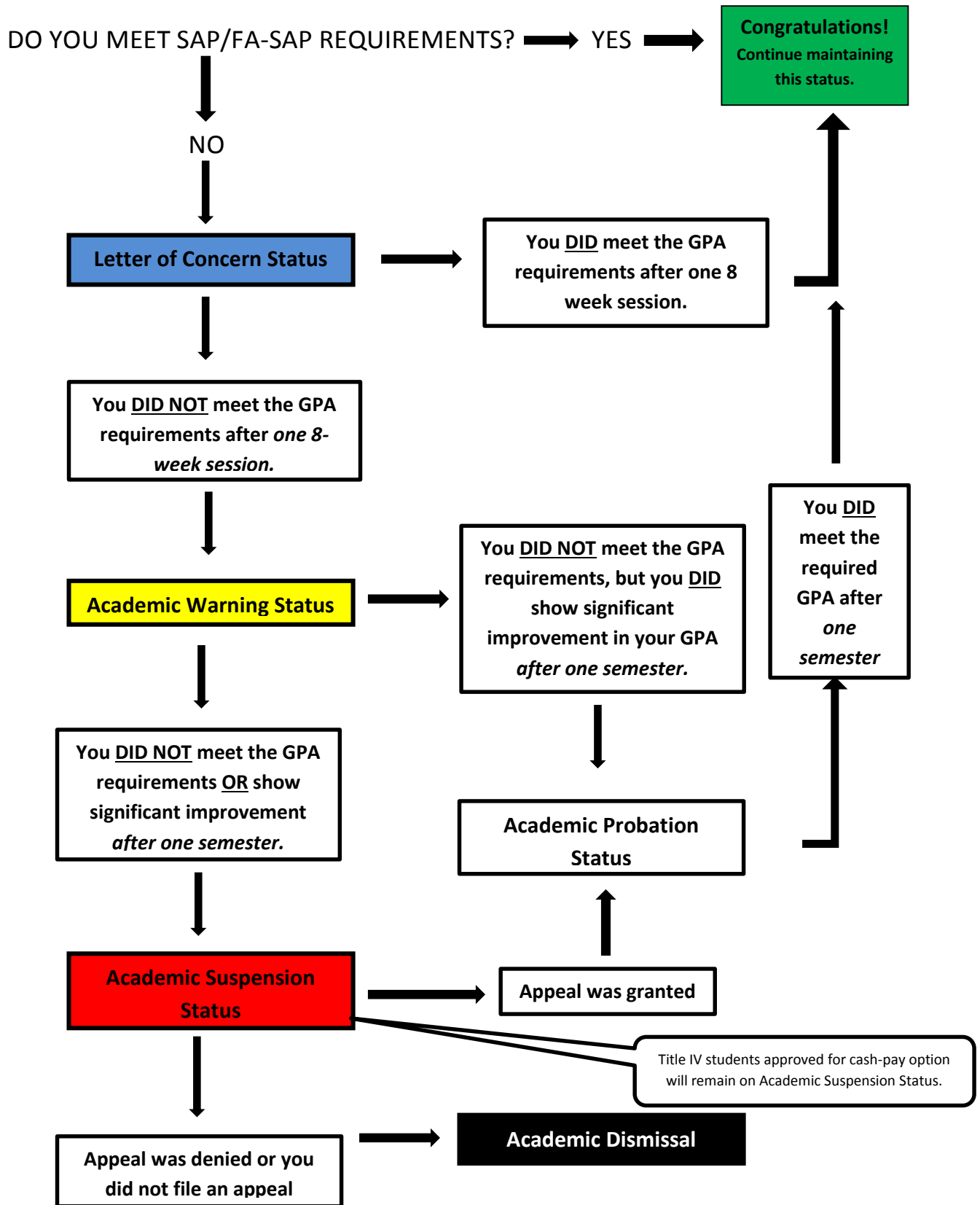
PROBATION STATUS: A student who was previously in a Suspension Status and who was approved for an appeal citing mitigating circumstances is placed on a Probation Status from the University, OR a student who was previously on Academic Warning Status and has shown significant improvement, but has not obtained the required CGPA. The student will need to submit an **Individual Academic Support Plan (IASP)** developed in association with the Campus Dean and/or Registrar. The student must complete the IASP within **7 days** of receipt in order to avoid placement on academic hold. For FA-SAP, Probation Status is **Title IV eligible**.

SUSPENSION STATUS REMEDIES:

Non-Title IV students: Appeal letters must be submitted to the University Registrar. If the appeal is granted, the student will be placed on Academic Probation and will be able to continue taking courses at the University. If the appeal is denied or the student does not file an appeal, the student will be dismissed from the University.

- **Title IV students:** Appeal letters must be submitted to the Director of Financial Aid. If the appeal is granted, the student will be placed on Academic Probation and will be able to continue taking courses at the University. If the appeal is denied or the student does not file an appeal, the student will be dismissed from the University. However, Title IV students may request a ruling by the University Executive Committee that would allow the student to continue their studies at the University for one additional student semester. This additional CMU coursework would be paid entirely at the student's expense. Title IV students might seek this option in an effort to achieve FA-SAP Satisfactory Status and in order to regain their Title IV eligibility.
- **Appeal of an Academic Suspension is allowed, if the student has the following: Undergraduate students: 1.5 CGPA; Graduate students 2.5 CGPA.** Students, who do not meet these thresholds, will automatically be dismissed from CMU without appeal.

The flowchart below provides an explanation of the current SAP and Financial Aid SAP (FA-SAP) statuses.



COMPONENTS OF THE SAP AND/OR FA-SAP POLICY

1. QUALITATIVE (ACADEMIC) COMPONENT

The qualitative component of SAP and/or FA-SAP requires a minimum cumulative grade point average (CGPA) at the end of each academic **student semester** (two eight-week sessions).

Undergraduate students must achieve a 2.0 CGPA, and graduate students must achieve a 3.0 CGPA. All grades, including transfer grades from other institutions, earned at a given career level (undergraduate, graduate) are included in the calculation), even if the grade was for a course in which Title IV funds were not received.

The table below provides an explanation of the qualitative component (CGPA) requirement and the timing of the SAP and/or FA-SAP calculation:

Level	CGPA	Timing of Calculation
Undergraduate	2.00	Calculated after each session and student semester
Graduate	3.00	Calculated after each session and student semester

2. QUANTITATIVE (ACADEMIC PROGRESS) COMPONENT

The quantitative component measures the rate of progress toward the degree, based on how many credits were successfully completed out of all credits attempted. A successful attempt is defined as a course in which a passing grade is earned. All other grades earned are unsuccessful attempts.

All credits attempted at a given career level (i.e., undergraduate, graduate) are included in the calculation, even if the attempted credit/course was not funded using Title IV.

Attempted credits consist of courses in which a grade of A, B, C, D, F, I, T or WF is earned. Attempted credits do not consist of courses in which a status of W or IP is noted on the transcript.

Undergraduate and graduate students receiving financial aid must successfully complete 67% of all attempted credits each semester of attendance. In addition, students are allotted a maximum time frame of 150% of a program's length (measured in credit hours) in which to complete a program of study. If students are unable to complete their programs of study within this time frame, those students on federal financial aid will no longer be eligible for Title IV funds.

TABLE SHOWING SAP MAXIMUM TIME FRAMES

Program	Semester Credits	SAP Maximum Program Time (150% of Completion time) In Academic Years (48 weeks = 1 year)
Associate Degree	60 credits	3 Academic Years
Bachelor Degree	120 credits	6 Academic Years
Master's Degree	39 credits	2.44 Academic Years
Doctorate Degree* *Does not qualify for Federal Financial Aid	66 credits	7.8 Academic Years

TREATMENT OF SPECIFIC GRADES

INCOMPLETE GRADES (I)

Incomplete grades are included in both the qualitative and quantitative measurements and is treated as a failing F grade. Incomplete grades may be assigned for a maximum of two weeks. A student must have completed 80% of the coursework to be considered for an extension and will have a maximum of two weeks to submit outstanding assignments. If the coursework is completed, then the student receives the grade earned. If not, the "F" grade becomes permanent.

TRANSFER CREDITS (T)

Credits from transfer courses are calculated in a student's qualitative SAP and/or FA-SAP as credits attempted and credits earned. Grades for credits transferred in from any post-secondary institution will be recorded as "T" on the CMU Transcript and will not affect the student's CGPA. Students who receive a grade below the minimum standards (C grade for undergraduate and B grade for graduate), in any course within their program may repeat that course. However, if a student receives a grade of F, they must repeat the course and gain a passing grade. All grades, including F and repeat grades will be included on the transcript. For military personnel and Veterans, the University will maintain a written record of the previous education and training of all eligible persons. This record and the Degree Program Audit (DA) will clearly detail what academic credit has been granted and show exact semester credit hours that have been accepted toward the degree program. **Students who transfer credits are allotted a maximum time frame of 150% of a program's length (measured in credit hours) in which to complete a program of study. See "TABLE SHOWING SAP MAXIMUM TIME FRAMES" above.**

REPEATED COURSES AND GRADES

For repeated courses and grades, the student's higher grade earned in the repeated course is included in the qualitative calculation for the CGPA. All courses attempted are included in the quantitative calculation. Students may repeat a course a limited number of times, as described in the California Miramar University Catalog under "Repeating A Course."

FAILING GRADES

Grades of WF, and F are included in both the qualitative and quantitative measurements.

WITHDRAWALS

The effect of a student's withdrawal from a course upon a student's SAP status depends upon whether the student withdrew before or after the Course Drop Date. The Course Drop Date for each term is the fourth Monday of the academic term.

1. When a student withdraws from a course prior to the date to withdraw without academic penalty, the student's transcript reflects a "W" indicating that a course has been dropped. W's are not factored into a student's Academic GPA and are not a grade. A student who drops a course after the date to withdraw without academic penalty receives a grade of WF. If a student's transcript reflects a W because the student withdrew prior to the Course Drop Date, then the W will not be factored into SAP and/or FA-SAP. In this case, it is excluded from both the quantitative and qualitative calculations.
2. If a student withdraws on or after the Course Drop Date, then the W is included in both the quantitative and qualitative calculations because it was given after the Course Drop Date.
3. If a student earns a grade of WF, the WF is included in both the quantitative and qualitative calculations. After the Course Drop Date, a W and WF are treated the same for purposes of SAP and/or FA-SAP to ensure compliance with federal regulations.

W, AND IP TRANSCRIPT ENTRIES

Explanations on a transcript such as "W" for dropped courses, or "IP" for courses in which a grade is In Progress and therefore not posted, are not grades for SAP and/or FA-SAP purposes. W and IP are not included in either the qualitative or quantitative measurements.

UNDERGRADUATE COURSES REQUIRED FOR A GRADUATE PROGRAM AS A PREREQUISITE

Undergraduate coursework that is required for a graduate program is not factored into either the quantitative or the qualitative calculation. Such undergraduate coursework is assessed separately, using the standards and requirements described in the California Miramar University Catalog.

The table below provides an explanation of certain grades/coursework:

Grades	Status Details
Incomplete Grades	Incomplete or "I" grades are included in both the qualitative and quantitative measurements. These grades are treated the same as a failing grade. Upon receipt of an incomplete grade, students must sign a completion agreement with the Professor for the course and will have one eight-week session to complete the coursework. If the coursework is completed, the student receives the grade earned. If not, the "F" grade becomes permanent. "I" grades also include courses with blank grades
Transfer Credits	Credits from transfer courses are calculated in a student's qualitative SAP and/or FA-SAP as credits attempted and credits earned. Grades for credits transferred in from any post-secondary institution will be recorded as "T" on the CMU Transcript and will not affect the student's CGPA. Students who receive a grade below the minimum standards (C grade for undergraduate and B grade for graduate), in any course within their program may repeat that course. However, if a student receives a grade of F, they must repeat the course and gain a passing grade. All grades, including F and repeat grades will be included on the transcript.
Repeated Grades	For repeated grades, the student's higher grade earned in the repeated course is included in the qualitative calculation. All courses attempted are included in the quantitative calculation. Students may repeat a course a limited number of times, as described in the California Miramar University Catalog +under "Repeating Courses."
Failing Grades	Grades of F are included in both the qualitative and quantitative measurements.
Withdrawals	<p>The handling of a withdrawal depends upon whether the student withdrew before or after the Course Drop Date. The Course Drop Date for each term is the fourth Monday of the academic term.</p> <p>A WF is always included in both the quantitative and qualitative calculations. A W is included only if the withdrawal occurs after the Course Drop Date.</p> <ol style="list-style-type: none"> 1. If a student withdraws prior to the Course Drop Date for a specific term, the W will be excluded from both the quantitative and qualitative calculations. 2. If a student withdraws on or after the Course Drop Date for a specific term, then the WF will be factored into both the quantitative and qualitative calculations.
W, IP and Grades	Explanations on a transcript such as W for "Withdraw" or "IP" for courses in progress for which a grade is not posted, are not grades for SAP and/or FA-SAP purposes

Undergraduate coursework required for a Graduate Program as a prerequisite for certain Graduate coursework	Undergraduate coursework required for a Graduate course is not factored into either the qualitative or quantitative calculation. Such undergraduate coursework is assessed separately, using the standards and requirements described in the California Miramar University Catalog.
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CHANGING PROGRAMS AND ADDITIONAL DEGREES

CHANGING A PROGRAM OF STUDY

When a student changes his or her program of study, all courses completed at a given career level (i.e., all undergraduate or all graduate courses) are included in the qualitative and quantitative SAP and/or FA-SAP calculation. For example, if the student started out in a Master of Business Administration and changed to a Master of Science in Computer Information Systems program, then all attempted hours and all grades earned in both Masters’ programs will be included in the SAP and/or FA-SAP calculation. **Students who change programs are allotted a maximum time frame of 150% of a program’s length (measured in credit hours) in which to complete a program of study. See “TABLE SHOWING SAP MAXIMUM TIME FRAMES” on page 43.**

ADDITIONAL DEGREES

When a student obtains an additional degree at the same level (i.e. undergraduate or graduate), all career level courses are included in the qualitative and quantitative SAP calculation. For example, if the student completes one Bachelor’s degree and then pursues another Bachelor’s degree, all attempted hours and all grades earned in both Bachelors’ programs will be counted in the SAP and/or FA-SAP calculation. **Students who obtain an additional degree at the same level are allotted a maximum time frame of 150% of that level’s degree program’s length (measured in credit hours) in which to complete a program of study. See “TABLE SHOWING SAP MAXIMUM TIME FRAMES” on page 43.**

SAP AND/OR FA-SAP APPEALS

Students in a Suspension Status may submit an appeal if they believe they have extenuating circumstances (other than an academic dispute) which impaired their ability to meet satisfactory academic progress standards. The appeal must be received within two weeks of when the University notifies students of their SAP and/or FA-SAP status. Students have the opportunity to appeal a suspension status once at each career level (i.e. undergraduate, graduate) at California Miramar University.

As part of the appeal process for qualitative suspension, the student will need to submit an **Individual Academic Support Plan (IASP)** developed with the Campus Dean. The University Executive Committee will review the student’s status in relation to meeting the terms of their Individual Academic Support Plan and approved appeal. The length of the approved probation period will vary to the student’s academic situation but will in no case be approved for more than four eight-week sessions (two student semester).

Appeals and supporting documentation must be submitted in writing to the University’s Business Office. FA-SAP students must be enrolled using an alternative payment arrangement other than federal student aid prior to the submission of an appeal. The University Registrar will review the appeal materials for non—financial aid students and the Director of Financial Aid will review the appeal materials of all financial aid students and submit the documentation to the University Executive Committee. **All appeal decisions by the University Executive Committee are final and cannot be further appealed.**

The University Executive Committee will notify both the student and the Registrar or Director of Financial Aid of the outcome of the appeal. If the appeal is approved, federal student aid funds may be disbursed for the term(s) defined in the probation response.

The table below provides an explanation of the SAP appeal eligibility and deadline:

SAP Appeal	Students have the opportunity to appeal a Suspension status two times at each career level (i.e. undergraduate, graduate) at California Miramar University.
Deadline for Submission	This appeal must be received within two weeks of notification of their SAP or FA-SAP suspension status.

RECORD KEEPING

Student Services will keep a record in a student's file of the documentation related to the determination of their SAP and/or FA-SAP status, including but not limited to any official notice provided by the University to the student, other correspondence, Individual Academic Support Plans, and documentation related to any appeal of SAP and/or FA-SAP.

ACADEMIC DISMISSAL/TERMINATION

If the student does not maintain Satisfactory Academic Progress by the end of their final probationary period, the student's enrollment will be terminated.

Application of Standards: Satisfactory Academic Progress standards apply to all students and include all periods of the student's enrollment.

MITIGATING CIRCUMSTANCES

The University's Dean may waive the standards of Satisfactory Academic Progress for circumstances of personal illness, unusual family responsibilities, military service, or other significant occurrence outside the control of the student. These circumstances must be documented by the student to demonstrate that the cited circumstances have had an adverse impact on their performance. No waivers will be provided for graduation requirements.

APPEALS

Should a student disagree with the application of these Satisfactory Academic Progress standards, he/she must first discuss the problem with the appropriate instructor(s). The student may then appeal to the Director of Student Services. If the situation is not resolved, the student may request his appeal be heard by the University Executive Committee comprised of the Director of Student Services, the Chief Academic Officer, and the President of the University or their designees.

STUDENT IDENTITY VERIFICATION POLICY

The University utilizes well known software providers to generate and verify the digital records. Enrollment documents utilize DocuSign system. Financial documents are generated using QuickBooks, Financial Aid Documents are secured and verified through the EDConnect software, and official transcripts from other institutions use verifiable and secure systems that allow the University to verify the authenticity of those documents. Student record documents are all processed through the use CampusVue Nexus and all records are reviewed by CMU staff prior to entering them into the secure CampusVue Nexus system.

Students are initially identified by submitting a government issued picture identification such as a passport, visa, driver's license, military ID to the University a part of the application and enrollment process.

Once enrolled in the University, each student is issued a unique student ID number and student ID card containing the student's picture. The Student ID card is only issued after the University verifies that the student matches the picture of the government issued ID card submitted as part of the admission/enrollment process. Additionally, each student is issued a unique password for use in their student portal and in the Student Learning Management System. The student must then use this unique student ID and password in the submission of all assignments and in the communication with the University faculty and staff.

PROCTORED MID-TERM AND FINAL EXAMINATIONS

EXAM PROCTORING POLICY AND PROCEDURES

To ensure security and integrity of CMU's educational programs, the University requires that all students complete the mid-term and final examination for all courses under the supervision of a proctor.

The Student is required to bring a photo ID (CMU Student ID card or current Government issued photo ID) to all exams.

The student must also bring their own laptop computer with the capability of connecting to the internet Wi-Fi provided by the University hybrid faculty or approved proctor.

There are two types of proctoring, On-Campus and Off-Campus.

Off-Campus Proctoring requires students to complete a **Proctor Request Form** which allows students to nominate their Off-Campus proctor. Once nominated, the University then verifies and approves eligible proctors. Students are responsible for any expense associated with the completion of their Off-Campus proctored exams.

The Off-Campus exam week lasts from Monday 1 am to Sunday 9 pm of week 4 (mid-term exam) and/or week 8 (final exam) of the current session.

Suggestions for eligible Off-Campus proctors include, but are not limited to, the following individuals:

- Principal;
- School or public librarian;
- Guidance counselor or full-time instructor at another school or college;
- Base commander or station education officer;
- Clergy member;
- A boss or supervisor;
- **No family members or personal acquaintances are eligible.**

The password to enter the exam on the University's online Learning Management System (Moodle) will be sent to the approved Off-Campus proctor the Friday before week 4 and/or week 8. **It is the student's responsibility to arrange and take the test within these designated time frames.**

PLEASE SEE: **The Procedure for Off-Campus Proctoring** below for complete details on this proctoring procedure.

On-Campus Proctoring is offered for CMU hybrid students, generally by their faculty. This option is also offered and as a convenience to online students who live within driving distance of the University Main Campus in San Diego or the University Learning Site in Montebello who need a University arranged proctor.

Hybrid faculty often hold the exams around the normal time of the hybrid course. Students should check with their hybrid faculty for the exact exam times.

The University also publishes a schedule of days and times when a University arranged On-Campus proctor will be available. This schedule is located in the online Learning Management System (Moodle).

It is the student's sole responsibility to arrange the time and date of the exam with their hybrid faculty or directly with the University arranged proctor. Students can call the University or send an email to proctor@calmu.edu.

The detailed process and forms for each proctoring option is available on the University's online Learning Management System, Moodle.

ADDITIONAL POLICIES AND PROCEDURES

ONLINE AND HYBRID ATTENDANCE POLICY

California Miramar University recognizes the correlation between attendance/participation and both student retention and achievement. Students must be enrolled before they can attend course sessions. Students are expected to participate in all online course sessions and activities for which they are registered. Any course session or activity missed, regardless of cause, reduces the opportunity of learning and may adversely affect a student's achievement in that course. **Simply viewing the course content online or showing up for a hybrid course session is not considered active attendance.** A student, who is absent from course 20 percent of the scheduled course session and activities, is subject to be withdrawn without warning by the Faculty member, but student may be readmitted at the discretion of the Faculty member.

The instructor will keep an accurate record of attendance of all course sessions and activities. Professors define expected interaction within the LMS course room and/or with other students and the expected use of the Learning Management System (LMS) and/or media. Inconsistent interaction and/or inconsistent use of LMS or media, regardless of cause, reduce the opportunity of learning. Students must complete the **First Day Assignment** to gain access to their course content. Students must continue to participate by submitting assignments and engaging in faculty/student interaction electronically, or in a hybrid course session, on a weekly basis throughout the course.

