UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

GRADUATE CATALOG

2020 -2021

Creating presence in the distance

Table of Contents

Catalog Disclaimer 8
Notice of Nondiscrimination 8
General Information 10
Licensure and Accreditations 11
Physical Facilities 11
Chancellor Message 13
University Description 14
Purpose 14
Institutional Values 15
Historical Background 16
Institutional Goals 17
Mission and Vision Statements 18
Our Vision 18
Our Mission 18
Governance 19
Board of Directors 19
Administration 20
Management Group 20
Administrative Officers 20
Academic Board 21
Administrative Council 21
Admissions Requirements 22
Admissions Policy 23
General Admission Requirements 23
Conditional Admission 23
Specific Program Admission Requirements 24
Readmission 25
Transfer Students 25
Admission Requirements for International Students 26
Admission Requirements for Transitory Student and Special Students 26
Validation of Admission, Readmission or Transfer 27

Graduation Requirements 28
Access to Student Academic Records 29
Overview of Educational Delivery System 31
Library Resources and Services 34
Technology Requirements 35
Supported End-User Technologies - Blackboard Learn 9.1 Q2 2018 36
Supported Browsers 36
Supported Mobile Browsers 37
UAGM Instructional Design Activity, Interaction, Subject Object, Technique and Tools 39
Registration and other Related Procedures 40
Pre-registration 41
Registration 41
Student Contact Information 41
Access to Student Academic Records 42
Minimum Average Required for Graduate Schools 42
Deferment of Admission 42
Reserved Rights 42
Late Registration 42
Academic Year Definition 42
Classification of Students 43
Special Conditions and Regulations 44
Course Numbering System 44
The Course Prefix 45
Changes in Programs or Schedules 46
Withdrawals 46
Introduction and Purpose 47
Purpose 47
Scope 47
Veterans' Services 47
General Dispositions 48
Attendance 49
Procedure 49
Census Taking (Show / No show) 49
Student Attendance Monitoring Procedure and Unofficial Withdrawal 50

Changes in Name, Address or Social Security Number 51
Class Attendance 51
Unit of credit 51
Policy on Continuity of Course Offerings 52
According to the Curriculum Sequence of Academic Programs 53
Introduction 53
Purpose 53
General provisions 53
In the Event of a Moratorium on an Academic Program or Institutional Closure 55
Introduction 55
Purpose 55
General provisions 55
Grading System 57
Grading System Table 58
Repeating Courses Regulations 59
Repeating Courses Regulations 59
Disciplinary Regulation 59
Appeals for Academic Actions 61
Appeals Committee 62
Application for an Appeal 62
Satisfactory Academic Progress (SAP) Policy 62
Maintaining Satisfactory Academic Progress 63
Satisfactory Academic Progress Tables 63
Qualitative component 64
Changes in Status 64
Impact of Course Repetitions, Withdrawals, Incompletes and Transfers on Satisfactory Academic Progress 65
Remedial and Developmental Courses 65
Financial Aid 66
Financial Aid Warning and Failure to Meet Satisfactory Academic Progress 67
Financial Aid Ineligibility and Appeal Procedures 67
Financial Aid Reinstatement 68
Accumulated Credits Required and Retention Index 68

Scholarship and Grant Recipients 69
Return of Title IV Policy, What are Title IV Funds? 69
What Students Need to Know About the Return of Title IV Funds 69
Student Consumer Information 72
The Family and Educational Rights and Privacy Act (FERPA) 73
Law 186 76
Tuition, Fees and Related Information 77
Tuition and Fees 78
Tuition Chances 78
Credit Value 78
Tuition 78
Tuition Cost 79
Tuition Option Payment Plan (TOPP) 79
Payment Methods 80
Clear Statement 80
Invoices 80
Refund Policy 80
General Provisions 80
Refund Formula 81
Total Part of Term Days 82
Partial Withdrawal: Course Drop/Add Period 82
Tuition Changes 82
Grounds for Termination 82
Graduation Requirement 82
Graduation Fee 82
Copies of Credit Evidence 82
Student Service 83
Time Frame of Institutional Response to Student 84
Quality of Life and Wellness 84
Available Services: 84
Student Organizations 85
University Policies 85
Minimum Student Enrollment per Session 85

School of Professional Studies (Programa Ahora) 86
Description of the Accelerated Program of Study 87
Vision 87
Mission 87
Goals 88
Admissions Requirements 88
Transfer Credits 88
Academic Programs 89
Master in Accountancy 90
Master in Business Administration with specialization in Agribusiness 92
Master in Business Administration with specialization in Finance 97
Master in Business Administration with specialization in Human Resources 102
Master in Business