Students must complete one of the following activities each week (Monday through Sunday) to satisfy the attendance requirement for that week:

- Log in to view an Online Course Session (OCS) or submit a OCS Summary
- Attend the hybrid class session (hybrid courses only)
- Respond to Threaded Discussion assignments
- Post a discussion question response to peers or faculty threaded comments or questions
- Submit one or more Questions to a faculty member through email and/or the Learning Management System
- Attend/participate in a study group that is assigned by the instructor/institution
- Submit/complete one of the following online assignments:
 - i. Quizzes
 - ii. Exam
 - iii. Case Study
 - iv. Final Paper
 - v. Group Assignment
 - vi. Other Activities Listed in the Course Room
- **International students on F-1 Student Visas and U.S. military and veteran students receiving VA Basic Housing Allowance (BHA) must follow the additional attendance requirements below.**

The instructor may withdraw any student from the course who is not interactive or responsive in a timely manner, as specified by the instructor and University policy. Instructors, who have mandatory orientations for online courses, may withdraw students who do not participate the required orientation session.

INTERNATIONAL STUDENTS ON F-1 STUDENT VISAS FULL TIME STATUS AND ATTENDANCE

International students on F-1 Student Visas must attend the University on a full time basis. Full time is defined as:

Undergraduate: four courses per semester (two 8 week sessions) of which 3 of the 4 courses must be hybrid courses;

Graduate: 3 courses per semester (two eight week sessions), of which two must be hybrid courses;

International students on F-1 Student Visas are expected to abide by the University attendance policy, have no unexcused absences and meet the University's Satisfactory Academic Progress (SAP) standards. **International students on F-1 Student Visas who have any unexcused absences may lose their eligibility for Curricular Practical Training (CPT). Those students who do not maintain appropriate attendance and SAP statuses will be reported to the Department of Homeland Security (DHS).**

U.S. MILITARY AND VETERAN STUDENTS RECEIVING VA BENEFITS BASIC HOUSING ALLOWANCE(BHA)

Undergraduate U.S. Military or Veteran students receiving BHA from the Veterans Administration must take a minimum of six semester credits per session and at least 3 semester credits must be a hybrid course. Graduate students receiving BHA from the Veterans Administration must take a minimum of three semester credits per session and at least 3 semester credits must be a hybrid course.

EXCUSED ABSENSE

A student who has to be absent because of jury duty or court-mandated appearance needs to contact the appropriate instructors in advance of the absence in order that a plan for making up work missed can be made. When observance of religious holidays of students' own faith interferes with admission and registration; with attendance in a hybrid session, course activities, examinations and official ceremonies; and with course homework assignments, students are required to notify instructors, counselors or other appropriate personnel in advance of such absences.

Students are held responsible for material covered during their absences, with reasonable time provided to complete make-up assignments. Faculty members along with the student will devise a plan for making up missed work. When practical, major course assignments, major examinations and official ceremonies shall be scheduled on other than major religious holidays. Students who believe they have been unreasonably denied educational benefits due to their religious beliefs or practices may seek redress through the student appeal procedure.

STUDENTS ON ACADEMIC /FINANCIAL /ADMINISTRATIVE HOLD

CAL MIRAMAR may place students on hold for any of the following reasons:

Academic Hold: If a student does not maintain Satisfactory Academic Progress as outlined in the University Catalog. Students must notify the University if additional time is needed to complete the minimum courses.

Financial Hold: If a student fails to maintain monthly payments as outlined in the student's Enrollment Agreement Form.

Administrative Hold: If a student is missing required documents from student files; if they continually fail to communicate with the University or fail to comply with other general administrative policies and procedures.

Any student who has been placed on "Hold" with the University needs to make immediate contact with the University and take active steps to remedy the "Hold" status.

Any student who does not remedy their "Hold" status will be notified in writing and will be dismissed from the University. Students who are dismissed from the University will need to reapply for reinstatement to the University. Fees may apply.

ENROLLMENT TERMINATION

Enrollment at CAL MIRAMAR may be terminated by the student or by the University. Termination of enrollment by the student must be submitted in "any manner" (telephone, fax, mail, in person, or by e-mail) to the Office of Student Services. CAL MIRAMAR may terminate a student's enrollment for any Academic issue listed earlier in this section of the catalog. In addition, CAL MIRAMAR may terminate a student's enrollment for any of the following reasons:

- Failure to comply with the University's policies.
- Non-payment of tuition fees.
- Falsifying information on the reinstatement application, any other document during the admissions process, or during the student's coursework is subject to immediate termination.
- Cheating. Any student altering the results of the mid-term examination, or final examination, or plagiarizing any written assignment, will result in termination of enrollment.
- Failure to progress through the assigned course work and research requirements within a reasonable period of time will subject the student to termination.

PAYMENT AND RELEASE OF RECORDS

California Miramar University will not issue a transcript nor grant a degree until all academic and financial requirements of the University have been fulfilled.

TRANSCRIPT OF RECORDS AND DUPLICATE DIPLOMA

The University will supply one diploma and one official transcript upon graduation. The University does not provide certified copies of diplomas or degrees.

Students may order additional transcripts at any time from the Registrar's Office. A fee is charged for each additional official transcript.

For graduates, duplicate diplomas can be ordered from the Registrar's Office. The following information needs to be included in the duplicate diploma request: Student's ID, dates attended, date of graduation, and academic program. A fee is charged for each duplicate diploma.

All transcript and duplicate diploma requests must be submitted in writing to the Registrar's Office and signed by the student or graduate either via fax or regular mail. For non-U.S. residents, an additional international postage fee will be required. Any student may request a special rush handling of their transcript mailing for an additional fee.

Please check the Administrative Fees listed in this University Catalog for the amounts associated with each fee. **Transcripts and diplomas are released after all balances with the university are paid in full.**

RELEASE OF STUDENT RECORDS

At California Miramar University, student records include, but are not limited to application materials, enrollment agreement academic evaluations, transcripts, test scores and other academic records. CAL MIRAMAR is required to maintain student records for a period of five years. After year five CAL MIRAMAR will maintain an electronic copy of the students CAL MIRAMAR transcript *permanently*.

Under the Federal Family Educational Rights and Privacy Act of 1974, by the State of California Education Code, it is the policy to protect the student's right of privacy. All students have the right to inspect and review records pertaining to themselves in their capacity as students; to seek correction of their student records and to have withheld from disclosure, identifiable information from their student records. It is extremely important for each student to keep the Registrar's Office currently informed as personal data changes occur to assure that accurate and complete records are maintained.

Under the California Code of Regulations, Title 3, Division 10, Private Postsecondary Education, California Miramar University is required to maintain student records for a minimum of 5 years and a permanent record of the transcript which includes the degree or certificate granted and the date on which that degree or certificate was based; the courses and units on which the certificate or degree were granted; and the grades earned by the student in each of those courses.

RETENTION OF STUDENT RECORDS

All student and financial records are kept separately in locked fireproof cabinets and are kept on-site for five years. Transcripts are maintained both electronically and in paper form and are kept permanently.

ENROLLMENT VERIFICATION AND THE FAMILY EDUCATIONAL RIGHT TO PRIVACY ACT (FERPA)

The Family Educational Right to Privacy Act (FERPA) provides students at California Miramar University certain rights with respect to their educational and personal records.

The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. 1232g; 34 CFR Part 99 and 99.31) is a Federal law that protects the privacy of student education records. All active students at California Miramar University have the right to review their records within 30 days of the day the University receives a request for access. The University requires that the student make the request in writing with his/her signature on the request. Students also have the right to amend any record that they believe is inaccurate. A written request must be made to the Registrar's Office.

CHANGES AND REVISIONS TO CURRICULUM AND CATALOG

California Miramar University reserves the right to make any changes in the curriculum content, course text books, course requirements, catalog, student handbook, graduation requirements and tuition fees without informing students. Changes and new policies are reflected in annual catalog revisions.

EXTENSION POLICY

Students, who have trouble completing their course assignments due to unforeseen circumstances, may request an extension directly from their faculty member. For a student to be considered for this option, they must have 80% of the course assignments completed and must provide the faculty member with a substantial reason for the need for the extension. The faculty member may approve or deny an extension. If an extension is granted at the end of a session, the student will be assigned an 'incomplete' or 'I' grade for a maximum of two weeks after the end date of a session. If the student fails to submit the course assignments, an 'incomplete' will become a permanent 'F' grade.

COURSE AUDITING POLICY

First time CMU students at both the undergraduate and graduate level are required to audit a course for a maximum of three weeks without committing to official registration. All coursework, exams, etc. are expected to be completed during this 3-week period. Students are expected to purchase the necessary materials including textbook and participate in the course during this audit period. At the end of the third week students will be considered officially enrolled in the course(s) unless the students have

notified the University of their intent to be removed from the course(s) or CMU removes the student from the course roster due to poor Satisfactory Academic Progress (SAP).

In the event a student does not wish to continue at the end of this 3-week audit period, or fails to meet Satisfactory Academic Progress, they will be considered a non-start and removed from the course roster(s). In this case, the course(s) will not show on the official transcript. **It is the student's responsibility to notify the Student Services Department at studentservices@calmu.edu if they wish to discontinue prior to the end of this 3-week audit period.**

EMPLOYER INFORMATION AND GRADUATION REQUIREMENTS

The University will be contacting your employer to confirm specific employment information 90 days after your graduation from CMU. If you are not employed, the University will contact your employer 90 days after you have been placed in your new job. The University tracks data and files reports based on employer and graduate satisfaction. In order to facilitate these requirements, the University has implemented the following procedures.

CMU has integrated an Employer Information Form during the admissions process. You will be required to supply this information to the University at that time. CMU will be contacting your employer periodically in order to establish an effective communications channel. You should notify the University of any change of employer during your enrollment. CMU will send a reminder to you each semester to update your employment information, if any changes have been made.

Immediately prior to your graduation, you will receive a Graduation Audit Form from the University that will ask specifics about how you want your name listed on your diploma and also specific information about your employer, your job responsibilities, and other employer related information. If, for any reason, you do not want the University to contact your present employer, you will need to complete a Student Request Form stating the exact nature of your request. This form will become a part of your student record.

CMU appreciates your understanding and cooperation in this important matter.

LETTER FROM THE CHIEF ACADEMIC OFFICER/DEAN

Dear Student,

Congratulations on making the decision to continue your education. Whether you are beginning a certificate program or the doctoral program, you have made a conscious decision to enhance your skillset and continue your journey as a lifelong learner. The workforce is a very competitive place these days, but you can differentiate yourself from others by enhancing your education, applying the knowledge learned, and showing that you have transferrable skills such as personal motivation, organization, time management, listening abilities, and that you can communicate both via written documents and verbally.

Keep in mind that your education is not just about the destination (i.e. the certificate or degree earned), but rather about the journey and the knowledge that you will take with you for the rest of your life. What you put into your studies will be what you get out of them, so do your best and apply what you learn.

The Academic Department is here to support you in your efforts. Please do not hesitate to let us know, if you need any assistance.

Best regards,

Dr. Kimberly Lobera

Kimberly Lobera, PhD.
Chief Academic Officer
Dean, School of Business and Management

SCHOOL OF BUSINESS AND MANAGEMENT

UNDERGRADUATE:

Associate of Science in Business Administration (A.S.B.A.)

Bachelor of Science in Business Administration (B.S.B.A.)

- Business Administration
- International Business
- Finance
- Marketing
- Sports Management

GRADUATE:

Master of Business Administration (M.B.A.)

- Business Administration
- International Business
- Finance
- Health Care Management
- Marketing
- Technology Management

Master of Science in Strategic Leadership (M.S.S.L.)

Doctor of Business Administration (D.B.A.)

- International Business Administration
- Finance
- Marketing
- Strategic Management

UNDERGRADUATE DEGREE PROGRAMS

SCHOOL OF BUSINESS ADMINISTRATION



Casa de Balboa, Balboa Park, San Diego, just three miles from the CMU campus

ASSOCIATE OF SCIENCE IN BUSINESS ADMINISTRATION

OVERVIEW

The Associate of Science Degree in Business Administration program provides students with the skills in general education and business necessary to succeed in today's business environment. The program prepares the graduates to assume entry-level management positions and will enhance the knowledge and skills of those students who are currently employed, by developing the ability to learn and apply business, leadership and managerial skills. The Associate's Degree will also serve as a bridge toward the completion of a Bachelor's Degree in Business Administration.



ADMISSION REQUIREMENTS

1. Graduates from accredited high schools in the United States, persons who successfully completed a high school equivalent diploma (GED). Copies of **official academic transcripts will be accepted during initial evaluation for admissions. However, official transcripts must be on file before an enrollment agreement can be issued.**
2. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of item 1 above.
3. International students with education equivalent to U. S. education or an academic evaluation by an organization or agency accepted by California Miramar University who possess the qualifications of requirement 1 above.

Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 500 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 61 on the Internet Based Test (iBT), or a 6.0 on the International English Language Test (IELTS), or a 44 on the Pearson Test of English Academic (*PTE Academic*) Score Report.

4. Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. **CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency level in all cases.**

PROGRAM LEARNING OUTCOMES

Graduates of the ASBA program should be able to:

ASBA PLO #1: Demonstrate in assignments the application of basic business concepts.
ASBA PLO #2: Apply a basic understanding of business related topics through the use of electronic scholarly resources in assignments.
ASBA PLO #3: Discuss basic business resource requirements.

GRADUATION REQUIREMENTS

60 credit hours completed / Minimum overall cumulative G.P.A. of 2.0 or higher.

MAXIMUM TRANSFER CREDIT

45 credit hours

FOR FULL SATISFACTORY ACADEMIC PROGRESS (SAP) TRANSFER REQUIREMENTS SEE PAGE 44

TABLE SHOWING SAP MAXIMUM TIME FRAMES

Program	Semester Credits	SAP Maximum Program Time (150% of Completion time)
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		In Academic Years (48 weeks = 1 year)
Associate's Degree	60 credits	3 Academic Years

TRANSFER OF CREDIT

California Miramar University awards transfer credit for academic credit earned at previous accredited colleges and universities that align with the University's curriculum. Applicants who wish to obtain transfer credit must provide transcripts to California Miramar University's Registrar for evaluation as per the admissions process. Copies of transcripts will be accepted for admissions purposes; however, official transcripts must be sent directly to California Miramar University from the institution from which the credits were earned **before an enrollment agreement can be issued.**

TRANSFER CREDIT FROM FOREIGN COLLEGES AND UNIVERSITIES

Students who wish to transfer credits that align with the University's curriculum from foreign institutions based outside the United States will be required to have those credits evaluated by an organization or agency accepted by California Miramar University. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES) as valid and acceptable evaluators of foreign transcripts. A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.**

NOTE: All Evaluation costs and fees are the responsibility of the applicant.

REQUIRED CURRICULUM

General Education Courses	27 semester Credit Hours
Elective Courses	6 semester Credit Hours
<u>Business Core Courses</u>	<u>27 semester Credit Hours</u>
Total Associate of Science in Business Administration	60 semester Credit Hours

General Education Courses (All Required)

Course No.	Title	Credit Hours
ENG 1010	English Composition I	3
HIS 1010	American History	3
MTH 1150	Algebra	3
PS 1010	American Government	3
PSY 1010	General Psychology	3
SOC 1010	Intro to Sociology	3
HUM 1010	Intro to Humanities or ART 1010 Art History	3
BIO 1010	Biology	3
BIO 1020	Environmental Science	3

Partial list of General Elective Courses (Students Choose 6 Semester Credit Hours)

Course Number	Title	Credit Hours
STUDENTS MAY CHOOSE FROM ANY UNDERGRADUATE COURSE OFFERED BY THE UNIVERSITY THAT IS NOT A PART OF THE REQUIRED GENERAL EDUCATION COURSES, ASBA CORE COURSES OR CONCENTRATION COURSES. BELOW ARE SOME OF THE AVAILABLE OPTIONS.		
ELECTIVE 1	ELECITVE 1	3
ELECTIVE 2	ELECITVE 2	3
BUS 1150	Business Mathematics	3
LED 2525	Leadership Communication	3
BUS 2361	Business and Technology	3
ECO 2401	Principles of Macroeconomics (Prerequisite: MTH 1150 or equivalent)	3
ACC 2302	Principles of Accounting II	3
*SPM 2100	General Sports Participation	1-4
SPT 2100	General Strength and Conditioning Training	1-4
**BUS 2001	Business Administration Career Practical Training (<i>Prerequisite Required</i>)	3

* A \$300 sports development fee is charged per session for all varsity and club sports to cover the additional costs of developing, expanding and running and maintaining the sports program.

**Prerequisite: *One academic year (4 eight-week sessions) of full time course work (8 3 semester unit courses) are required as a prerequisite for this course.*

Business Core Courses (All Required)

Course No.	Title	Credit Hours
BUS 1010	Business Communications	3
BUS 1015	Computer Essentials	3
MKT 1201	Principles of Marketing	3
ACC 1202	Principles of Accounting I	3
MGT 1602	Principles of Management	3
MIS 2351	Management Information Systems	3
BUS 2951	Principles of Business	3
BUS 3151	Business Statistics	3
LED 3665	Leadership	3

COURSE DESCRIPTIONS

GENERAL EDUCATION COURSES

ENG 1010 English Composition I

This course is designed to provide students the ability to implement effective communication skills via the written word. This course also provides instruction on the use of standard written English, grammar, punctuation, capitalization, and sentence/paragraph structure. It provides students with the skills necessary for successful communication. (3 credit hours)

HIS 1010 American History

This undergraduate course provides students with a survey of the political, economic, social, and cultural history of American life from the discovery of America to the present time. It focuses on the complexity of American history and synthesizes that complexity into informed interpretation of significant historical events. (3 credit hours)

MTH 1150 Algebra

This course covers methods of simplifying formulas and expressions, solving equations and inequalities. Topics include rational expressions, polynomials, and linear equations, solutions, factoring and operating with exponents. Calculator use is highly recommended. (3 credit hours)

PS 1010 American Government

Presents an in-depth study of American government and politics. The course focuses on presenting an unbiased and up-to-date introduction to constitutional, governmental, political, social, and economic structures and processes. Beginning with the historical events leading to the formation of the American Constitution, this course continues through to current politics of domestic and economic policymaking and foreign and defense strategies. (3 credit hours)

PSY 1010 General Psychology

This undergraduate introductory course presents psychology as a science, a diverse discipline with a concern for research, theory, gender, and cross-cultural issues. It focuses on inspiring critical thought and analysis of psychological issues. The biological basis for behavior, cognition and mental abilities, motivation and emotion, life span development, personality, psychological disorders, and social psychology are also included. (3 credit hours)

SOC 1010 Introduction to Sociology

This course provides a comprehensive introductory overview of sociology, the systematic and objective study of human society, and social interaction. This course, like the discipline of sociology, looks beyond a limited view of the world to see society as a whole--the values and ideas shared by its members, the groups and institutions that compose it, and the forces that change it. The course provides a comprehensive and balanced coverage of theoretical perspectives that help the students to better understand the working of their own lives as well as that of their society and other cultures. By having a strong coverage of issues pertaining to gender, age, race, ethnicity, and class, the course gives a comprehensive overview to issues facing the human society today. In order to address the global phenomenon that is upon us, the course provides an integrated coverage of cross-cultural and global materials that provide students with the information and knowledge needed to help them understand the sociological issues facing today's global society. (3 credit hours)

ART 1010 Art History

Explores the history of art with an emphasis on Western civilizations. It provides an understanding of the contexts with which artists' work, discusses the technical processes they use and the means by which art is evaluated. The understanding of art is the focus of this course. (3 credit hours)

HUM 1010 Introduction to Humanities

Offers an overview of the origin of humanities, and presents a discussion of the major forms and types of artistic expression from early civilizations to the present day. This course will explore, compare and analyze sculpture, architecture, painting, philosophy, literature, drama and music in their historical contexts from pre-history, through recent events of the last decade. (3 credit hours)

BIO 1010 Biology

The purpose of this course is to focus on all major areas of general biology. The goal of this course is to lay the foundation for scientific understanding, and to assist students view general biology as a continuously evolving field of study. This course highlights the relevance and contribution of this discipline to business, health care, policy creation, and other sciences. Upon completion of this two-part course, students should gain an understanding of the relevance and usefulness of biology and its application in several fields and disciplines. It provides a general orientation to the field and places special emphasis on plants and non-mammalian biology as well as human and animal related biology. (3 credit hours)

BIO 1020 Environmental Science

The course is designed to give the student an introductory overview to environmental science. It provides insight into the relationship between human beings with the environment and its effects. The course examines plant and animal community structure focusing on possible solutions for a nourishing society. (3 credit hours)

ELECTIVE COURSES

STUDENTS MAY CHOOSE FROM ANY UNDERGRADUATE COURSE OFFERED BY THE UNIVERSITY THAT IS NOT A PART OF THE REQUIRED GENERAL EDUCATION COURSES, CORE COURSES OR CONCENTRATION COURSES. BELOW ARE SOME OF THE AVAILABLE OPTIONS.

BUS 1150 Business Mathematics

This course is designed to provide students with a basic understanding of the various ways in which mathematics is used in modern business. Early on in the course, students will revisit general mathematics and then move into business-related math. Students will be exposed to the mathematics involved with taxes, business and life insurance, the maintenance of checking accounts and cash records, wages and payroll and depreciation. The course concludes with an examination of the computation of simple interest. (3 credit hours)

LED 2525 Leadership Communication

Demonstrates communication techniques used by effective leaders in developing and managing successful organizations. This course covers core communication skills of developing strategy, analyzing an audience, writing various types of business documents and correspondence, and designing and delivering effective PowerPoint presentations - all from a leadership perspective. (3 credit hours)

BUS 2361 Business and Technology

Designed to prepare students for successful entry level employment in office occupations for the 21st century. It provides an in-depth study of how modern society uses the World Wide Web as a communication tool, and how communication has evolved in the world of business. The topics covered in the course will include models for online communities, alliance building in an online environment, the use of online interaction across international borders, and the concept of networking and telecommunications. (3 credit hours)

ECO 2401 Principles of Macroeconomics (Prerequisite: MTH 1150 or equivalent)

Introduces economic theory and practice, specifically national and international policy affecting the economy as a whole. Also, presents the foundations of economic reasoning, central key terms, income, trade, laws and concepts of economic analysis and understanding. (3 credit hours)

ACC 2302 Principles of Accounting II (Prerequisites: ACC 1202 or equivalent)

Provides an in-depth continuation of Principles of Accounting I. This course covers the material necessary to interpret financial reporting and make useful lending and investment decisions. Also, covers a wide range of additional topics including: intangible and tangible assets, investments, cash flow statements, cost accounting and cost-volume analysis. (3 credit hours)

SPM 2100 General Sports Participation

This course provides credit to students participating in a variety of sports offered. Course may be repeated but a maximum of 4 credits is allowed towards graduation requirements at the Associates Level. * * A \$300 sports development fee is charged per session for all varsity and club sports to cover the additional costs of developing, expanding and running and maintaining the sports program. (1 credit hour)

SPC 3250 Sports Administration

Help understand the sport's manager's position and the environment in which he/she must perform. Basic understanding of administrative theory and practice. (3 semester credits)

***BUS 2001 Business Administration Career Practical Training or SPORTIS RELATED ELECTIVE OF 3 SEMESTER HOURS**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 120 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour)

****Prerequisite: One academic year (4 eight-week sessions) of full time course work is required as a prerequisite for this course.**

CORE COURSES

BUS 1010 Business Communications

This course provides the fundamentals of theory and practice of effective oral and written communication unique to businesses and organizations. It teaches the skills necessary for effective business communication, including the writing of business memos, letters and reports, oral, and global communications. Also included are legal pitfalls, ethical situations and exposure to today's communication technologies. (3 credit hours)

BUS 1015 Computer Essentials

This introductory level course covers personal computers and applications. It is designed to present the fundamentals of personal computers and current application software in a very basic and hands-on environment. The course provides an overview of personal computers and their components and navigating the Internet. It also provides a clear picture of how computers and networks can be used as practical tools to solve a wide variety of daily problems in the office environment. (3 credit hours)

BUS 1150 Business Mathematics

This course is designed to provide the student with a basic understanding of the various ways in which mathematics is used in modern business. During this course of study, students will revisit general mathematics and then move on to business-related math. The true beginning of business-related mathematics begins with an examination of statistics and their role in business. Students will be exposed to the mathematics involved with taxes, business and life insurance, the maintenance of checking accounts and cash records, wages and payroll, and depreciation. The course concludes with an examination of the computation of simple interest. (3 credit hours)

MKT 1201 Principles of Marketing

This course presents a comprehensive introduction to the concepts and techniques of modern-day marketing. It explores the importance of marketing in the economy and in business management as the student is introduced to key elements of marketing such as product, place, price and promotion. (3 credit hours)

ACC 1202 Principles of Accounting I (Prerequisite: Basic College Mat 1150 or equivalent)

An introduction to accounting information on financial reports, including accounting concepts, analysis and interpretation and the proportion of financial reports with an emphasis on the operating activities. The course includes the measurement of income and expense, working capital, investments and financial statements. It presents an overview on corporations, fund-flow, business transactions, and interpretation of financial statements. The course is designed to present clearly and understandably the most important conceptual and practical aspects of accounting. (3 credit hours)

MGT 1602 Principles of Management

An introduction to accounting information on financial reports, including accounting concepts, analysis and interpretation and the proportion of financial reports with an emphasis on the operating activities. The course includes the measurement of income and expense, working capital, investments and financial statements. It presents an overview on corporations, fund-flow, business transactions, and interpretation of financial statements. The course is designed to present clearly and understandably the most important conceptual and practical aspects of accounting. (3 credit hours)

MIS 2351 Management Information Systems (Prerequisite: BUS 1015 or equivalent)

This course provides guidance for the management of information technology in today's complex business environment. The planning and development of systems that use and deliver information technology is a major focus. Jargon, issues, tactics, and strategies concerning information technology are examined. Case studies and the WEB are utilized to study corporate usage of information technology and information management. (3 credit hours)

BUS 2951 Principles of Business

This course offers a summary of the basic concepts and tools of business. Coverage of every functional aspect of business is included. Topics covered are management, organization, human resource management, purchasing, production/operations, accounting, finance, marketing, quantitative methods. It provides an overview of managerial functions and responsibilities, leadership practices and business management. (3 credit hours)

BUS 3151 Business Statistics

This course provides an application of probability theory to managerial decision-making within uncertain business environments and also provides extensive coverage of statistics. A variety of descriptive and inferential statistics are presented. The importance of tables and graphic presentations is emphasized. Case studies and scholarly journal articles are reviewed and analyzed for statistical content. Topics include hypothesis testing, analysis of variance, time-series analysis, business forecasting and multiple regression analysis. (3 credit hours)

LED 3665 Leadership

This course reviews important findings relating to leadership. Leadership affects the lives of within the business or organization. Leadership affects the achievement of collective purpose, the quality of the purpose, and the moral aspirations of the organization. This course provides the tools to assess leadership style in both social and work situations. Topics include leadership communication styles, the power of leaders, situational leadership, creativity and leadership, teamwork, motivation, coaching skills, and the effect of leadership upon the organization. (3 credit hours)

BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION



OVERVIEW

The Bachelor of Science in Business Administration prepares students to become better mid-level business managers and administrators; to become better employees as they lead, direct and work in their organizations with sound leadership and professional business judgment and to gain the newest concepts in the academic field of administration. It is the goal to provide students with the opportunity to gain knowledge and expertise through business core courses and concentration courses within this program.

ADMISSION REQUIREMENTS

1. Graduates from accredited high schools in the United States, persons who successfully completed a high school equivalent diploma (GED) or an associates' degree from an accredited college or university and have obtained an overall grade point average of 2.0 or better. **Copies of official academic transcripts will be accepted during initial evaluation for admissions. However, official transcripts must be on file before an enrollment agreement can be issued.**
2. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of item 1 above.
3. International students with education equivalent to U. S. education or an academic evaluation by an organization or agency that is a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above.
4. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 500 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 61 on the Internet Based Test (iBT), or a 6.0 on the International English Language Test (IELTS), or a 44 on the Pearson Test of English Academic (PTE Academic) Score Report.
5. Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. **CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency level in all cases.**

PROGRAM LEARNING OUTCOMES

Graduates of the BSBA program should be able to:

BSBA PLO #1: Formulate advanced knowledge of business related topics through the composition of assignments that incorporate practical application of concepts.

BSBA PLO #2: Compose assignments that demonstrate an understanding of electronic scholarly resources through a synthesis of business related topics.

BSBA PLO #3: Assess business resource requirements and processes through evidence based decision making.

GRADUATION REQUIREMENTS

120 credit hours completed / Minimum overall cumulative G.P.A. of 2.0 or higher.

MAXIMUM TRANSFER CREDIT

90 credit hours

FOR FULL SATISFACTORY ACADEMIC PROGRESS (SAP) TRANSFER REQUIREMENTS SEE PAGE 44

TABLE SHOWING SAP MAXIMUM TIME FRAMES

Program	Semester Credits	SAP Maximum Program Time (150% of Completion time) In Academic Years (48 weeks = 1 year)
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Bachelor's Degree	120 credits	6 Academic Years
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TRANSFER OF CREDIT

California Miramar University awards transfer credit for academic credit earned at previous accredited colleges and universities that align with the University's curriculum. Applicants who wish to obtain transfer credit must provide transcripts to California Miramar University's Registrar for evaluation as per the admissions process. Copies of transcripts will be accepted for admissions purposes; however, official transcripts must be sent directly to California Miramar University from the institution from which the credits were earned within 30 days of enrollment.

TRANSFER CREDIT FROM FOREIGN COLLEGES AND UNIVERSITIES

Students who wish to transfer credits that align with the University's curriculum from foreign institutions based outside the United States will be required to have those credits evaluated by an organization or agency accepted by California Miramar University. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES) as valid and acceptable evaluators of foreign transcripts. A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.**

NOTE: All Evaluation costs and fees are the responsibility of the applicant.

CONCENTRATION COURSES

The concentration selected by the student should be in the area of expertise that most closely defines his or her prior work experience or current career path and requires the completion of specific coursework as outlined in this catalog. The area of concentration will also be listed on the diploma.

REQUIRED CURRICULUM

General Education Courses	39 semester Credit Hours
General Elective Courses	12 semester Credit Hours
Business Core Courses	54 semester Credit Hours
<u>Concentration Courses</u>	<u>15 semester Credit Hours</u>
Total Bachelor of Science in Business Administration	120 semester Credit Hours

General Education Courses (All Required)

Course No.	Title	Credit Hours
ENG 1010	English Composition I	3
ENG 2010	English Composition II	3
MTH 1150	Algebra	3
HIS 1010	American History	3
PS 1010	American Government	3
PSY 1010	General Psychology	3
SOC 1010	Intro to Sociology	3
ART 1010	Art History	3
HUM 1010	Introduction to Humanities	3
LIT 3010	American Literature	3
PHL 3010	Critical Thinking	3
BIO 1010	Biology	3
BIO 1020	Environmental Science	3

Partial List of General Elective Courses (Students Choose 12 Semester Credit Hours)

Course Number	Title	Credit Hours
STUDENTS MAY CHOOSE FROM ANY UNDERGRADUATE COURSE OFFERED BY THE UNIVERSITY THAT IS NOT A PART OF THE REQUIRED GENERAL EDUCATION COURSES, CORE COURSES OR CONCENTRATION COURSES. BELOW ARE SOME OF THE AVAILABLE OPTONS.		
ELECTIVE 1	ELECITVE 1	3
ELECTIVE 2	ELECITVE 2	3
ELECTIVE 3	ELECITVE 3	3
ELECTIVE 3	ELECITVE 4	3
BUS 1150	Business Mathematics	3

LED 2525	Leadership Communication	3
BUS 2361	Business and Technology	3
MGT 2551	Inter-cultural Management	3
HRM 3302	Employee Benefits	3
LED 4547	Human Relations and Interpersonal Skills	3
HRM 4601	Staffing Organizations	3
*SPM 2100	General Sports Participation	1-8
SPT 2100	*General Strength and Conditioning Training	1-8
**BUS 4001	Business Administration Career Practical Training	3

* A \$300 sports development fee is charged per session for all varsity and club sports to cover the additional costs of developing, expanding and running and maintaining the sports program.

****Repeatable in BUS 4002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 120 semester units required for graduation.**

Business Core Courses (All Required)

Course No.	Title	Credit Hours
BUS 1010	Business Communications	3
BUS 1015	Computer Essentials	3
MKT 1201	Principles of Marketing	3
ACC 1202	Principles of Accounting I	3
MGT 1602	Principles of Management	3
ACC 2302	Principles of Accounting II	3
MIS 2351	Management Information Systems	3
BUS 2951	Principles of Business	3
BUS 3151	Business Statistics	3
BUS 3210	Principles of Business Law	3
BUS 3331	E-Commerce	3
ECO 2401	Principles of Macroeconomics (Prerequisite: MTH 1150 or equivalent)	3
ECO 2501	Principles of Microeconomics (Prerequisite: MTH 1150 or equivalent)	3
LED 3665	Leadership	3
FIN 4310	Financial Management	3
ORG 4451	Organizational Theory and Behavior	3
BUS 4751	Business Ethics	3
MGT 4851	Operations Management	3

CONCENTRATION COURSES Students Choose Fifteen Credit Hours (5 to 8 courses)

To achieve an area concentration, a student must select 15 credit hours in the specific area they wish to focus. The courses that make up these areas of concentration are outlined below. Career Practical Training courses are 1 semester unit each and are repeatable up to three times for credit that apply toward the 120 semester units required for graduation.

B.S. B. A. / BUSINESS ADMINISTRATION

Course No.	Title	Credit Hours
MGT 3626	Supply Chain Management	3
MGT 3826	Managerial Decision Making and Strategy	3
MGT 4126	Project Management	3
MGT 4426	International Business Management	3
HRM 4352	Fundamentals of Human Resources Management	3
*BUS 4001	Business Administration Career Practical Training	3

***Repeatable in BUS 4002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 120 semester units required for graduation.**

B.S. B. A. / INTERNATIONAL BUSINESS

Course No.	Title	Credit Hours
FIN 4301	International Finance	3
ECO 4351	International Economics	3
MGT 4426	International Business Management	3
MKT 4446	International Marketing	3
HRM 4501	International Human Resource Management	3
*BUS 4001	Business Administration Career Practical Training	3

***Repeatable in BUS 4002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 120 semester units required for graduation.**

B.S. B. A. / FINANCE

Course No.	Title	Credit Hours
FIN 4001	Financial Institutions and Markets	3
FIN 4002	Financial Analysis and Valuation	3
FIN 4003	Derivatives Markets	3
FIN 4301	International Finance	3
FIN 4005	Financial Modeling	3
*BUS 4001	Business Administration Career Practical Training	3

***Repeatable in BUS 4002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 120 semester units required for graduation.**

B.S. B. A. / MARKETING

Course No.	Title	Credit Hours
MKT 4001	Marketing Research	3
MKT 4002	Marketing Communications	3
MKT 4003	Marketing Strategy	3
MKT 4301	Consumer Behavior	3
MKT 4005	Principles of Electronic Marketing	3
*BUS 4001	Business Administration Career Practical Training	3

***Repeatable in BUS 4002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 120 semester units required for graduation.**

B.S.B.A. / SPORTS MANAGEMENT CONCENTRATION

Course No.	Title	Credit Hours
SPM 3526	Facilities and Event Management	3
SPM 3246	Fundraising Concepts	3
SPM 3551	Current Issues in Sports	3
SPM 4346	Media Relations	3
**BUS 4001	Business Administration Career Practical Training or Sports Elective	3

****Repeatable in BUS 4002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 120 semester units required for graduation.**

COURSE DESCRIPTIONS

GENERAL EDUCATION COURSES

ENG 1010 English Composition I

Designed to provide students the ability to implement effective communication skills via the written word. This course also provides instruction on the use of standard written English, grammar, punctuation, capitalization, and sentence/paragraph structure. It provides students with the skills necessary for successful communication. (3 credit hours)

ENG 2010 English Composition II (Prerequisite: ENG 1010 or equivalent)

Integrates writing instruction, readings and grammar skills while promoting the fundamentals of effective expression via essay writing. This course teaches students to become formidable writers as they master functional introductions, supportive paragraphs, and strong conclusions while focusing on the correct use of Standard English grammar. (3 credit hours)

MTH 1150 Algebra

This course covers methods of simplifying formulas and expressions, solving equations and inequalities. Topics include rational expressions, polynomials, and linear equations, solutions, factoring and operating with exponents. Calculator use is highly recommended. (3 credit hours)

HIS 1010 American History

This undergraduate course provides students with a survey of the political, economic, social, and cultural history of American life from the discovery of America to the present time. It focuses on the complexity of American history and synthesizes that complexity into informed interpretation of significant historical events. (3 credit hours)

HIS 3050 World Civilization

This course presents an extensive analysis of the development of many world civilizations and cultures. The course offers a balanced history of each culture and its major traditions from beginnings to the present day, while tracing cross-cultural comparisons. The course analyzes the diverse political, social, intellectual, and economic histories of these civilizations in relationship to one another. (3 credit hours)

PS 1010 American Government

Presents an in-depth study of American government and politics. The course focuses on presenting an unbiased and up-to-date introduction to constitutional, governmental, political, social, and economic structures and processes. Beginning with the historical events leading to the formation of the American Constitution, this course continues through to current politics of domestic and economic policymaking and foreign and defense strategies. (3 credit hours)

PSY 1010 General Psychology

This undergraduate introductory course presents psychology as a science, a diverse discipline with a concern for research, theory, gender, and cross-cultural issues. It focuses on inspiring critical thought and analysis of psychological issues. The biological basis for behavior, cognition and mental abilities, motivation and emotion, life span development, personality, psychological disorders, and social psychology are also included. (3 credit hours)

SOC 1010 Introduction to Sociology

Provides a comprehensive introductory overview of sociology, the systematic and objective study of human society and social interaction. It aims to provide a balanced coverage of theoretical perspectives in order to help students attain a better understanding of their own lives as they exist within a greater sociological structure. By offering a strong coverage of issues pertaining to gender, age, race, ethnicity and class, the course integrates cross-cultural and global materials, providing students with an awareness of today's sociological issues on a global scale. (3 credit hours)

ART 1010 Art History

Explores the history of art with an emphasis on Western civilizations. It provides an understanding of the contexts with which artists' work, discusses the technical processes they use and the means by which art is evaluated. (3 credit hours)

HUM 1010 Introduction to Humanities

Offers an overview of the origin of humanities, and presents a discussion of the major forms and types of artistic expression from early civilizations to the present day. This course will explore, compare and analyze sculpture, architecture, painting, philosophy, literature, drama and music in their historical contexts from pre-history, through recent events of the past decade. (3 credit hours)

LIT 3010 American Literature

Presents an overview of the emergence and progress of American literature from colonial America through the age of romanticism in the mid-nineteenth century. This course is designed to study American literary works and analyze their influential significance. (3 credit hours)

PHL 3010 Critical Thinking

Examines the theories and issues of philosophy through the writings of influential thinkers. It emphasizes the core fields of critical thinking by exploring social and political philosophy, aesthetics, and the philosophy of religion and science in relation to current concerns. (3 credit hours)

BIO 1010 Biology

The purpose of this course is to lay the foundation for scientific understanding, and to assist students to view general biology as a continuously evolving field of study. This course highlights the relevance and contribution of this discipline to business, health care, policy creation and other sciences. Upon enrollment of this course, students will gain an understanding of the relevance of biology and its application in several disciplines. This course provides a special emphasis on plants and non-mammalian biology as well as the relationships between humans and animals. (3 credit hours)

BIO 1020 Environmental Science

This course provides insight into the relationship between human beings and their environments. By focusing on the community structures that exist between plants and animals, this course serves as an introductory overview of the study of environmental society. (3 credit hours)

ELECTIVE COURSES

STUDENTS MAY CHOOSE FROM ANY UNDERGRADUATE COURSE OFFERED BY THE UNIVERSITY THAT IS NOT A PART OF THE REQUIRED GENERAL EDUCATION COURSES, CORE COURSES OR CONCENTRATION COURSES. BELOW ARE SOME OF THE AVAILABLE OPTONS.

BUS 1150 Business Mathematics

This course is designed to provide students with a basic understanding of the various ways in which mathematics is used in modern business. Early on in the course, students will revisit general mathematics and then move into business-related math. Students will be exposed to the mathematics involved with taxes, business and life insurance, the maintenance of checking accounts and cash records, wages and payroll and depreciation. The course concludes with an examination of the computation of simple interest. (3 credit hours)

LED 2525 Leadership Communication

Demonstrates communication techniques used by effective leaders in developing and managing successful organizations. This course covers core communication skills of developing strategy, analyzing an audience, writing various types of business documents and correspondence, and designing and delivering effective PowerPoint presentations - all from a leadership perspective. (3 credit hours)

BUS 2361 Business and Technology

Designed to prepare students for successful entry level employment in office occupations for the 21st century. It provides an in-depth study of how modern society uses the World Wide Web as a communication tool, and how communication has evolved in the world of business. The topics covered in the course will include models for online communities, alliance building in an online environment, the use of online interaction across international borders, and the concept of networking and telecommunications. (3 credit hours)

MGT 2551 Inter-Cultural Management

Focuses on the value systems, challenges and opportunities among people and organizations of various cultures. Emphasis is placed on issues related to employee diversity in terms of gender, race/ethnicity, socioeconomic class and cultural background. (3 credit hours)

CJU 3300 Introduction to Criminal Justice

This is an introductory course in criminal justice. Students will study the history and evolution of law enforcement, the courts, and the corrections system. Students will also be exposed to duties and relationship of private security to the public criminal justice system (law enforcement, courts and corrections). (3 credit hours)

CJU 3400 Computer Crime

This course presents an introduction to computer crime and computer crime investigative techniques. Topics include the types of cyber-crime, computer terminology, the history of computer crime, legal and social issues relating to computer crime, computer forensic science, and the hardware and software used to solve computer crimes. Upon completion of this course, students should be able to describe typical computer crimes and explain some of the techniques used to solve computer crimes. (3 credit hours)

CJU 4000 Criminal Law

This course is a foundational introduction to criminal law definitions, elements of crime and punishment. This course develops the student's basic knowledge in the area of law enforcement and elements necessary to prove a crime was committed. (3 credit hours)

CJU 4110 Criminal Investigations

Students will gain understanding of the history of criminal investigations and surveillance, basics of investigation, techniques of interviewing and interviewing and associated legal requirements. Students will also understand undercover investigations, the roles of private and public investigative agencies and the basics of investigative procedures including sources of investigative information. (3 credit hours)

CJU 4140 Terrorism

This course presents an overview of the key security issues facing the United States in areas of Terrorism. It introduces students to the changing dynamics of terrorism at both the national and state levels. Students will explore the various dynamics of providing security in different settings. This course presents a comprehensive overview of terrorism, its history, current activities, and projected future. Topics include domestic and international terrorism, differences between ideology and terrorism, terrorist training, weapons of mass destruction, defenses against terrorism, legal aspects, impact of the media, and current terrorist activities. Upon completion of this course, students should be able to describe the concepts related to domestic and international terrorism, explain terrorist training, describe defenses against terrorism, and identify the legal aspects of terrorism. (3 credit hours)

HLS 3001 Introduction to Homeland Security

The goal of this course is to give students a solid intellectual foundation to think critically and creatively about America's efforts to prevent terrorist attacks within the United States, reduce the vulnerability to terrorism, and minimize the damage and recover from attacks that may occur. Topics include civil liberties, American Patriot Act, Presidential, legislative, and judicial politics. (3 credit hours)

HLS 4002 Homeland Security Law

This course focuses on the homeland security, U.S. legal system and the various statutes, case law, and Constitutional issues governing the activities of practitioners involved in the Homeland Security enterprise at the federal, state and local levels. It examines the effectiveness of various court decisions and legislation including the USA PATRIOT Act in preventing and responding to the threat of terrorism as well as their role in shaping the development of Homeland Security agencies, policies, strategies, and infrastructure. (3 credit hours)

HLS 4006 Religion, Extremism, and Violence

This course examines the complexity of religion in relation to religiously motivated violence. The course analyzes themes such as various types of fundamentalism, Jihad, and Zionism, as well as other forms of religious intolerance that erupt into violence. It also explores the history and the nature of religious conflicts in the Balkans, Northern Ireland, Sri Lanka, Sudan, Rwanda and the Middle East. (3 credit hours)

HLS 4007 Intelligence and Threat Analysis

This course introduces students to the definitions and concepts of intelligence and intelligence gathering. The student will learn how to apply intelligence to threat assessment and vulnerability reduction planning. Upon completion of this course student will be able to understand the roles and responsibilities of intelligence gatherers and analysts and be able to define types and characteristics of intelligence. They will also be able to conduct a basic threat assessment on a facility. (3 credit hours)

HRM 3302 Employee Benefits

Offers a study of the administration and maintenance of benefits through the perspective of the human resources professional. The framework of the course is based on a systematic journey through the field of benefits and how and why there is an important link to compensation. Topics include the economics and regulation of benefits, retirement, health and life insurance, government mandated benefits, paid time off, accommodations, and managing the employee benefits system. (3 credit hours)

LED 4547 Human Relations and Interpersonal Skills

This course emphasizes interpersonal skills rather than leadership theories and research. It blends current and traditional topics with a heavy emphasis on skill development and self-assessment. Students develop the ability to recognize and expand the capabilities of those working under them for the overall benefit of both the organization and the individual. (3 credit hours)

HRM 4601 Staffing Organizations

Topics include staffing models, labor market unions, employment law, job analysis, recruitment, writing effective advertising copy, selection (including interviewing techniques), orientation, and voluntary and involuntary terminations. This course emphasizes on the ethical and legal considerations involved in staffing decisions. (3 credit hours)

SPM 2100 *General Sports Participation

This course provides credit to students participating in a variety of sports offered. Course may be repeated but a maximum of 8 credits is allowed towards graduation requirements. (1 credit hours). * * A \$300 sports development fee is charged per session for all varsity and club sports to cover the additional costs of developing, expanding and running and maintaining the sports program.

SPC 3250 Sports Administration

Help understand the sport's manager's position and the environment in which he/she must perform. Basic understanding of administrative theory and practice.

(3 semester credits)

***BUS 4001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 120 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour) Repeatable in BUS 4002-BUS (1 credit hour).

CORE COURSES**BUS 1010 Business Communications**

Provides the fundamentals of theory, and practices effective oral and written communication unique to businesses and organizations. Coverage includes the writing of business memos, letters and reports, oral and global communications. Also included are legal pitfalls, ethical situations and exposure to today's communication technologies. (3 credit hours)

BUS 1015 Computer Essentials

This introductory level course is designed to present the fundamentals of personal computers and current application software in a very basic and hands-on environment. By exploring the world of personal computers and internet navigation, this course offers a clear picture of how computers and networks can be used as practical tools to solve a wide variety of tasks in an office environment.

(3 credit hours)

MKT 1201 Principles of Marketing

Presents a comprehensive introduction to the concepts and techniques of modern-day marketing. The student is introduced to key elements of marketing such as product, place, price and promotion. (3 credit hours)

ACC 1202 Principles of Accounting I (Prerequisite: Basic College Math, BUS 1150 or equivalent)

This course focuses on the study of income and expense, working capital, investments and interpreting financial statements. Also, presents an overview on corporations, fund-flow and business transactions. Upon completion, students will have attained the most important conceptual and practical aspects of accounting. (3 credit hours)

MGT 1602 Principles of Management

Explores the dynamics of management in the modern organization. Examines the history of management, as well as its current functions involving such issues as motivation, diversity, quality, ethics and the global environment. (3 credit hours)

ACC 2302 Principles of Accounting II (Prerequisites: ACC 1202 or equivalent)

Provides an in-depth continuation of Principles of Accounting I. This course covers the material necessary to interpret financial reporting and make useful lending and investment decisions. Also, covers a wide range of additional topics including: intangible and tangible assets, investments, cash flow statements, cost accounting and cost-volume analysis. (3 credit hours)

MIS 2351 Management Information Systems (Prerequisite: BUS 1015 or equivalent)

This course provides guidance for the management of information technology in today's complex business environment. Major focuses include: the development of systems that use and deliver information technology, as well as tactics, strategies, issues and jargon concerning information technology. Case studies and the World Wide Web are utilized to study corporate usage of information technology and information management. (3 credit hours)

BUS 2951 Principles of Business

Provides an overview of managerial functions and responsibilities, leadership practices and business management. This course covers a variety of topics including: management, organization, human resource management, purchasing, production/operations, accounting, finance, marketing and quantitative methods. (3 credit hours)

BUS 3151 Business Statistics

Introduces an application of probability theory used when making managerial decisions within uncertain business environments. This course also addresses a variety of descriptive and inferential statistics, highlights the importance of tables and graphic presentations, and analyzes case studies and scholarly journal articles for statistical content. Topics also include hypothesis testing, analysis of variance, time-series analysis, business forecasting and multiple regression analysis. (3 credit hours)

BUS 3210 Principles of Business Law

This course studies laws that affect business operations by exploring the current overview of the legal system in the United States. This overview includes the study of the courts and their functions, contracts and property issues, and how the legal system handles business related lawsuits. (3 credit hours)

BUS 3331 E-Commerce

Designed to provide the student, as either a current or future e-commerce practitioner, with a basic understanding of the so-called "networked economy" and its associated infrastructures. This course will introduce students to strategy, technology, capital, media and policy, and describe how each works to enable e-commerce today. (3 credit hours)

ECO 2401 Principles of Macroeconomics (Prerequisite: MTH 1150 or equivalent)

Introduces economic theory and practice, specifically national and international policy affecting the economy as a whole. Also, presents the foundations of economic reasoning, central key terms, income, trade, laws and concepts of economic analysis and understanding. (3 credit hours)

ECO 2501 Principles of Microeconomics (Prerequisites: MTH 1150 or equivalent)

This course presents the economic system of supply and demand. Examines the effect this system has on business and individuals, especially in the process of decision making. Covers the foundations of economic reasoning, central key terms, and laws and concepts of economic analysis. (3 credit hours)

LED 3665 Leadership

Reviews the effects of leadership on the achievement of the collective purpose and the moral aspirations of an organization. This course provides the tools to assess leadership style in both social and work situations. Topics include communication styles, the power of leaders, situational leadership, creativity and leadership, teamwork, motivation, coaching skills and the effect of leadership on the organization. (3 credit hours)

FIN 4310 Financial Management (Prerequisite: Basic College Math, MTH 1150, ACC 1202 or equivalent)

This course is designed to give students a basic understanding of financial planning in the business world. Provides an analytical understanding of financial management by building upon the fundamental principles of elementary accounting and economics. Topics covered include financial analysis and planning, working capital management, capital budgeting process and long-term financing. (3 credit hours)

ORG 4451 Organizational Theory and Behavior

Introduces the concept of the business entity as an environment serving organization with economic and social responsibilities. It provides the principles of managing organizations, systems, staffing and management processes. The material covers a wide range of organizations and covers topics that apply to organizational change and development. (3 credit hours)

BUS 4751 Business Ethics

Explores the essential nature of business ethics and the role they play in the decision-making process. This course covers examples of individual assessment as well as corporate organizational culture. (3 credit hours)

MGT 4851 Operations Management

This course presents a comprehensive introduction to operations strategy, quantitative techniques and managerial issues. Topics investigated include manufacturing and service, production technology, competitive priorities, quality management, statistical process control, process design, new technology, capacity planning, facility layout, supply chain management, quality control and maintenance management. (3 credit hours)

CONCENTRATION COURSES

BUSINESS ADMINISTRATION CONCENTRATION

MGT 3626 Supply Chain Management

Presents an overview of the strategic role of the supply chain, key drivers of its performance, and the tools and techniques for analysis. The course also examines the ability of an organization to create sustainable profit growth by managing the entire supply chain. Additional topics include: designing the supply chain network, planning supply and demand, inventory control and networks of transportation. (3 credit hours)

MGT 3826 Managerial Decision Making

Focuses on decision-making at the top of the organization in a multidisciplinary context. Examines successful decision-making in rationalizing all options in the pursuit of organizational objectives. (3 credit hours)

MGT 4126 Project Management

A project plan is used in analyzing the feasibility of a project and in guiding the effort. Topics include the design and application of systematic processes in managing projects. This course will introduce students to methodologies and technologies that assist a project manager in completing a project from its inception through its completion. (3 credit hours)

MGT 4426 International Business Management

This course will examine the role of the multinational enterprise, emerging trends and issues related to international management. Discussion will include various methods of managing entrepreneurial organizations in the domestic market with international marketing capabilities, managing a new and/or small venture in a non-domestic market, and developing alliances trans-nationally to facilitate international growth. (3 credit hours)

HRM 4352 Fundamentals of Human Resource Management

This course covers employment processes including recruitment, selection, training, evaluation and benefits. Additional topics include: human resource management as affected by legislation, equal employment opportunity, employee benefits, compensation, unionization and sexual harassment. (3 credit hours)

***BUS 4001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 120 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour)

****Prerequisite: One academic year (4 eight-week sessions) of full time course work (8 3 semester unit courses) are required as a prerequisite for this course.**

(3 credit hour) Repeatable in BUS 4002-BUS (1 credit hour).

***BUS 4002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for part-time CPT (20 or fewer hours work per week) and may be repeated each session until the student completes his degree program or fails to maintain Satisfactory Academic Progress. The semester credit for this one-unit course will not count toward the total 39 semester units required for graduation.

****Prerequisite:** BUS 4001(1 credit hour) Repeatable

INTERNATIONAL BUSINESS CONCENTRATION

FIN 4301 International Finance (Prerequisites: FIN 4310 or equivalent)

This course describes international financial instruments and their role in providing a cohesive financial integrated market. It investigates arbitrage transactions and how they bind together distinguishable financial instruments to play key roles in financial contracts. This course also explores the finance methodologies of multinational corporations, foreign exchange and bankers' acceptances. (3 credit hours)

ECO 4351 International Economics

The course offers the analysis of contemporary topics in international economics such as: international trade and finance, open market macroeconomics, trade blocks, labor migration, international balance of payments, the determination of foreign exchange rates, and capital flows resulting from the operations of multinational firms. (3 credit hours)

MGT 4426 International Management

This course will examine the role of the multinational enterprise, emerging trends and issues related to international management. Discussion will include various methods of managing entrepreneurial organizations in the domestic market with international marketing capabilities, managing a new and/or small venture in a non-domestic market, and developing alliances trans-nationally to facilitate international growth. (3 credit hours)

MKT 4446 International Marketing

This course will equip the student with an appreciation of the idiosyncrasies involved in the planning and implementation of marketing, cultural differences, country attractiveness, licensing, and mix marketing strategies. Assists in the development of market assessment at the international level, and problem-solving skills related to topics of global business. (3 credit hours)

HRM 4501 International Human Resource Management

Focuses on functions such as compensation, benefits, training, recruitment and selection, health and safety, career development, labor relations, job requirements and employee rights. Attention is directed to both the expatriate and the foreign manager as part of the multinational's responsibilities in effectively managing human resources around the world. (3 credit hours)

***BUS 4001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 120 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour) Repeatable in BUS 4002-BUS (1 credit hour).

***BUS 4002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for part-time CPT (20 or fewer hours work per week) and may be repeated each session until the student completes his degree program or fails to maintain Satisfactory Academic Progress. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation.

****Prerequisite:** BUS 4001(1 credit hour) Repeatable

FINANCE CONCENTRATION

FIN 4001 Financial Institutions and Markets (Prerequisites: FIN 4310 or equivalent)

The course explores the structure and functions of capital markets, the saving investment process and financial intermediaries, supply and demand for loans, and the level and structure of interest rates. Particular attention will be paid to the embedded risks in specific financial markets and institutions, and the appropriate role of regulation and public policy. (3 credit hours)

FIN 4002 Financial Analysis and Valuation (Prerequisites: FIN 4310 or equivalent)

This course focuses on the financial analysis and valuation of publicly traded equity securities. Introduces tools and techniques including business and financial analysis, preparation of pro forma financial statements, estimation of free cash flows and application of valuation models. (3 credit hours)

FIN 4003 Derivatives Markets (Prerequisites: FIN 4310 or equivalent)

This course will focus on the use and pricing of forwards and futures, swaps and options. This knowledge can be used to weigh risks associated with changes in interest and exchange rates, stock and commodity prices and inflation. Also, covers no-arbitrage pricing strategies for forward contracts, and the binomial and Black-Scholes option pricing models. (3 credit hours)

FIN 4301 International Finance (Prerequisites: FIN 4310 or equivalent)

This course describes international financial instruments and their role in providing a cohesive financial integrated market. It investigates arbitrage transactions and how they bind together distinguishable financial instruments to play key roles in financial contracts. This course also explores the finance methodologies of multinational corporations, foreign exchange and bankers' acceptances. (3 credit hours)

FIN 4005 Financial Modeling (Prerequisites: FIN 4310 or equivalent)

Explores standard financial models in the areas of corporate finance, financial statement simulation, security valuation, cost of capital, time value of money, portfolio theory and insurance, capital budgeting, duration and immunization. (3 credit hours)

***BUS 4001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 120 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour) Repeatable in BUS 4002-BUS (1 credit hour).

***BUS 4002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for part-time CPT (20 or fewer hours work per week) and may be repeated each session until the student completes his degree program or fails to maintain Satisfactory Academic Progress. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation.

****Prerequisite:** BUS 4001(1 credit hour) Repeatable

MARKETING CONCENTRATION

MKT 4001 Marketing Research (Prerequisites: MKT 1201 or equivalent)

Focuses on methods employed in market research to better understand consumer behavior and to improve marketing strategies. Topics include focus groups, understanding various sources of secondary data, questionnaire design, sampling plans and data analysis using statistical techniques. (3 credit hours)

MKT 4002 Marketing Communications (Prerequisites: MKT 1201 or equivalent)

Covers the major marketing communication decisions made by brand managers. These decisions include mass media advertising, public relations, sales promotion, direct response marketing, sponsorship and events, packaging and personal selling. (3 credit hours)

MKT 4003 Marketing Strategy (Prerequisites: MKT 1201 or equivalent)

Explores the application of value-enhancing strategies utilized by marketing managers. Topics include strategic marketing analysis and planning, integration of marketing communications, radical changes in the selling function and sales force, customer relationship management, the impact of e-commerce, and the broadening role of marketing throughout organizations. (3 credit hours)

MKT 4301 Consumer Behavior (Prerequisites: MKT 1201 or equivalent)

Analyzes how socio-psychological factors such as personality, small groups, demographic variables, social class and culture influence the decision-making process of consumers. This courses studies in detail, the formation of consumers' attitudes, consumption and purchasing behaviors. (3 credit hours)

MKT 4005 Principles of Electronic Marketing (Prerequisites: MKT 1201 or equivalent)

Introduces students to the principles and practices of electronic marketing. Topics include: the promotion and distribution of products, integrating e-marketing with business processes, consumer behavior, ethics and public policy in electronic marketing. (3 credit hours)

***BUS 4001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 120 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour) Repeatable in BUS 4002-MKT (1 credit hour).

***BUS 4002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for part-time CPT (20 or fewer hours work per week) and may be repeated each session until the student completes his degree program or fails to maintain Satisfactory Academic Progress. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 4001(1 credit hour) Repeatable

SPORTS MANAGEMENT CONCENTRATION

SPM 3526 Facilities and Event Management

This course analyzes effective management strategies and knowledge associated with pursuing a career in sport management. It will introduce students to the sport management career opportunities in the sport industry and to sport principles as they apply to facility management and event planning, leadership style, communication, and motivation. (3 credit hours)

SPM 3246 Fundraising Concepts

This course is designed to provide the student with the basic knowledge and understanding of promotional, marketing and fund-raising considerations of sport organizations. It will offer a thorough understanding of the key concepts, principles and procedures as related to sport promotions and fund-raising. The course will attempt to provide guidelines for organizing successful promotional, marketing and fund-raising events. (3 credit hours)

SPM 3551 Current Issues in Sports

This course looks at both modern day and sports through history. The purpose of the course is to teach students how to define, describe, and identify the issues which have contributed to the impact of sports in America and the world. It will teach students to analyze and deconstruct the historical, social, and economic forces that have taken the games people play and made them an integral part of the cultural; to compare and contrast the attitudes about race, gender, and politics and the impact on sports and society. (3 credit hours)

SPM 4346 Media Relations

This course provides a cross-disciplinary approach to a variety of promotional issues that sport managers routinely confront. Public relations and advertising professionals offer insights into how sports-related endeavors and businesses can raise public awareness about products and services. (3 credit hours)

***BUS 4001 Business Administration Career Practical Training or SPORTIS RELATED ELECTIVE OF 3 SEMESTER HOURS**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session.

This course may be repeated, however, only the first 3 semester credits count toward the required 120 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration.

The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour) Repeatable in BUS 4002-BUS (1 credit hour).

***BUS 4002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for part-time CPT (20 or fewer hours work per week) and may be repeated each session until the student completes his degree program or fails to maintain Satisfactory Academic Progress. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation.

****Prerequisite:** BUS 4001(1 credit hour) Repeatable

MASTER DEGREE PROGRAMS

SCHOOL OF BUSINESS ADMINISTRATION



Balboa Park, San Diego, just three miles from the CMU campus

MASTER OF BUSINESS ADMINISTRATION

OVERVIEW

The Master of Business Administration program prepares students with the necessary skills and knowledge to understand, manage or create financial, business and leadership careers at the upper level of management. This program also provides the tools for business and leadership professionals to develop skill sets that will equip them to perform effectively, ethically and creatively in the corporate or entrepreneurial environment.



ADMISSION REQUIREMENTS

1. A bachelor's degree from an accredited college or university and have obtained an overall grade point average of 2.0 or better. **Copies of official academic transcripts will be accepted during initial evaluation for admissions. However, official transcripts must be on file before an enrollment agreement can be issued.**
2. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of item 1 above.
3. International students with education equivalent to U. S. education or an academic evaluation by a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above. California Miramar University accepts a 3-year Bachelor degree such as a Bachelor of Commerce (abbreviated **BCom**, B.Com., BCommerce, B.Comm. or a Bachelor of Commerce and Administration (BCA).
4. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 71 on the Internet Based Test (iBT) or 6.5 on the International English Language Test (IELTS), or 50 on the PTE Academic Score Report.
5. Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency level in all cases.
6. Students who have insufficient Business Administration undergraduate degrees or have not taken undergraduate business courses in Accounting, Economics, Financial Management, General Management, and Marketing may be required to complete up to five *Prerequisite Courses at one credit hour each.

PROGRAM LEARNING OUTCOMES:

Graduates of this MBA program should be able to:

MBA PLO #1: Demonstrate comprehensive knowledge of theories and concepts of business administration.
MBA PLO #1A: Demonstrate comprehensive knowledge of theories and concepts: covered in the general core subject matters

MBA PLO #1B: Demonstrate comprehensive knowledge of theories and concepts: covered in concentration areas with work related applications of business administration.
MBA PLO #2: Perform a factual and application oriented literature review applying critical thinking and problem-solving techniques to understand various possible outcomes.
MBA PLO #3: Demonstrate both oral and written communication skills in a business and academic manner.
MBA PLO #4: Develop, analyze and implement an operational strategic plan based on solid organized data with a business application.

GRADUATION REQUIREMENTS

39 credit hours completed / Minimum overall G.P.A. of 3.0 or higher / Capstone Project

MAXIMUM TRANSFER CREDIT

9 credit hours

FOR FULL SATISFACTORY ACADEMIC PROGRESS (SAP) TRANSFER REQUIREMENTS SEE PAGE 44

TABLE SHOWING SAP MAXIMUM TIME FRAMES

Program	Semester Credits	SAP Maximum Program Time (150% of Completion time) In Academic Years (48 weeks = 1 year)
Master's Degree	39 credits	2.44 Academic Years

TRANSFER OF CREDIT

California Miramar University awards transfer credit for academic credit earned at previous accredited colleges and universities that align with the University's curriculum. Applicants who wish to obtain transfer credit must provide transcripts to California Miramar University's Registrar for evaluation as per the admissions process. Copies of transcripts will be accepted for admissions purposes; however, official transcripts must be sent directly to California Miramar University from the institution from which the credits were earned before an enrollment agreement can be issued.

TRANSFER CREDIT FROM FOREIGN COLLEGES AND UNIVERSITIES

Students who wish to transfer credits that align with the University's curriculum from foreign institutions based outside the United States will be required to have those credits evaluated by an organization or agency accepted by California Miramar University. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES) as valid and acceptable evaluators of foreign transcripts. A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.**

NOTE: All Evaluation costs and fees are the responsibility of the applicant.

CONCENTRATION COURSES

The concentration selected by the student will be in the area of expertise that most closely defines his or her prior work experience or current career path and requires the completion of specific coursework as outlined in this catalog. The area of concentration will also be listed on the diploma.

THE MASTER'S CAPSTONE PROJECT

As part of a student's curriculum in the Master of Business Administration program, the final course will include a Capstone Project. This project will require each student to consult with a company of their choice in order to evaluate a current corporate strategy and to develop a plan to improve the organization's competitive position. The Capstone Project may be presented as a traditional research paper, report or as an innovative document, so long as it appropriately represents in a thoughtful and meaningful way, the summation of the student's work at California Miramar University. Specific requirements for this project will vary by faculty member. The Capstone Project may not be taken until a minimum of 10 of the 13 courses in the Master's degree program have been successfully completed. The Capstone course may be completed concretely with 12th Master's course if this course is available in the same session.

A successful Capstone Project will integrate the student's management and organizational knowledge acquired over a course of study at CMU. The main objective is to develop a deep understanding of a question of interest and find a solution using the intellectual tools and knowledge developed in the Master's program and through the student's own personal experience.

DIFFERENCES BETWEEN A CAPSTONE PROJECT AND A THESIS

Students who complete a Capstone Project will experience similarities to writing a Master's thesis. CMU's Capstone Project is supervised by faculty members, and it includes substantial written reports involving research design, execution, writing and production. However, the aim of the Capstone Project and a thesis are significantly different. The connotation of a "thesis" is academic, while "project" suggests action as well as study. While a thesis might be based entirely on library resources, a Capstone Project involves both library and field research activity.

REQUIRED CURRICULUM

Core Courses	27 semester Credit Hours
<u>Concentration Courses</u>	<u>12 semester Credit Hours</u>
Total Master of Business Administration	39 semester Credit Hours

*Prerequisite Courses (If Required)

All Prerequisite Courses are one unit each. These courses may be waived if completed at the undergraduate level with a grade of a "B" or higher.

Course No.	Title	Credit Hours
BUS 5210	Survey of Accounting	1
BUS 5211	Survey of Finance	1
BUS 5212	Survey of Marketing	1
BUS 5213	Survey of Economics	1
BUS 5214	Survey of Management	1

Core Courses (All Required)

Course No.	Title	Credit Hours
MIS 6110	Management Information Systems	3
MKT 6120	Marketing Management	3
ORG 6130	Organizational Behavior	3
ACC 6140	Managerial Accounting	3
ECO 6150	Managerial Economics	3
FIN 6160	Managerial Finance	3
MGT 6170	Operations Management	3
HRM 6180	Human Resource Management	3
BUS 6190	Business Strategy Capstone	3
*BUS 6191	Business Strategy Capstone Extension (If Necessary)	1

***The semester credit for this one unit course will not count toward the total 39 semester units required for graduation.**

CONCENTRATION COURSES ** (Students Choose Four to Seven in Desired Area)

To achieve an area concentration, a student must select 12 credit hours (4 to 7 courses) in the specific area they wish to focus. The courses that make up these areas of concentration are outlined below. Career Practical Training courses are 1 semester unit each and are repeatable up to three times for credit that apply toward the 39 semester units required for graduation.

M. B. A. / BUSINESS ADMINISTRATION

Course No.	Title	Credit Hours
LED 5531	Leadership Theories and Concepts	3
BUS 6590	Business Ethics	3
ENT 6431	Entrepreneurship	3
MGT 6601	International Business Management	3
ORG 6011	Organizational Development and Change	3
TEC 6951	Strategic Management of Technology and Innovation	3
**BUS 6001	Business Administration Career Practical Training	3

****Repeatable in BUS 6002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 39 semester units required for graduation.**

MBA / INTERNATIONAL BUSINESS

Course No.	Title	Credit Hours
MKT 6003	International Marketing	3
MGT 6601	International Business Management	3
ECO 6641	International Economics	3
FIN 6651	International Finance	3
**BUS 6001	Business Administration Career Practical Training	3

****Repeatable in BUS 6002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 39 semester units required for graduation.**

MBA / FINANCE

Course No.	Title	Credit Hours
FIN 6001	Security Markets and Investments	3
FIN 6002	Financial Institutions and Markets	3
FIN 6003	Financial Statement Analysis and Valuation	3
FIN 6651	International Finance	3
**BUS 6001	Business Administration Career Practical Training	3

****Repeatable in BUS 6002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 39 semester units required for graduation.**

MBA / HEALTH CARE MANAGEMENT

Course No.	Title	Credit Hours
HCM 6001	Health Care Policy Analysis and Decision Making	3
HCM 6002	Ethical and Legal Issues in Health Care Management	3
HCM 6003	Advanced Community Health Care Management	3
HCM 6005	Operations in Health Care Management	3
**BUS 6001	Business Administration Career Practical Training	3

****Repeatable in BUS 6002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 39 semester units required for graduation.**

MBA / MARKETING

Course No.	Title	Credit Hours
MKT 6001	Consumer Behavior and Decision Models	3
MKT 6003	International Marketing	3
MKT 6004	Pricing Strategy	3
MKT 6006	Strategic Brand Management	3
MKT 6007	Service Marketing	3
**BUS 6001	Business Administration Career Practical Training	3

****Repeatable in BUS 6002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 39 semester units required for graduation.**

MBA/TECHNOLOGY MANAGEMENT

Course No.	Title	Credit Hours
TEC 6951	Strategic Management of Technology and Innovation	3
MIS 6961	IT Project Management	3
MGT 6981	New Product Management	3
MIS 6991	Internet Technology and Strategy	3
**BUS 6001	Business Administration Career Practical Training	3

****Repeatable in BUS 6002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 39 semester units required for graduation.**

COURSE DESCRIPTIONS

PREREQUISITE COURSES

BUS 5210 Survey of Accounting

This course covers the material necessary to interpret financial reporting and make useful lending and investment decisions. Also, includes accounting for inventory, plant, property and equipment, intangible and tangible assets, investments, cash flow statements, cost accounting and cost-volume analysis. (1 credit hour)

BUS 5211 Survey of Finance (Prerequisite: BUS 5210 or equivalent)

Designed to give students a basic understanding of financial planning in the business world. Builds upon the fundamental principles of elementary accounting and economic principles. Topics covered include financial analysis and planning, working capital management, capital budgeting process and long-term financing. (1 credit hour)

BUS 5212 Survey of Marketing

Presents a comprehensive introduction to the concepts and techniques of modern-day marketing. Explores the importance of marketing in the economy and in business management by covering topics such as product, place, price and promotion. (1 credit hour)

BUS 5213 Survey of Economics

This course introduces the economic system and its effect on business and individuals. Covers topics such as: the foundations of economic reasoning, central key terms, laws and concepts of economic analysis, and international and national policy making. (1 credit hour)

BUS 5214 Survey of Management

Provides a comprehensive understanding of the dynamics involved in managing the modern organization. Explores the history of management and its impact on the modern manager, the functions and elements of management, as well as issues involving motivation, diversity, quality, ethics and the global environment. (1 credit hour)

CORE COURSES

MIS 6110 Management Information Systems

Focuses on providing an understanding of the nature of the digital firm and its key issues in organization and management. This course will prepare students to face the challenges involved in managing a firm, understand problem solving technologies, design business processes, and create management policies in order to implement change. (3 credit hours)

MKT 6120 Marketing Management (Prerequisites: BUS 5212 or equivalent)

Explores the processes and concepts of marketing from a managerial perspective. The course will analyze marketing tools, market research, and competitor and consumer analysis. Offers a study of the relationship between the marketing mix, the changing business environment and the overall corporate strategy. (3 credit hours)

ORG 6130 Organizational Behavior

The topics covered in this course enlighten the student on the complex relationships that are present among individuals, groups, organizations and society. This course emphasizes a dynamic systems approach to the understanding of work relationships through the study of individual needs and abilities in reference to organizational goals and structure. (3 credit hours)

ACC 6140 Managerial Accounting (Prerequisites: BUS 5210 or equivalent)

Offers an in-depth study of economic theory and practice, including international and national policy and decision-making. Also, introduces the foundations of economic reasoning, central key terms, income, trade and concepts of economic analysis. (3 credit hours)

ECO 6150 Managerial Economics (Prerequisites: BUS 5213 or equivalent)

Topics include basic supply and demand theory, marginal analysis, the impact of the market setting (i.e. competitive, oligopolistic or monopolistic structures), and strategic interactions among firms using Game Theory. The main emphasis throughout is on the use of economic reasoning to make informed business decisions. (3 credit hours)

FIN 6160 Managerial Finance (Prerequisites: BUS 5210 and BUS 5211 or equivalent)

This course introduces the theory of corporate finance and its application to realistic problems in corporate financial management. Integrates various aspects of production, marketing, management, accounting, capital markets hypothesis, capital structure and dividends. (3 credit hours)

MGT 6170 Operations Management (Prerequisites: BUS 5214 or equivalent)

Presents the scientific methods used to investigate concerns involving the designing, planning and conducting of operations within an organization. Mathematical methods of operations research are stressed. Topics studied include linear programming, decision analysis, mathematical programming, inventory theory, forecasting, and Markov decision processes. (3 credit hours)

HRM 6180 Human Resource Management

Provides a management-oriented exploration of human resource management, structure, functional applications, and labor management relations. Based upon classical and contemporary theory, this course forms a humanistic and legal analysis of organizations, focusing on the role of human resource management in the creation of organizational strategy. Examines a leader's responsibility to optimize performance and make decisions based on ethical criteria. (3 credit hours)

BUS 6190 Strategic Management Capstone

This course is designed to examine problem analysis and decision making involved in corporate strategy. Students will learn how to develop mission statements, and assess both the external and internal environments in order to determine organizational strengths and weaknesses. This course will also include analyses of the following: various methods for formulating and implementing strategy, issues with technology and innovation, entrepreneurial ventures and small businesses, not-for-profit organizations, competition, core competencies, and gaining

and sustaining a competitive advantage at the corporate level. This MBA capstone course is broad in scope and integrative of all other required courses.

Prerequisites: *The Capstone Project may not be taken until a minimum of 10 of the 13 courses in the Master's degree program have been successfully completed. The Capstone course may be completed concretely with 12th Master's course if this course is available in the same session.* (3 credit hours)

***BUS 6191 Strategy Capstone Extension – (If Necessary)**

This course allows for a one session unit extension of the bus 6190 course to allow students additional time to complete the requirements of their Strategy Capstone. This course is pass/fail and can only be taken one time. The BUS 6190 grade will remain in an In-Process status until the successful completion of this course. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 6190 (1 credit hour) Repeatable

CONCENTRATION COURSES

BUSINESS ADMINISTRATION CONCENTRATION

LED 5531 Leadership Theories and Concepts

This course focuses on building effective, high-performing work teams by assuring that they are outcome focused and integrated into organizational goals. Explores leadership development, the use of power and influence, leadership values, behavior and traits, situational characteristics, methods of team building, leadership skills and organizational change. (3 credit hours)

BUS 6590 Business Ethics

Assists students in ethical decision-making in a business context by investigating managerial issues faced by contemporary leaders.

Emphasis is on ethical approaches to problem solving, communication and managing people. Also presented is the impact that various leadership styles have on organizations. (3 credit hours)

ENT 6431 Entrepreneurship

This course is a primer for aspiring small business owners. Students will explore step-by-step procedures necessary to set up and manage a small business. Topics include the development of the business plan, market entry strategies, organization and financing, and critical factors for small business owners and entrepreneurs. The course provides students with the skills to build, work for, invest in, advise or consult to social ventures at any point in their career path. (3 credit hours)

MGT 6601 International Business Management

Explores aspects of international and transnational business including exchange rates, cultural differences and political risks. Also discusses issues related to controlling and staffing enterprises that are physically remote from a business' primary location, and fashioning business relationships with those who have differing forms of conducting business. (3 credit hours)

ORG 6011 Organizational Development and Change

Organizational Development (OD) is a process that applies behavioral science knowledge to assist organizations in building the capacity to achieve greater effectiveness. This course covers topics such as: increased financial performance, improved quality of work life, planned change efforts, technology innovation and new product development. (3 credit hours)

TEC 6951 Strategic Management of Technology and Innovation

Focuses on the organization and management of innovation in the workplace. Topics include: types and patterns of innovation, collaboration strategies, formulating technological innovation strategy, and defining and implementing the organization's strategic direction. This course will teach students to appreciate the importance of personal creativity and social interaction for the development and implementation of new ideas, services, products and processes. (3 credit hours)

****BUS 6001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 39 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour) Repeatable. In BUS 6002 or BUS 6003 (1 credit hour)

****BUS 6002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4-session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 6001 (1 credit hours) Repeatable

INTERNATIONAL BUSINESS CONCENTRATION

MKT 6003 International Marketing

Provides thorough coverage of international marketing, with a strong emphasis on the issues confronting companies that market across cultural boundaries. Also, stresses the importance of the internet in global marketing when penetrating and exploring new markets. This courses uses real-life examples to illustrate salient issues that are continually discussed within and outside of the text. (3 credit hours)

MGT 6601 International Business Management

Explores aspects of international and transnational business including exchange rates, cultural differences and political risks. Also, discusses issues related to controlling and staffing enterprises that are physically remote from a business' primary location, and fashioning business relationships with those who have differing forms of conducting business. (3 credit hours)

ECO 6641 International Economics

This course examines trade and international economics, by considering comparative advantage and the factors of production. Explores how growth is influenced by trade, as well as how international trade affects the global welfare of people and events. Additional topics include: effects of labor (foreign and domestic), capital movements between regions, trade restrictions on environmental and political policies, and the key factors that influence relative costs between countries. (3 credit hours)

FIN 6651 International Finance

Addresses international monetary systems, balance of payments, adjustment mechanisms, international interdependence, and the relationship between domestic monetary and exchange rate policies. This course also presents arbitrage and arbitrage like transactions playing a key role in financial contracts, as well as the finance methodologies of multinational corporations, foreign exchange and banker's acceptances. (3 credit hours)

****BUS 6001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 39 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour) Repeatable in BUS 6002 or BUS 6003 (1 credit hour).

****BUS 6002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 6001 (1 credit hours) Repeatable

FINANCE CONCENTRATION**FIN 6001 Security Markets and Investments**

This course focuses on securities markets, risk-return characteristics of investment, concepts of security analysis, various financial instruments, and investment and portfolio strategies of individual and institutional investors. (3 credit hours)

FIN 6002 Financial Institutions and Markets

Focuses on the management of financial institutions, and the functions of money in capital markets. Topics include risk management, deposits and deposit insurance, liquidity, reserve requirements, capital adequacy, liability management, investment interest rate risk and current issues connected with financial institutions. (3 credit hours)

FIN 6003 Financial Statement Analysis and Valuation

Examines advanced topics in corporate finance with an emphasis on valuation as a central concept. This course introduces techniques of valuation and the corporate decisions that affect value. These decisions include the areas of financial analysis, ownership structure, acquisitions, dividends, compensation and agency theory. (3 credit hours)

FIN 6651 International Finance

Addresses international monetary systems, balance of payments, adjustment mechanisms, international interdependence, and the relationship between domestic monetary and exchange rate policies. This course also presents arbitrage and arbitrage like transactions playing a key role in financial contracts, as well as the finance methodologies of multinational corporations, foreign exchange and banker's acceptances. (3 credit hours)

****BUS 6001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 39 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour) Repeatable in BUS 6002 and BUS 6003 (1 credit hour).

****BUS 6002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 6001 (1 credit hours) Repeatable

HEALTH CARE MANAGEMENT CONCENTRATION

HCM 6001 Health Care Policy Analysis and Decision Making

Surveys theory and practice in the management and policy sciences as applied to the field of public health care. Students will gain an understanding of the U.S. public healthcare system, legal bases of public health care, methods of policy analysis, and public and private sector institutions. (3 credit hours)

HCM 6002 Ethical and Legal Issues in Health Care Management

This course addresses regulatory agency and other public policies that influence the direction and financing of health care systems. Students will be asked to identify the various ethical theories and belief systems and critique the relationships between risk management, quality assurance and resource allocation. Additional topics include: a current and historical overview of health care delivery in the developed and developing countries, and applications of the laws that affect the operational decisions of health care providers and managers. (3 credit hours)

HCM 6003 Advanced Community Health Care Management

Focuses on the principles of population-based health care systems that promote good health in communities. Students will examine population aggregates in structured and unstructured settings, as well as strategies to evaluate health outcomes and cost of care. (3 credit hours)

HCM 6005 Operations in Health Care Management

Presents the field of operations management as it relates to integrated health care delivery systems. This course demonstrates the important relationship between operations research and the management of complex health care delivery organizations. Additional areas of focus include: strategic planning, system design, quality measurement and productivity analysis. This course will be of interest to the future health care delivery system manager, operations consultants and decision-makers in organizations that support health care delivery. (3 credit hours)

****BUS 6001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 39 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour) Repeatable in BUS 6002 or BUS 6003

****BUS 6002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 6001 (1 credit hours) Repeatable

MARKETING CONCENTRATION

MKT 6001 Consumer Behavior and Decision Models

Describes how socio-psychological factors influence the decision-making process of consumers. Students will study and compare various consumer behaviors and the major decision models used in developing social marketing communications and interventions. (3 credit hours)

Provides thorough coverage of international marketing, with a strong emphasis on the issues confronting companies that market across cultural boundaries. Also, stresses the importance of the internet in global marketing when penetrating and exploring new markets. This course uses real-life examples to illustrate salient issues that are continually discussed within and outside of the text. (3 credit hours)

MKT 6003 International Marketing

Provides thorough coverage of international marketing, with a strong emphasis on the issues confronting companies that market across cultural boundaries. Also, stresses the importance of the internet in global marketing when penetrating and exploring new markets. This course uses real-life examples to illustrate salient issues that are continually discussed within and outside of the text. (3 credit hours)

MKT 6004 Pricing Strategy

Introduces analytic and conceptual tools for formulating pricing strategy through spreadsheet analysis. Topics include: perceived value and discrimination pricing, bundling, product-line and life-cycle pricing, pricing through the marketing channel, and competitive and behavioral approaches to pricing. (3 credit hours)

MKT 6006 Strategic Brand Management

This course focuses on the analysis of marketing strategies for consumer products and services. Topics include: consumer satisfaction and brand management, product line, pricing strategies, channel and retail relationships, and marketing communication strategies for consumer goods and services. (3 credit hours)

****BUS 6001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 39 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour) Repeatable in BUS 6002 or BUS 6003.

****BUS 6002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 6001 (1 credit hours) Repeatable

TECHNOLOGY MANAGEMENT CONCENTRATION

TEC 6951 Strategic Management of Technology and Innovation

Focuses on the organization and management of innovation in the workplace. Topics include: types and patterns of innovation, collaboration strategies, formulating technological innovation strategy, and defining and implementing the organization's strategic direction. This course will teach students to appreciate the importance of personal creativity and social interaction for the development and implementation of new ideas, services, products and processes. (3 credit hours)

MIS 6961 IT Project Management

Covers the fundamental project management principles for managing the software development life-cycle and process models. Topics include: process metrics, software project planning, monitoring and scheduling mechanisms, budget estimates, risk assessment, and motivation and team building. (3 credit hours)

MGT 6981 New Product Management

Defines "products" in their most general sense and focuses on the important elements of service associated with them. This course is instructed in the perspective of the senior-level general manager with primary responsibility for managing this process. Also, examines the management tasks of executives at middle functional levels, as well as the and overall general management of new product development. (3 credit hours)

MIS 6991 Internet Technology and Strategy

This course analyzes the components and strategies involved in using the internet as a tool for generating revenue and competitive advantage. Explores the basic components of an internet site and moves onto a discussion of business models and value configurations. The course closes with a discussion of applied concepts and tools designed to support the needs of an internet-based startup. (3 credit hours)

****BUS 6001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 39 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour) Repeatable in BUS 6002-TEC (1 credit hour).

****BUS 6002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 6001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 6001 (1 credit hours) Repeatable

MASTER OF SCIENCE IN STRATEGIC LEADERSHIP



OVERVIEW

The Master of Science in Strategic Leadership Degree program prepares students to become professional leaders or administrators in their own career paths or business organizations. This program provides the process for students to develop their philosophy of leadership, the methods to analyze and think strategically and the opportunity to master concepts and techniques related to organizational leadership.

ADMISSION REQUIREMENTS

1. A bachelor's degree from an accredited college or university and have obtained an overall grade point average of 2.0 or better. Copies of **official academic transcripts will be accepted during initial evaluation for admissions. However, official transcripts must be on file before an enrollment agreement can be issued.**
2. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of item 1 above.
3. International students with education equivalent to U. S. education or an academic evaluation by a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above. California Miramar University accepts a 3-year Bachelor degree such as a Bachelor of Commerce (abbreviated **BCom**, B.Com, BCommerce, B.Comm, or a Bachelor of Commerce and Administration (BCA).
4. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 71 on the Internet Based Test (iBT) or 6.5 on the International English Language Test (IELTS), or 50 on the PTE Academic Score Report.
5. Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency **level in all cases.**

Students who have insufficient Business Administration undergraduate degrees or have not taken undergraduate business courses in Accounting, Economics, Financial Management, General Management, and Marketing may be required to complete up to five Prerequisite Courses at one credit hour each.

PROGRAM LEARNING OUTCOMES

Graduates of the MSSL program should be able to:

MSSL PLO #1: Demonstrate comprehensive knowledge of theories, concepts and global perspectives covered in the course works with real world applications of strategic leadership.

MSSL PLO #2: Perform a factual and application oriented literature review applying critical thinking and problem-solving techniques in cases and articles.

MSSL PLO #3: Demonstrate both oral and written communication skills in an organizational and academic manner.
MSSL PLO #4: Develop, analyze and implement leadership expectations of strategic planning based on solid organized data with application.

GRADUATION REQUIREMENTS

39 credit hours completed / Minimum overall G.P.A. of 3.0 or higher / Capstone Project

MAXIMUM TRANSFER CREDIT

9 credit hours

FOR FULL SATISFACTORY ACADEMIC PROGRESS (SAP) TRANSFER REQUIREMENTS SEE PAGE 44

TABLE SHOWING SAP MAXIMUM TIME FRAMES

Program	Semester Credits	SAP Maximum Program Time (150% of Completion time) In Academic Years (48 weeks = 1 year)
Master’s Degree	39 credits	2.44 Academic Years

TRANSFER OF CREDIT

California Miramar University awards transfer credit for academic credit earned at previous accredited colleges and universities that align with the University’s curriculum. Applicants who wish to obtain transfer credit must provide transcripts to California Miramar University’s Registrar for evaluation as per the admissions process. Copies of transcripts will be accepted for admissions purposes; however, official transcripts must be sent directly to California Miramar University from the institution from which the credits before an enrollment agreement can be issued.

TRANSFER CREDIT FROM FOREIGN COLLEGES AND UNIVERSITIES

Students who wish to transfer credits that align with the University’s curriculum from foreign institutions based outside the United States will be required to have those credits evaluated by an organization or agency accepted by California Miramar University. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES) as valid and acceptable evaluators of foreign transcripts. A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.**

NOTE: All Evaluation costs and fees are the responsibility of the applicant.

THE MASTER’S CAPSTONE PROJECT

As part of a student’s curriculum in the Master of Science in Strategic Leadership program, the final course will include a Capstone Project. This project will require each student to consult with a company of their choice in order to evaluate a current corporate strategy and to develop a plan to improve the organization’s competitive position. The Capstone Project may be presented as a traditional research paper, report or as an innovative document, so long as it appropriately represents in a thoughtful and meaningful way, the summation of the student’s work at California Miramar University. Specific requirements for this project will vary by faculty member. The Capstone Project may not be taken until a minimum of 10 of the 13 courses in the Master’s degree program have been successfully completed. The Capstone course may be completed concretely with 12th Master’s course if this course is available in the same session.

A successful Capstone Project will integrate the student’s management and organizational knowledge acquired over a course of study at CMU. The main objective is to develop a deep understanding of a question of interest and find a solution using the intellectual tools and knowledge developed in the Master’s program and through the student’s own personal experience.

DIFFERENCES BETWEEN A CAPSTONE PROJECT AND A THESIS

Students who complete a Capstone Project will experience similarities to writing a Master’s thesis. CMU’s Capstone Project is supervised by faculty members, and it includes substantial written reports involving research design, execution, writing and production. However, the aim of the Capstone Project and a thesis are significantly different. The connotation of a “thesis” is academic, while “project” suggests action as well as study. While a thesis might be based entirely on library resources, a Capstone Project involves both library and field research activity.

REQUIRED CURRICULUM

Core Courses	39 semester Credit Hours
Total Master of Science in Strategic Leadership	39 semester Credit Hours

Core Courses (All Required)

Course No.	Title	Credit Hours
*LED 6910	Team and Group Dynamics	3
MIS 6110	Management Information Systems	3
LED 5531	Leadership Theories and Concepts	3
LED 5541	Leader and the Leadership Process	3
LED 5545	Leadership in Organizations	3
LED 5581	Coaching and Mentoring	3
ORG 6130	Organizational Behavior	3
ENT 6431	Entrepreneurship	3
HRM 6180	Human Resource Management	3
LED 6851	Conflict Resolution	3
LED 6900	Negotiation/Deal Making	3
LED 6920	Change Management	3
BUS 6190	Strategic Management Capstone	3
**BUS 6191	Strategic Management Capstone Extension (If Necessary)	1

* **This course is a prerequisite to all other MSSL Core Courses**

****The semester credit for this one-unit course will not count toward the total 39 semester units required for graduation.**

COURSE DESCRIPTIONS

CORE COURSES

*LED 6910 Team and Group Dynamics

This course provides the student with a step-by-step introduction of the principles and practice of small group communication, and teaches students to develop and apply critical thinking in group problems solving. Group participation is an uplifting and energizing experience. Students are given the tools to help them move towards this outcome. Research and theory is also presented that gives students an understanding that communication behaviors create the overall group experience, and that working effectively in groups is a practical necessity today. (3 credit hours) *** This course is a prerequisite to all other MSSL Core Courses**

MIS 6110 Management Information Systems

Managing information systems has become a task for *all* levels of managers and *all* functional areas of the business. In today's digital firm there is no escaping the opportunities (as well as the challenges) that technology brings.

This course focuses on providing the student with an understanding of the nature of the digital firm and the key issues in organizing and managing the firm. Managers of digital firms need to identify the challenges facing their firms; understand the technologies that will help them meet these challenges; design business processes to take advantage of the technologies; and create management procedures and policies to implement the required changes. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

LED 5531 Leadership Theories and Concepts

This course focuses on building effective, high-performing work teams by assuring that they are outcome focused and integrated into organizational goals. Explores leadership development, the use of power and influence, leadership values, behavior and traits, situational characteristics, methods of team building, leadership skills and organizational change. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

LED 5541 Leader and the Leadership Process

This course is designed to serve as a catalyst to the students of leadership's thinking and dialogue about leaders and the leadership process. Students of leadership should look at themselves within the context of leadership in order to understand the phenomenon and the complexity associated with organizational leadership. By understanding the leadership process, the student will be able to connect all the key components involved in the process: namely; the leader, the follower, the context, the process, and the outcomes. Since the leadership process is both interactive and dynamic, one component will influence the others and students of leadership need to understand this dynamic in order for them to understand the leadership process. This course prepares the student to become effective leaders by exposing them to a discussion that goes beyond leadership theory. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

LED 5545 Leadership in Organizations

This course is about leadership in organizations. Its primary focus is on managerial leadership as opposed to parliamentary leadership, leadership in social movements, or emergent leadership in informal groups. The course represents a broad survey of theory and research on

leadership in formal organizations. The topic of leadership effectiveness is of special interest, and the discussion keeps returning to the question of what makes a person an effective leader. With the focus on effective leadership in organizations, the course is especially relevant to the student, to the person who is currently a manager, to the person who intends to become a manager in the near future, as well as to the practicing manager who is looking for something more than superficial answers to difficult questions about leadership. Although this is the primary book for this course, there are supplemental readings identified in this syllabus that is helpful in acquiring a broader academic and professional perspective of leadership in organizations. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

LED 5581 Coaching and Mentoring

This course offers an introduction to the necessary tools that a leader or manager needs to become an effective coach and/or mentor. Topics include building trust, showing empathy, active listening, using influence tactics, helping others set goals, monitoring performance, giving feedback, encouraging positive actions, discouraging negative actions, training team members, helping others solve problems, helping difficult people, and developing protégés. Develop effective coaching and communication skills which are vital in organizations to build rapport among colleagues, create positive instructional change, and enhanced self-esteem. This course emphasizes experiential learning and the skills of effective relating and problem solving needed in today's management style. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

ORG 6130 Organizational Behavior

Organization behavior is the study of what people think, feel, and do in and around organizations. This course allows the student to systematically study individual, team, and structural characteristics that influence behavior in organizations. The topics covered in this course enlighten the student on the complex relationships that are present among individuals, groups, organizations, and society. This course emphasizes a dynamic systems approach to the understanding and facilitation of work relationships through the study of the interaction of individual needs, abilities, and traits with organizational goals, structure, and the long-term creation and addition of value to the individual, the group, and the organization. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

ENT 6431 Entrepreneurship

This course is a primer for aspiring small business owners. Students will explore step-by-step procedures necessary to set up and manage a small business. Topics include the development of the business plan, market entry strategies, organization and financing, and critical factors for small business owners and entrepreneurs. The course provides students with the skills to build, work for, invest in, advise or consult to social ventures at any point in their career path. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

HRM 6180 Human Resource Management

Provides a management-oriented exploration of human resource management, structure, functional applications, and labor management relations. Based upon classical and contemporary theory, this course forms a humanistic and legal analysis of organizations, focusing on the role of human resource management in the creation of organizational strategy. Examines a leader's responsibility to optimize performance and make decisions based on ethical criteria. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

LED 6851 Conflict Resolution

This course introduces students to the foundation and theories of conflict management. The course includes an interdisciplinary introduction to conflict, sources of conflict, and conflict theory and integrates an overview of how to deal with interpersonal and inter-group, organizational, community, international, and intercultural conflict. Students will gain critical skills in multi-party and public facilitation and mediation, as well as skills in mediation. This course examines the central principles of effective conflict management in a wide variety of contexts, especially in the workplace. By using a combination of up-to-date research and examples the students receive a theoretical, as well as a practical foundation in conflict management. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

LED 6900 Negotiation/Deal Making

This course discusses the nature of negotiations that are difficult to resolve. The course examines the nature of impasses—what makes negotiations intractable—and discuss four elements that make negotiations difficult to resolve: the parties, the negotiation setting, the types of issues, and the conflict management process. The course explores fundamental mistakes that negotiators make that cause negotiation impasses. Finally, the course discusses strategies that negotiators can use to resolve impasses and get negotiations back on track. Later, the course turns to power's complement, *influence*—the actual strategies and messages that individuals deploy to bring about desired attitudinal or behavioral change. During negotiations, actors frequently need to convince the other party that they have offered something of value, their offer is reasonable, and they cannot offer more. Negotiators may also want to alter the other party's beliefs about the importance of his own objectives and convince him that his concessions are not as valuable as he first believed. Negotiators may portray themselves as likable people who should be treated decently. All these efforts are designed to use information, as well as the qualities of the sender and receiver of that information, to adjust the other party's positions, perceptions, and opinions; the course calls this group of tactics influence. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

LED 6920 Change Management

This course provides new tools and skills for understanding and managing the impact of a rapidly changing environment. Today's organizations are faced with increasingly complex and dynamic changes. The vast majority of newly formulated business strategies, no matter how well-crafted or ingenious they are, fail in their implementation. In some cases, they end up as faint, half-hearted replicas of the original plans; in other cases, they simply never materialize altogether. Companies rise and fall not according to their strategic brilliance or cleverness,

but according to their ability to execute on their strategic intents. This course addresses the managerial challenge of strategy implementation, particularly by examining the organizational elements that must be drawn into line to support a strategy, as well as the immense difficulties of changing an organization. Accordingly, the course relies on two overarching frameworks. The first is a model of organizational alignment; the second is a model for managing the change process. The course will emphasize application and practice, primarily by the use of cases. This course equips leaders at every level of the organization to be successful change agents. (3 credit hours)

Prerequisite: LED 6910 Team and Group Dynamics (3 credit hours)

BUS 6190 Strategic Management Capstone

This course is designed to examine problem analysis and decision making involved in corporate strategy. Students will learn how to develop mission statements, and assess both the external and internal environments in order to determine organizational strengths and weaknesses. This course will also include analyses of the following: various methods for formulating and implementing strategy, issues with technology and innovation, entrepreneurial ventures and small businesses, not-for-profit organizations, competition, core competencies, and gaining and sustaining a competitive advantage at the corporate level. This MSSL capstone course is broad in scope and integrative of all other required courses. (3 credit hours)

Prerequisites: The Capstone Project may not be taken until a minimum of 10 of the 13 courses in the Master's degree program have been successfully completed. The Capstone course may be completed concretely with 12th Master's course if this course is available in the same session.

(3 credit hours)

***BUS 6191 Strategy Capstone Extension – (If Necessary)**

This course allows for a one session unit extension of the BUS 6190 course to allow students additional time to complete the requirements of their Strategy Capstone. This course is pass/fail and can only be taken one time. The BUS 6190 grade will remain in an In-Process status until the successful completion of this course. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation.

****Prerequisite:** BUS 6190 (1 credit hour) Repeatable

SCHOOL OF COMPUTING, SCIENCE AND TECHNOLOGY



3. International students with education equivalent to U. S. education or an academic evaluation by a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above. California Miramar University accepts a 3-year Bachelor degree such as a Bachelor of Commerce (abbreviated **BCom**, B.Com. BCommerce, B.Comm. or a Bachelor of Commerce and Administration (BCA).
4. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 71 on the Internet Based Test (iBT) or 6.5 on the International English Language Test (IELTS), or 50 on the PTE Academic Score Report.
5. Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency **level in all cases**.

GRADUATION REQUIREMENTS

39 credit hours completed / Minimum overall G.P.A. of 3.0 or higher / Capstone Project

MAXIMUM TRANSFER CREDIT

9 credit hours

FOR FULL SATISFACTORY ACADEMIC PROGRESS (SAP) TRANSFER REQUIREMENTS SEE PAGE 44

TABLE SHOWING SAP MAXIMUM TIME FRAMES

Program	Semester Credits	SAP Maximum Program Time (150% of Completion time) In Academic Years (48 weeks = 1 year)
Master's Degree	39 credits	2.44 Academic Years

TRANSFER OF CREDIT

California Miramar University awards transfer credit for academic credit earned at previous accredited colleges and universities that align with the University's curriculum. Applicants who wish to obtain transfer credit must provide transcripts to California Miramar University's Registrar for evaluation as per the admissions process. Copies of transcripts will be accepted for admissions purposes; however, official transcripts must be sent directly to California Miramar University from the institution from which the credits were earned before an enrollment agreement can be issued.

TRANSFER CREDIT FROM FOREIGN COLLEGES AND UNIVERSITIES

Students who wish to transfer credits that align with the University's curriculum from foreign institutions based outside the United States will be required to have those credits evaluated by an organization or agency accepted by California Miramar University. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES) as valid and acceptable evaluators of foreign transcripts. A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.**

NOTE: All Evaluation costs and fees are the responsibility of the applicant.

THE MASTER'S CAPSTONE PROJECT

As part of a student's curriculum in the Master of Science in Computer Information program, the final course will include a Capstone Project. This project will require each student to consult with a company of their choice in order to evaluate a current corporate strategy and to develop a plan to improve the organization's competitive position. The Capstone Project may be presented as a traditional research paper, report or as an innovative document, so long as it appropriately represents in a thoughtful and meaningful way, the summation of the student's work at California Miramar University. Specific requirements for this project will vary by faculty member. The Capstone Project may not be taken until a minimum of 10 of the 13 courses in the Master's degree program have been successfully completed. The Capstone course may be completed concretely with 12th Master's course if this course is available in the same session.

A successful Capstone Project will integrate the student's management and organizational knowledge acquired over a course of study at CMU. The main objective is to develop a deep understanding of a question of interest and find a solution using the intellectual tools and knowledge developed in the Master's program and through the student's own personal experience.

DIFFERENCES BETWEEN A CAPSTONE PROJECT AND A THESIS

Students who complete a Capstone Project will experience similarities to writing a Master's thesis. CMU's Capstone Project is supervised by faculty members, and it includes substantial written reports involving research design, execution, writing and production. However, the aim of the Capstone Project and a thesis are significantly different. The connotation of a "thesis" is academic, while "project" suggests action as well as study. While a thesis might be based entirely on library resources, a Capstone Project involves both library and field research activity.

REQUIRED CURRICULUM

Core Courses	33 semester Credit Hours
<u>Elective Courses</u>	<u>6 semester Credit Hours</u>
Total Master of Computer Information Systems	39 semester Credit Hours

M.S.C.I.S. Course Requirements

Students who completed their bachelor's degree in a non-information field or students with insufficient background in computer information systems are required to complete the following prerequisite courses if not taken at the undergraduate level.

Prerequisite Courses (3 courses)

Course No.	Title	Credit Hours
BUS 5214	Survey of Management	1
BUS 3151	Business Statistics	3

Core Courses (All Required)

Course No.	Title	Credit Hours
CIS 6700	Java Programming	3
TEC 6951	Strategic Management and Technology Innovation	3
MGT 6170	Operations Management	3
MIS 6110	Management Information Systems	3
CIS 5310	Information Systems Planning	3
ORG 6011	Organizational Development and Change	3
MIS 6961	IT Project Management	3
CIS 5520	Comparative System Development Methodologies	3
CIS 5610	Data Modeling and Database Administration	3
CIS 5710	Network Planning and Administration	3
CIS 6190	CIS Strategy Capstone	3
*CIS 6191	CIS Strategy Capstone Extension – (If Necessary) Does not apply toward graduation.	1
Total Major Courses		33

Partial List of Elective Courses (2 courses)

Course No.	Title	Credit Hours
ELECTIVE 1	TO BE ARRANGED	3
ELECTIVE 2	TO BE ARRANGED	3
CIS 5042	Data Warehousing and Mining *Prerequisite CIS 5610	3
CIS 5062	Information Systems Security	3
CIS 5081	Systems Analysis and Design	3

MGT 6981	New Product Management	3
MGT 6601	International Business Management	3
MIS 6991	Internet Technology and Strategy	3
ENT 6431	Entrepreneurship	3
**CIS 6001	Computer Information Systems Career Practical Training	3

****Repeatable in CIS 6002 as pass/fail 1 unit. A maximum of 3 credits apply toward 39 semester units required for graduation.**

Total Units 39

Total Courses 13

COURSE DESCRIPTIONS

PREREQUISITE COURSES

BUS 5214 Survey of Management

Provides a comprehensive understanding of the dynamics involved in managing the modern organization. Explores the history of management and its impact on the modern manager, the functions and elements of management, as well as issues involving motivation, diversity, quality, ethics and the global environment. (1 credit hour)

BUS 3151 Business Statistics

Introduces an application of probability theory used when making managerial decisions within uncertain business environments. This course also addresses a variety of descriptive and inferential statistics, highlights the importance of tables and graphic presentations, and analyzes case studies and scholarly journal articles for statistical content. Topics also include hypothesis testing, analysis of variance, time-series analysis, business forecasting and multiple regression analysis. (3 credit hours)

CORE COURSES

CIS 6700 Application Programming (JavaScript)

This course is designed to provide a solid introduction to the JavaScript language. The course will explore the more unique and tricky JavaScript features such as closures, higher-order functions, and prototype object oriented model that perhaps are not familiar to many students who are familiar with Java and Python as their primary languages. The course will also introduce how JavaScript is used as a popular technology for both for frontend and backend web applications. (3 credit hours)

TEC 6951 Strategic Management of Technology and Innovation

Focuses on the organization and management of innovation in the workplace. Topics include: types and patterns of innovation, collaboration strategies, formulating technological innovation strategy, and defining and implementing the organization's strategic direction. This course will teach students to appreciate the importance of personal creativity and social interaction for the development and implementation of new ideas, services, products and processes. (3 credit hours)

MGT 6170 Operations Management (Prerequisites: BUS 5214 or equivalent)

Presents the scientific methods used to investigate concerns involving the designing, planning and conducting of operations within an organization. Mathematical methods of operations research are stressed. Topics studied include linear programming, decision analysis, mathematical programming, inventory theory, forecasting, and Markov decision processes. (3 credit hours)

MIS 6110 Management Information Systems

Focuses on providing an understanding of the nature of the digital firm and its key issues in organization and management. This course will prepare students to face the challenges involved in managing a firm, understand problem solving technologies, design business processes, and create management policies in order to implement change. (3 credit hours)

CIS 5310 Information Systems Planning

This course introduces the information system concept with emphasis on systems used in various enterprise environments. This will include a detailed review of system components, life cycle, and analysis. System planning, implementation, and evaluation will be discussed. Usability engineering, interface design, and human-computer interaction will also be a key element of the course. (3 credit hours)

ORG 6011 Organizational Development and Change

Organizational Development (OD) is a process that applies behavioral science knowledge to assist organizations in building the capacity to achieve greater effectiveness. This course covers topics such as: increased financial performance, improved quality of work life, planned change efforts, technology innovation and new product development. (3 credit hours)

MIS 6961 IT Project Management

Covers the fundamental project management principles for managing the software development life-cycle and process models. Topics include: process metrics, software project planning, monitoring and scheduling mechanisms, budget estimates, risk assessment, and motivation and team building. (3 credit hours)

CIS 5520 Comparative System Developmental Methodologies

This course examines the system development and modification process. It emphasizes the factors for effective communication and integration with users and user systems. It encourages interpersonal skill development with clients, users, team members, and others associated with development, operation, and maintenance of the system. Structured and object oriented analysis and design, use of modeling tools, adherence to methodological life cycle and project management standards. (3 credit hours)

CIS 5610 Data Modeling and Database Administration

This course will provide an introductory look at database concepts, emphasizing the relational database model. The course will also illustrate concepts and application of the entity-relationship diagram as well as the principles and application of normalization. The student will understand the use of structured query language (SQL) to extract information from the database. The course will also take a broad overview at some advanced databases topics such as, Web Database Development, Data Warehouses and Database Administration. (3 credit hours)

CIS 5710 Network Planning and Administration

This course presents the knowledge and skills necessary to install the network operating system and to perform competently in the role as a network administrator. (3 credit hours)

CIS 6190 CIS Strategy Capstone

The Capstone course integrates and applies concepts, student management, and organizational knowledge acquired over the course of study. Students will research and develop an original plan to improve an organization's competitive position. Specific requirements will be outlined by students' faculty member.

Prerequisites: *The Capstone Project may not be taken until a minimum of 10 of the 13 courses in the Master's degree program have been successfully completed. The Capstone course may be completed concretely with 12th Master's course if this course is available in the same session.* (3 credit hours)

ELECTIVE COURSES

CIS 5042 Data Warehousing and Mining: The Foundation of Business Intelligence

This course covers the concepts of data warehousing and data mining, and how they are used to convert data into strategic business information. It discusses the design, architecture, planning, and project management of a data warehouse. Data mining techniques (classification, association, genetic algorithms, machine learning, etc.) are discussed as a way to discover useful relationships among data. (3 credit hours) ***Prerequisite CIS 5610 Data Modeling and Database Administration**

CIS 5062 Information Systems Security

This course covers a broad range of topics in security for networked and internetworked computer systems. It examines security and integrity objectives in terms of high level policy and presents security services used to address those requirements. Network security architectures are analyzed to ensure that critical security functions are protected from unauthorized access and modification. Access control in networked systems is examined. (3 credit hours)

CIS 5081 Systems Analysis and Design

This course focuses on the development of business information systems. The emphasis of this course is on the design and prototyping phases of systems development using as a basis the concepts of problem solving, requirements specification, analysis, and programming from the prerequisite courses. Current methodologies and technologies will be evaluated and implemented in the development process. Information systems problems will be analyzed and alternative solutions will be proposed using design models, a solution will be selected, and a prototype will be constructed for that solution. Students will evaluate the system using tests they developed, and then propose a plan for implementation, maintenance, and training for the system. (Senior Experience) (3 credit hours)

MGT 6981 New Product Management

Defines "products" in their most general sense and focuses on the important elements of service associated with them. This course is instructed in the perspective of the senior-level general manager with primary responsibility for managing this process. Also, examines the management tasks of executives at middle functional levels, as well as the and overall general management of new product development. (3 credit hours)

MGT 6601 International Business Management

Explores aspects of international and transnational business including exchange rates, cultural differences and political risks. Also, discusses issues related to controlling and staffing enterprises that are physically remote from a business' primary location, and fashioning business relationships with those who have differing forms of conducting business. (3 credit hours)

MIS 6991 Internet Technology and Strategy

This course analyzes the components and strategies involved in using the internet as a tool for generating revenue and competitive advantage. Explores the basic components of an internet site and moves onto a discussion of business models and value configurations. The course closes with a discussion of applied concepts and tools designed to support the needs of an internet-based startup. (3 credit hours)

ENT 6431 Entrepreneurship

This course is a primer for aspiring small business owners. Students will explore step-by-step procedures necessary to set up and manage a small business. Topics include the development of the business plan, market entry strategies, organization and financing, and critical factors for small business owners and entrepreneurs. The course provides students with the skills to build, work for, invest in, advise or consult to social ventures at any point in their career path. (3 credit hours)

***CIS 6191 CIS Strategy Capstone Extension – (If Necessary)**

This course allows for a one session unit extension of the CIS 6190 course to allow students additional time to complete the requirements of their Strategy Capstone. This course is pass/fail and can only be taken one time. The CIS 6190 grade will remain in an In-Process status until the successful completion of this course. The semester credit for this one unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** CIS 6190 (1 credit hour) Repeatable

CIS 6001 Computer Information Systems Career Practical Training

This course is designed to give the student practical on the job experience in the directed area of study contained in their degree program. This practical experience will be a total of 3 semester credit units. Students will be required to submit a written report summarizing their on the job activities every four weeks of the session. This report will be signed by the employer or an employer representative and submitted to the supervising University faculty for approval and for one on one mentoring. (3 credit hours). Repeatable in CIS 6192 (1 credit hour)

****CIS 6002 Computer Information Systems Career Practical Training Extension**

This course is an extension of the BUS 7001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one-unit course will not count toward the total 39 semester units required for graduation. ****Prerequisite:** BUS 7001 (1 credit hours) Repeatable

DOCTORAL DEGREE PROGRAMS

SCHOOL OF BUSINESS ADMINISTRATION



Balboa Park, San Diego, just three miles from the CMU campus

DOCTOR OF BUSINESS ADMINISTRATION



INTRODUCTION

The Doctor of Business Administration (DBA) degree at California Miramar University (CMU) is an intensive, practitioner-scholar program designed to develop leaders who can think strategically and act decisively in today's global environment.

The DBA program provides students with a unique blend of theory and practice. The program equips students with the knowledge, skills and qualities that tomorrow's leaders need to address and the multi-dimensional challenges they will confront from accelerating global economic forces, rapidly changing technologies, work force diversity, conflicting value systems and from the demographic, political and structural changes occurring in the world economy.

Students in the DBA program master basic principles, core theories, fundamental concepts, and advanced research techniques. Students develop the skills and acquire the tools necessary to review literature critically, to conduct independent qualitative and quantitative research, and to engage in scholarly writing. They also acquire practical experience in using these tools to resolve a variety of issues confronting the modern global organization. Graduates of the DBA program are thoroughly prepared for exciting and productive leadership roles in business, government, civil society and university teaching.

The DBA is a cohort program. Students normally take four scheduled courses throughout the year. Students complete and submit assignments and interact with the professor and fellow students on-line or in hybrid course meetings. Coursework is normally completed in three years, and the entire program, including the dissertation, can typically be completed in four to four and one half years. A maximum of seven years is allowed to complete the DBA program.

While CMU's Doctor of Business Administration / DBA program is approved through ACICS, the Council of Higher Education Accreditation only recognizes ACICS' scope of accreditation through the Master's degree level. Therefore, the Council of Higher Education Accreditation (CHEA) does not recognize this doctoral program.

PROGRAM LEARNING OBJECTIVES

The DBA program objective is to train scholars to develop and sharpen management theories to enhance their contribution to management education and practice. Students acquire advanced knowledge of literature and theory in their major that provides a foundation for their area of concentration. They are given theoretical and practical knowledge of advanced research skills, which is essential for publishing in leading academic journals.

PROGRAM LEARNING OUTCOMES

At the end of the DBA program, the student should be able to:

DBA PLO #1: Demonstrate comprehensive knowledge of the theoretical understandings of the different disciplines and concepts covered in the business administration program.
DBA PLO #2: Critically analyze the scholarly literature and empirical evidence of the theories in each area of concentration or specialization.
DBA PLO #3: Communicate knowledge both orally and in writing using academic language.
DBA PLO #4: Demonstrate the content of applicable knowledge of business disciplines in research methodology.
DBA PLO #5: Perform academic research projects and write papers on different topics within the concentration area.
DBA PLO #6: Analyze and evaluate the underlying multiple data collection techniques used in business.
DBA PLO #7: Develop, implement, and evaluate strategic planning in a real business settings.

D.B.A. CURRICULUM

OVERVIEW

The D.B.A. program is designed to provide managers with a global perspective which emphasizes the use of both practical and theoretical approaches. Core, Concentration, and Dissertation course syllabi are organized around this goal. The successful completion of course projects and assignments require research skills and the discovery of new knowledge as students search for solutions to problems in a changing environment. The DBA program objective is to train scholars to develop and sharpen management theories to enhance their contribution to management education and practice. Students acquire advanced knowledge of literature and theory in their core courses that provides a foundation for their area of specialization. They are given theoretical and practical knowledge of advanced research skills, which is essential for publishing in leading academic journals.

ADMISSION REQUIREMENTS

1. Completed online application form
2. Application Fee
3. Most recent resume including a complete work history.
4. Submit a statement of purpose. This statement must be a minimum of 1000 words and must include any research interests, an explanation of how the DBA program will enhance your current goals, if the program will assist you in a new area of employment, and if the program will assist you with a possible promotion in your current area of employment. Applicants can utilize the Statement of Purpose Form offered by the Admissions Department, or submit their Statement of Purpose on a separate attachment.
5. A completed master's degree from a nationally or regionally accredited college or university and have obtained an overall grade point average of 3.0 or better (on a 4.00 scale). Copies of official academic transcripts will be accepted during initial evaluation for admissions; however, official transcripts are required for all college/university degrees and courses.
6. Transfer students from any other accredited college, university or other post-secondary institutions who possess the qualifications of requirement 1 above.
7. International students with education equivalent to U. S. education or an academic evaluation by an organization or agency that is a member of the National Association of Credential Evaluation Services (NACES) <http://www.naces.org/members.html> who possess the qualifications of requirement 1 above.
8. A minimum of 30 hours of graduate coursework in a business-related field.
9. Three years of combined teaching and/or professional work experience.

10. Three letters of recommendation with one submitted from the current supervisor. (If currently teaching, one of these letters must be from the department chairperson or the school dean.)
11. A personal interview with the DBA Program Director and/or other DBA faculty members. This interview may be in person or by telephone.
12. Computer capability and access as delineated by the DBA Director.
13. Copies of certificate programs, trainings and workshops.
14. Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL PBT) or 213 on the computer-based test or 80 on the Internet Based Test (iBT) or 6.5 on the International English Language Test (IELTS), or 58 on the PTE Academic Score Report.
15. Academic performance at CAL MIRAMAR may reveal the necessity for further English language study by a student. CAL MIRAMAR reserves the right to make the final determination of a student's English proficiency level in all cases.
16. While a Master of Business Administration or a Master of Science in Management degree is preferred, a master's degree in another field may be accepted if the University Executive Committee indicates that the applicant has the foundation needed to succeed in the program. Students who have insufficient Business Administration master's degrees or have not taken graduate business courses in Accounting, Economics, Financial Management, Management and Marketing may be required to complete up to five Prerequisite courses at three credit hours each.

GRADUATION REQUIREMENTS

The Doctor of Business Administration (DBA) degree requires 66 graduate semester credits beyond the Master's degree. The dissertation preparation courses account for 12 of the total required credits. A comprehensive exam is required prior to approval of the dissertation proposal.

STATUTE OF LIMITATIONS

The length of study in a doctoral degree program is at a minimum of three and two-thirds (3 2/3) years and a maximum of seven (7) years. Request for an extension of the study period beyond 7 years due to special circumstances requires approvals by both the Doctoral Oversight Committee and the University Dean.

STUDY LOADS

Doctoral students enroll for six (6) units per semester including summer semester and remain in continuous enrollment until the degree is awarded.

DOCTORAL PROGRAM EXAMINATIONS

1. Qualifying Progress Exams:

Students will be required to take a Qualifying Progress Exam during the first dissertation course BUS 8210 and another during the second dissertation course BUS 8220. The Qualifying Exams will be comprised of questions covering the core courses taken for the DBA program. The questions will test the student's command of the core theoretical underpinnings and breadth of knowledge derived from the courses and content covered throughout their program.

2. Comprehensive Field Examination:

Students must take and pass the Comprehensive Field Examination before **the third dissertation course BUS 8230** and prior to being granted the status of All But Dissertation (ABD) by the University. The Comprehensive Field Examination will be composed of questions from the Core and Concentration courses, which will test the student's command of the theoretical underpinnings, breadth of knowledge and application. Students, who fail the Comprehensive Field Examination, must wait one session before attempting to pass the failed section/s of the examination. A student will only be granted a single opportunity to retake the examination, which must be undertaken within one (1) year from the date of the first exam. Exam fees apply.

DISSERTATION

The entire D.B.A. program has its foundation in theoretical and practical applications as worked through the prism of research. All instructors have terminal degrees and are experts in their fields; therefore, work in the Core, Concentration, and Dissertation courses are of high quality. Directions for dissertation writing emphasize the importance of theory and research: The following are requirements for the dissertation:

Dissertation topics must be within the context of Business which will include topics in International Business Administration, Marketing, Strategic Management and Finance. Dissertation topics must satisfy three additional requirements:

- be original research;
- add new knowledge to the field;
- focus on current business issues.

Specific topics can be selected from business problems that appear in the current business media, suggestions for additional research from recent dissertations, or suggestions for additional research from journal articles in the appropriate concentrations. Research that merely repeats someone else's work using a different population is not appropriate for a doctoral dissertation. Studies that are focused on the application of existing knowledge to solve problems in a business, or in a country are valid business research, but are not appropriate for a doctoral dissertation. Dissertation topics in an area of interest that is not within the context of one of the D.B.A. concentrations at CAL MIRAMAR may be appropriate for a doctoral dissertation, but not at this university.

The Doctoral Oversight Committee administers the policies and procedures governing the dissertation process. Please see the Dissertation Handbook for details on the dissertation process. **PLEASE NOTE: No research can be performed without Doctoral Oversight Committee/Institutional Review Board (IRB) express written approval.**

MAXIMUM TRANSFER CREDIT

9 credit hours

FOR FULL SATISFACTORY ACADEMIC PROGRESS (SAP) TRANSFER REQUIREMENTS SEE PAGE 44

TABLE SHOWING SAP MAXIMUM TIME FRAMES

Program	Semester Credits	SAP Maximum Program Time (150% of Completion time) In Academic Years (48 weeks = 1 year)
Doctorate Degree* *Does not qualify for Federal Financial Aid	66 credits	7.8 Academic Years

TRANSFER OF CREDIT

California Miramar University awards transfer credit for academic credit earned at previous accredited colleges and universities that align with the University's curriculum. Applicants who wish to obtain transfer credit must provide transcripts to California Miramar University's Registrar for evaluation as per the admissions process. Copies of transcripts will be accepted for admissions purposes; however, official transcripts must be sent directly to California Miramar University from the institution from which the credits were earned before an enrollment agreement can be issued.

TRANSFER CREDIT FROM FOREIGN COLLEGES AND UNIVERSITIES

Students who wish to transfer credits that align with the University's curriculum from foreign institutions based outside the United States will be required to have those credits evaluated by an organization or agency accepted by California Miramar University. CAL MIRAMAR recognizes all members of the National Association of Credential Evaluation Services (NACES) as valid and acceptable evaluators of foreign transcripts. A list of the members of NACES can be found at www.naces.org/members.html. **Please have the evaluation company send the evaluation results directly to CMU.**

NOTE: All Evaluation costs and fees are the responsibility of the applicant and are not subject to a refund.

AREAS OF CONCENTRATION

California Miramar University offers doctoral business degree (DBA) in four areas of concentration, allowing students the opportunity to focus on what is meaningful to their professional growth and development.

- International Business Administration
- Marketing
- Strategic Management
- Finance

INTERNATIONAL BUSINESS ADMINISTRATION

The "global economy" requires that domestic and foreign business managers have the knowledge of cultural, economic, political and legal environments of business and the necessary managerial skills for making management decisions in an international context. This concentration focuses on the essential elements required to understand and manage international organizations.

MARKETING

The Marketing concentration moves beyond fundamentals by focusing upon marketing management and marketing research. The courses provide students the opportunity to enhance existing skills and knowledge and to gain new skills and knowledge germane to effectively managing the entire scope of the product life cycle in a strategically-sound, systematic, ethical, and legal manner.

STRATEGIC MANAGEMENT

This concentration prepares individuals who seek top leadership positions in business or who seek to be valued consultants to businesses and other organizations. Prospective top leaders and consultants must prepare themselves to see and evaluate the "big picture" and think and act "strategically." Leaders develop analytical and strategic thinking skills early in their careers. Consultants engage in problems solving with their client firms, always with an understanding of the strategic implications of what they are doing, and ultimately may help firms develop and implement strategies. The concentration in Strategic Management prepares students for such careers. That is why CMU says Strategic Management is a career, not a job.

FINANCE

The lifeblood of every organization - private, public, religious or corporate - is its financial resources. Managers must know how to manage and allocate resources in order to ensure long-term profitability and organizational health. This concentration assists students with developing these essential skills.

PREREQUISITES

All DBA students who do not have an MBA or a Master's degree in a business-related field may have to take some or all of these five foundation courses in Economics, Accounting, Operations Management, Finance, and Marketing if the University determines a student does not possess enough foundational knowledge in these areas to be successful in their DBA program at CMU. The following is a list of the 3 semester unit foundation courses that may be required:

ECO 6150	Managerial Economics
ACC 6140	Managerial Accounting
MGT 6170	Operations Management
FIN 6160	Managerial Finance
MKT 6120	Marketing Management

REQUIRED CURRICULUM

Core courses	36 semester credit hours
Concentration Courses	18 semester Credit Hours
<u>Dissertation Courses</u>	<u>12 semester Credit Hours</u>
Total Doctor of Business Administration	66 semester Credit Hours

DBA REQUIRED CORE COURSES

Course No.	Title	Credit Hours
BUS 7010	Seminar in International Economic Theory,	3

	Policy and Trade (prerequisite ECO 6150)	
BUS 7020	Seminar in Organizational Theory	3
BUS 7040	Seminar in Advanced Corporate Finance (prerequisite ACC 6140 and FIN 6160)	3
BUS 7050	Managing Social Responsibility	3
BUS 7060	Corporate Governance and Globalization (prerequisite MGT 6170)	3
BUS 7070	Global Business Strategy: Managing Across Borders and Cultures	3
BUS 7080	Applied Statistics	3
BUS 7090	Organizational Change Management and Process	3
BUS 7100	Seminar in Advanced Marketing (prerequisite MKT 6120)	3
BUS 7110	Strategic Human Resource Management	3
BUS 7120	Business Values and Ethics	3
BUS 7130	Seminar in Advanced Strategic Management	3

DBA DISSERTATION COURSES

Course No.	Title	Credit Hours
BUS 8210	Dissertation Process (Prerequisite all of the core courses) <i>(The 1st Qualifying Progress Exam must be passed as part of the BUS 8210 course)</i>	4
BUS 8220	Research Methods and Design (prerequisite BUS 8210) <i>(The 2nd Qualifying Progress Exam must be passed as part of the BUS 8220 course)</i>	4
BUS 8200	Comprehensive Field Examination (A fee is assessed for this exam. See Fees) <i>(The BUS 8200 Comprehensive Field Examination must be passed prior to taking the BUS 8230 course.)</i>	0
BUS 8230	Dissertation Completion and Defense Preparation (prerequisite BUS 8220)	4
*BUS 8231A-D	Dissertation Completion and Defense Preparation-Extension (If Necessary)	3 Repeatable

CONCENTRATION COURSES

(6 to 9 courses required - 18 semester Credit Hours)

To achieve an area concentration, a student must select 18 semester credit hours (6 to 9 courses) in the specific area they wish to focus. The courses that make up these areas of concentration are outlined below. Career Practical Training courses are 1 semester unit each and are repeatable up to three times for credit that apply toward the 66 semester units required for graduation.

DBA / INTERNATIONAL BUSINESS ADMINISTRATION

(6 courses required - 18 semester Credit Hours)

Course No.	Title	Credit Hours
IBA 7510	Seminar in International Business	3
FIN 7470	Seminar in International Finance (prerequisite BUS 7040)	3
MKT 7310	Advanced International Marketing (prerequisite BUS 7100)	3
IBA 7520	International Accounting (prerequisite ACC 6140)	3
HRM 7530	International Human Resource Management	3
IBA 7540	International Business Law	3
**BUS 7001	Business Administration Career Practical Training	3

****Repeatable in BUS 7002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 66 semester units required for graduation.**

DBA / MARKETING

(6 courses required - 18 semester Credit Hours)

Course No.	Title	Credit Hours
MKT 7310	Advanced International Marketing (prerequisite BUS 7100)	3
MKT 7320	Seminar in Consumer Behavior (prerequisite BUS 7100)	3
MTK 7330	Strategic Marketing (prerequisite BUS 7100)	3
MKT 7340	Advanced Marketing Research (prerequisite BUS 7100)	3
MKT 7350	Marketing Communications (prerequisite BUS 7100)	3
MKT 7360	Pricing Theory and Practice (prerequisite BUS 7100)	3
**BUS 7001	Business Administration Career Practical Training	3

****Repeatable in BUS 7002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 66 semester units required for graduation.**

DBA / STRATEGIC MANAGEMENT

(6 courses required - 18 semester Credit

Hours)

Course No.	Title	Credit Hours
MGT 7610	Seminar in Strategy and Competitive Advantage	3
MGT 7620	Technology Strategy	3
MGT 7630	Strategy Formulation and Execution	3
MGT 7640	Strategic Thinking	3
MGT 7650	Organization Theory: A Strategic Approach	3
MGT 7660	Strategic Management of Nonprofit Organizations	3
**BUS 7001	Business Administration Career Practical Training	3

****Repeatable in BUS 7002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 66 semester units required for graduation.**

DBA / FINANCE

(6 courses required - 18 semester Credit Hours)

Course No.	Title	Credit Hours
FIN 7420	Investment Analysis and Portfolio Management (prerequisite BUS 7040)	3
FIN 7430	Financial Economics (prerequisite BUS 7040)	3
FIN 7440	Financial Markets and Institutions (prerequisite BUS 7040)	3
FIN 7460	Derivatives and Risk Management (prerequisite BUS 7040)	3
FIN 7470	Seminar in International Finance (prerequisite BUS 7040)	3
FIN 7490	Seminar in Mergers and Acquisitions (prerequisite BUS 7040)	3
**BUS 7001	Business Administration Career Practical Training	3

****Repeatable in BUS 7002 (1 semester credit) pass/fail. A maximum of 3 credits apply toward 66 semester units required for graduation.**

CLEARANCE FOR GRADUATION

Prospective graduates must file an application with the Registrar before they can be considered for graduation. Students are advised to file the application in the quarter preceding that in which they expect to graduate.

Two bound copies of the dissertation must be submitted to the Registrar and University Librarian before the degree can be awarded.

STUDENTS TRANSFERRING INTO CMU

Applicants who have completed equivalent graduate level courses in business, management or related fields with a grade of B or higher from a U.S. accredited institution or, International students with who have an education equivalent to this U. S. doctorate level education earned at institutions recognized by the post-secondary education authority or ministry of education in the country in which their doctorate credits were earned, may, with the approval of the DBA University Executive Committee, have nine (9) semester units transferred into their program. Students desiring to transfer such credits must make a formal request which includes:

- A list of the CAL MIRAMAR courses for which the student is requesting credit;
- Official transcript(s) indicating courses that may be equivalent;
- Descriptions and syllabi/outlines for the courses or catalog.

It is the student's responsibility to begin the process by first becoming familiar with the required courses in the CAL MIRAMAR program as described in the current catalog.

COURSE DESCRIPTIONS

CORE COURSES

BUS 7010 Seminar in International Economic Theory, Policy and Trade

This course provides an overview of international financial economics, developing analytic tools and concepts that can be used to analyze world economic policy debates. The course focuses on issues of international economic interactions by building on the concepts of introductory micro and macroeconomics. The course has three broad components spanning the key areas of international trade: international financial transactions, trade of goods and services, and international labor movements. It also covers the international implications of macroeconomic policies, international monetary arrangements and institutions, and stabilization programs for developing countries. ** Possible **Prerequisite ECO 6150** if student does not have Master's degree with foundation coursework. (3 credit hours)

BUS 7020 Seminar in Organizational Theory

The purpose of this seminar is to take an in-depth look at selected theoretical approaches that are used to explain organizational phenomena. Of all possible theories, the course concentrates primarily although not exclusively on what are called *macro-organizational*

theories, that is, theories that take the organization as the level of analysis. This course provides historical background for understanding the development of organization theory and introduces a variety of theoretic perspectives and strategic approaches. It also provides knowledge on ethical and variables that managers should consider in determining the best fitting systems for their firms. This course presents material on organizational culture and information processing in decision-making and innovation decisions. (3 credit hours)

BUS 7040 Seminar in Advanced Corporate Finance

The objective of the course is to gain an appreciation of the theoretical controversies surrounding corporate finance policies, leading to formulation of financing strategies. Topics: competing capital structure theories including financial distress and agency costs, dividend policy and taxation, IPOs in both debt and equity markets, motives for convertibles and warrants, valuing real options, rationales for corporate diversification including internal capital markets and agency theory. ** Possible **Prerequisite FIN 6160** if student does not have Master's degree with foundation coursework. (3 credit hours)

BUS 7050 Managing Social Responsibility

This course focuses on the major contemporary trends in corporate citizenship, social and environmental responsibility and accountability. Communities and governments now require organizations to be responsible and accountable for their performance in relation to their social and environmental responsibilities, and these responsibilities have increasingly formed part of organizations' ethical values and strategic agendas. In addressing the issue of effective performance management in these areas of responsibility, this course will include consideration of the enlarged spectrum of corporate stakeholders; corporate social responsibilities, citizenship and reputation; business-government relationships and political environmental management; sustainable development; environmental management and accountability; social investing and corporate philanthropy; community and employee relationships; and public affairs and media management. Accordingly, this course focuses on understanding and implementing enhanced organizational performance that includes social, environmental and ethical performance indicators in addition to the traditional financial performance indicators. (3 credit hours)

BUS 7060 Corporate Governance and Globalization

This course will provide an understanding of the systems and practice of governance in corporations. The issues of executive remuneration, monitoring mechanisms, and the effects of government regulations are explored and current reforms of corporate governance are analyzed. Further issues addressed will include board profiles, roles and performance, CEO-board relationships, reasons for and governance lessons from corporate failures, and approaches to assessing governance effectiveness. ** Possible **Prerequisite MGT 6170** if student does not have Master's degree with foundation coursework. (3 credit hours)

BUS 7070 Global Business Strategy: Managing Across Borders and Cultures

This course considers the objectives and strategies of international business in the context of global competition. It equips managers with a comprehensive framework to formulate strategies in the global marketplace. The course covers competitive advantage, competitive strategies, alternative modes of market entry, including import and export through intermediaries, contracting with suppliers and distributors, and foreign direct investment (FDI). Case studies are used throughout to illustrate the basic principles of multinational business management and strategy. (3 credit hours)

BUS 7080 Applied Statistics

This course provides an overview of mathematical statistics with particular concentration on regression analysis and statistical modeling. The basis focus is to introduce students to the use of regression analysis and other techniques as tools for conducting empirical research. (3 credit hours)

BUS 7090 Organizational Change Management and Process

This course focuses on processes of organizational change. The goals are to provide frameworks and tools for effectively introducing and sustaining organizational change. Topics include initiation, implementation, and institutionalization of change in various organizational contexts. (3 credit hours)

BUS 7100 Seminar in Advanced Marketing

This course covers the full range of the principles, theories, and practice of the management of the marketing function. The course focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. **Possible **Prerequisite MKT 6120** if student does not have Master's degree with foundation coursework. (3 credit hours)

BUS 7110 Strategic Human Resource Management

This course examines how HR adds value to the organization's business strategy. It addresses four human resource agendas: employee champion, administrative expert, change agent, and strategic partner. It reviews the changing nature of HR and builds on the best of contemporary HR practices. Applicable theories and methods of strategic, operational, and tactical planning and their relationship to HR management are covered, as well as the multiple roles HR plays in assisting organizations to gain and sustain competitive advantages in a fast-paced environment. Emphasis is placed on strategic alignment, return on investment, and becoming an employer of choice. The course yields a portfolio of key HR practices designed to support an organization's strategic focus. (3 credit hours)

BUS 7120 Business Values and Ethics

This course will focus on the challenges that people in managerial organizations face in developing and holding to personal standards of integrity. The course will examine best practices used by companies to engage in socially responsible business and allows students to analyze what ethical principles should govern business behavior. It will also focus on the challenges that organizations themselves face in acting responsibly in society. Understanding the moral challenges of organizational life is useful not only for protecting one's personal character but also for working successfully with others. (3 credit hours)

BUS 7130 Seminar in Advanced Strategic Management

An advanced course that provides an overview of the economic, cultural, psychological, sociological, technological, and political aspects of the global environments confronting environment serving organizations; the concept of environmental turbulence; the nature of strategic and operational work; formulation of mission, goals, objectives, strategy; environment serving organization strategic aggressiveness and capability at different turbulence levels; and strategic diagnosis. (3 credit hours)

DISSERTATION COURSES

BUS 8210 **Dissertation Process**

This course is designed for students who are beginning their dissertation projects. You will study the principles of scientific method and techniques of research design common to both qualitative and quantitative research methods, including sampling methods and data collection techniques. You will learn how to critically read research papers and articles. The aim of the course is to give students the tools to conceptualize their theses in terms of research questions and design, methodology, data collection and qualitative analysis. You will be introduced to the techniques of writing necessary to produce expository and analytical papers in a style that meets the standards of publishable work. Literature research methods will acquaint you with both traditional library research and the recent developments in electronic search and retrieval methods. **** Prerequisite:** All of the core and emphasis courses. (4 credit hours)

BUS 8220 **Research Methods and Design**

This course is designed to synthesize the knowledge and skills developed in previous research courses and apply them to the doctoral dissertation process. Students will be exposed to survey instrument design, questionnaire design, sampling methods, data collection and research design, basic inference analysis, research ethics, exploratory research, qualitative analysis, measurement and scaling of data attributes as well as business applications and interpretation of statistical techniques.

****Prerequisite:** BUS 8210. (4 credit hours)

BUS 8200 **Comprehensive Field Examination**

*The BUS 8200 Comprehensive Field Examination is a comprehensive exam covering the substantive concepts of the D.B.A. program and the chosen concentration area. This exam must be passed prior to taking the BUS 8230 Dissertation and Completion and Defense Preparation course. A fee is charged for this exam. (See the fees section of the catalog.) If multiple attempts are necessary to pass the exam, a fee is charged for each attempt. ****Prerequisites:** All D.B.A. core and concentration courses and the dissertation courses BUS 8210 Dissertation Process and BUS 8220 Research Methods and Design must be taken and passed prior to taking the BUS 8200 Comprehensive Field Exam. (0 credit hours) Pass/Fail*

BUS 8230 **Dissertation Completion and Defense Preparation**

This course will focus on an in-depth examination of methodologies and approaches that are used in business research. The objective of the course is to prepare student for scholarly research in the business field. Students will learn the methodological and theoretical concepts that prepare them for successful completion of their dissertation and enables them to submit their research for publication to top business research journals. Data collection, analysis, interpretation, assessment, and evaluation are conducted in accordance with the plan described in the proposal. The summary and conclusions flow naturally from this point. ****Prerequisite:** BUS 8210 and BUS 8220. (4 credit hours)

Repeatable in BUS 8231 (1 credit hour)

***BUS 8231A-D** **Dissertation Completion and Defense Preparation Extension – (If Necessary) Pass/Fail**

This course allows for a one semester unit extension of the BUS 8230 course to allow those students, who could not complete and orally defend their dissertation during the BUS 8230 course, additional time to complete the requirements of their dissertation and oral defense. The course is pass/fail and may be repeated a maximum of 8 times. The semester credit for this one unit course will not count toward the total 66 semester units required for graduation. ****Prerequisite:** BUS 8210, BUS 8220 and BUS 8230 (3 credit hours) Repeatable

CONCENTRATION COURSES

INTERNATIONAL BUSINESS CONCENTRATION

IBA 7510 **Seminar in International Business**

This course focuses on strategic planning and international business policy using extensive reading and cases in the international business field which includes insights into the historical, cultural, and political foundations that created problems and opportunities and the solutions and courses of action taken in response. The course focuses on the environmental complexities that arise when business activities and institutions transcend international borders. (3 credit hours)

FIN 7470 **Seminar in International Finance**

This course will focus on decision making in an international context. It covers major topics in international financial markets. The course will cover topics such as foreign exchange markets, spot exchange rate, forward exchange rate, currency futures, options, balance of payments, international monetary system, purchasing power parity and interest rate parity. ****Prerequisite:** BUS 7040. (3 credit hours)

MKT 7310 **Advanced International Marketing**

This course exposes to several aspects of global marketing. This includes the international marketing environment and the international marketing mix—product, pricing, distribution, promotion—as well as emerging issues in international trade such as trading blocs, trade barriers, and standardization/adaptation. **** Prerequisite:** BUS 7100. (3 credit hours)

IBA 7520 **International Accounting**

This course introduces and examines accounting issues unique to multinational enterprises and international business activity. Specific course topics include auditing the global firm; financial reporting outside the USA; international financial disclosure issues such as segmental social, and environmental; accounting harmonization; ethics; taxation; foreign exchange; and cultural issues. **** Prerequisite** 7040. (3 credit hours)

HRM 7530 **International Human Resource Management**

This course examines the management of people in organizations across different countries and cultures. Its primary aim is to examine the roles and functions of the various HRM activities within an international context. The course provides an overview of the comparative and human resource management issues associated with conducting international business operations. (3 credit hours)

IBA 7540 **International Business Law**

This course covers the principles underlying the legal environment of global business. In addition to identifying the current legal rules and regulations affecting businesses, this course presents insights into new developments and trends that will greatly affect future transactions on a global scale. (3 credit hours)

****BUS 7001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 66 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour) Repeatable in BUS 7002 or BUS 7003

****BUS 7002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 7001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 66 semester units required for graduation. ****Prerequisite:** BUS 7001(1 credit hours) Repeatable

MARKETING CONCENTRATION

MKT 7310 Advanced International Marketing

This course exposes to several aspects of global marketing. This includes the international marketing environment and the international marketing mix—product, pricing, distribution, promotion—as well as emerging issues in international trade such as trading blocs, trade barriers, and standardization/adaptation. **** Prerequisite:** BUS 7100. (3 credit hours)

MKT 7320 Seminar in Consumer Behavior

This seminar course provides an in-depth study of the nature and determinants of the behavior of organizations in relation to their marketing activities. This course will emphasize the cognitive processing perspectives of decision making within ethical marketing both locally and internationally. Students will also gain experience in comprehensively surveying the literature in subject areas such as memory, attitudes, perceptions, preferences, and buyer/seller behavior. The seminars will focus on practical, professional decision making incorporating the challenges faced by marketers who must balance the needs of customers, suppliers, shareholders, employees, and other stakeholders. The course requires the student to synthesize and integrate theory and practice and to apply them toward the development of innovative and creative solutions for specific marketing situations found within an organization's environment both locally and in the global environment.

**** Prerequisite:** BUS 7100. (3 credit hours)

MKT 7330 Strategic Marketing

This course focuses on marketing theory development, organizational behavior theory, innovation theory, and research to examine substantive areas in marketing. It examines the development of marketing strategies that can be adapted to the changing needs of consumers, to the strategies of competitors, and to the globalization of commerce. Other topic areas include: segmentation, strategy, advertising, promotion, pricing, product development and management, distribution channels, sales force, relationship marketing, new product introduction, marketing across sectors, and retailing. In this course, strategic management concepts as they relate to for-profit, not-for-profit and professional organizations will be examined to enhance the student's ability to analyze an industry and develop relevant ethical marketing strategies. As such, this course is designed to offer exposure to the substantive issues that marketing theoreticians are grappling with and an opportunity to delve more deeply into one or more areas of special interest. **** Prerequisite:** BUS 7100. (3 credit hours)

MKT 7340 Advanced Marketing Research

The focus of this course is to develop an awareness and understanding of the various information sources and techniques for gathering and analyzing marketing data that can reduce the uncertainty and increase the profitability of marketing decisions. The course will address the data collection and data analysis. Special emphasis will be given to problem definition, data collection methods, research design, statistical analysis and interpretation of results. **** Prerequisite:** BUS 7100. (3 credit hours)

MKT 7350 Marketing Communications

This course provides students with an understanding of the process of developing and managing an integrated marketing communication campaign for a product or service. The course provides students with allows students to prepares students to present and manage an integrated marketing communications plan using a blend of advertising, personal selling, sales promotion, public relations, direct marketing, Internet techniques and related marketing tools. Through case studies and practical exercises, you will learn how to reach appropriate market targets in the most cost-efficient and measurable way. The course employs a mix of case discussions and online lectures/course discussions.

**** Prerequisite:** BUS 7100. (3 credit hours)

MKT 7360 Pricing Theory and Practice

This course focuses on strategic and tactical aspects of pricing decisions for products and services. The course is quantitative in nature and takes into consideration the role of consumer behavior, economics, statistics, and management science in determining pricing policies.

**** Prerequisite:** BUS 7100. (3 credit hours)

****BUS 7001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 66 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course

presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting. (3 credit hour) Repeatable in BUS 7002 or BUS 7003

****BUS 7002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 7001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 66 semester units required for graduation. ****Prerequisite:** BUS 7001(1 credit hours) Repeatable

STRATEGIC MANAGEMENT CONCENTRATION

MGT 7610 Seminar in Strategy and Competitive Advantage

This course concentrates on strategy issues at the business unit level. Its focus is on the question of how firms can create and sustain a competitive advantage. A central part of the course deals with new concepts that have been developed around the notions of complementarities and fit. Other topics covered in the course include the creation of competitive advantage through commitment, competitor analysis, real options, modularity, and increasing returns. (3 credit hours)

MGT 7620 Technology Strategy

This course emphasizes how the future manager or entrepreneur can use strategic management of innovation and technology to enhance firm performance. The course is designed to meet the needs of future managers, entrepreneurs, bankers, or consultants who must understand the interactive role of technology and organization to derive competitive advantage. (3 credit hours)

MGT 7630 Strategy Formulation and Execution

This strategy course addresses how to assess the performance of a business, what determines performance, how to conduct a strategic audit and how to develop a specific course of action to deal with strategic issues. The opportunity to enhance value by aligning strategy and organizational infrastructure is analyzed. The ability to implement change to enhance competitiveness is examined. Participants develop general management abilities by integrating prior knowledge and skills acquired in previous courses and 'pulling it all together' in the process of strategy formulation and strategic choice. (3 credit hours)

MGT 7640 Strategic Thinking

This course will examine how decisions are made in strategic settings, that is, scenarios where the wellbeing of a person depends not only on his/her own actions but also on those of others he/she is interacting with. In deciding on his/her actions, a person has to either predict the actions of others or he/she has to take account of actions they have already taken.

The theory of strategic behavior ('game theory') to be developed in this course has truly enormous scope for applicability. It can be applied to scenarios in history, economics, psychology, business, sociology, anthropology, military conflict, and biology. This course will provide a framework to think systematically about questions in these diverse areas. The goal is to enable students to make sense of the many events, institutions, social norms, government actions, and patterns of individual behavior that society observes in past and present societies. (3 credit hours)

MGT 7650 Organization Theory: A Strategic Approach

This course provides a strategic, applied approach to organization theory that emphasizes decision-making. The course presents a balance of theory, research, and practice and focuses on how students can use their knowledge of organization theory to be better managers and organization members. (3 credit hours)

MGT 7660 Strategic Management of Nonprofit Organizations

This is course to introduce students to strategic management issues in the nonprofit sector. The course will cover key issues in founding, leading, managing, and governing nonprofit organizations and new nonprofit ventures, including organizational mission, strategic analysis and planning, board governance, multiple constituencies, partnerships and collaborations, human resources, financial management, fundraising and resource development, and performance measurement and impact. (3 credit hours)

****BUS 7001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 66 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.

(3 credit hour) Repeatable in BUS 7002 or BUS 7003

****BUS 7002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 7001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 66 semester units required for graduation. ****Prerequisite:** BUS 7001(1 credit hours) Repeatable

FINANCE CONCENTRATION

FIN 7420 Investment Analysis and Portfolio Management

The focus of this course is on the financial theory and empirical evidence that are useful for investment decisions. The topics such as *Financial Theories, Empirical Evidence in the Equity and Equity Options Markets, Fixed-Income and Credit Sensitive Instruments, Market Efficiency and Portfolio Management* will be covered in this course. **** Prerequisite** 7040. (3 credit hours)

FIN 7430 Financial Economics

This course focuses on application of economic principles to analyze financial markets. The course examines price fundamentals, models explaining asset pricing, and the implication of efficient markets and no arbitrage. **** Prerequisite** 7040. (3 credit hours)

FIN 7440 Financial Markets and Institutions

This course examines the nature, scope and role of financial institutions in the economy; supply of and demand for loanable funds; money market; capital markets; the level and structure of interest rates; monetary, fiscal and debt management policies. **** Prerequisite** 7040. (3 credit hours)

FIN 7460 Derivatives and Risk Management

This course focuses on financial derivatives, namely options, futures and swaps. The goal is to provide a complete overview of the main characteristics of these securities and pricing and hedging issues, from the point of view of the investment bank or large investor. **** Prerequisite** 7040. (3 credit hours)

FIN 7470 Seminar in International Finance

This course will focus on decision making in an international context. It covers major topics in international financial markets. The course will cover topics such as foreign exchange markets, spot exchange rate, forward exchange rate, currency futures, options, balance of payments, international monetary system, purchasing power parity and interest rate parity. **** Prerequisite** 7040. (3 credit hours)

FIN 7490 Seminar in Mergers and Acquisitions

This course will focus on the increasingly dynamic trends in the global marketplace that have caused multinational firms to structure complex mergers and alliances, all with the goal of enhancing shareholder value. Many of these transactions fail to achieve their potential. The course will evaluate the strategic implications and tactical aspects of mergers, acquisitions and alliances. Topics covered include: The role of the board of directors and senior management in identifying new opportunities to increase shareholder value; valuation methodologies (both quantitative and qualitative); deal structure; due diligence; corporate governance; legal, tax, regulatory, organizational and environmental planning. **** Prerequisite** 7040. (3 credit hours)

****BUS 7001 Business Administration Career Practical Training**

This course is an elective externship course. This course of 3 semester units requires 135 hours of externship in the eight-week session. This course may be repeated, however, only the first 3 semester credits count toward the required 66 semester units required for graduation. The course is designed to give the student practical On-The-Job experience in the directed area of Business Administration. The course presents an opportunity for student to apply and practice their knowledge and skills they have learned in their degree program and further develop their passion for their chosen industry in a real-world setting.
(3 credit hour) Repeatable in BUS 7002 or BUS 7003 (1 credit hour).

****BUS 7002 Business Administration Career Practical Training Extension**

This course is an extension of the BUS 7001 course and is pass/fail. This course is for full-time CPT (40 hours or more of work per week) and may be repeated for a maximum of 4 sessions or until a student fails to maintain Satisfactory Academic Progress. Any additional repeats of this course beyond the 4 session limit must be approved by the Dean and the PDSO since this extension will result in the student not being eligible to apply for OPT upon the completion of the degree program. The semester credit for this one unit course will not count toward the total 66 semester units required for graduation. ****Prerequisite:** BUS 7001 (1 credit hours) Repeatable

ACADEMIC CALENDARS 2017 - 2018



2017

January '17						
Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
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February '17						
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March '17						
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April '17						
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May '17						
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June '17						
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July '17						
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August '17						
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September '17						
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October '17						
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November '17						
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December '17						
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31						

Semester Sessions 2017

NO Course in Session / Holidays
Spring 2017 Session 1 (01/02-02/26)
Spring 2017 Session 2 (02/27-04/23)
Summer 2017 Session 1 (05/01-06/25)
Summer 2017 Session 2 (06/26-08/20)
Fall 2017 Session 1 (08/28-10/22)
Fall 2017 Session 2 (10/23-12/17)

2017 Holidays
January 1st-2nd - New Year's Holiday
January 16th - Martin Luther King Day
February 20th - Presidents' Day
May 29th - Memorial Day
July 4th - Independence Day
September 4th - Labor Day
September 17 th – Constitution Day
November 11th - Veterans Day
November 23rd-24th - Thanksgiving
December 24th-25th - Christmas

Online courses that fall on a holiday require a make-up.

In addition, students in a hybrid course may require an additional course session when course falls on a holiday.

Rev. 5/02/2016



2018

January '18						
Su	M	Tu	W	Th	F	Sa
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February '18						
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March '18						
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April '18						
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May '18						
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June '18						
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July '18						
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August '18						
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September '18						
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October '18						
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November '18						
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December '18						
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30	31					

Notes

NO Course in Session / Holidays

Spring 2018 Session 1 (01/01-02/25)

Spring 2018 Session 2 (02/26-4/22)

Summer 2018 Session 1 (04/30-6/24)

Summer 2018 Session 2 (06/25-08/19)

Fall 2018 Session 1 (08/27-10/21)

Fall 2018 Session 2 (10/22-12/16)

2018 Holidays & Observance Days

January 1st - New Year's Day

January 15th - Martin Luther King Day

February 19th - Presidents' Day

May 28th - Memorial Day

July 4th - Independence Day

September 3rd - Labor Day

November 11th-12th - Veterans Day

November 22nd-23rd - Thanksgiving

December 24th-25th - Christmas

Online courses that fall on a holiday require a make-up.

Students in a hybrid course may require an additional course session when course falls on a holiday.

Rev. 5/9/2017

ARTICULATION AGREEMENTS

California Miramar University has articulation agreements with the following educational institutions:

1. **Westcliff University, Irvine, California**
2. **Alliant International University, San Diego, California**
3. **Trident University International, Cypress California**



SCIENTIA POTENTIA EST

The student's academic journey does not end with graduation. CMU encourages all of CMU's graduates to visit the website for continuing education events, courses that may interest them, and to find new ways to stimulate lifelong learning and a thirst for knowledge, because knowledge is power.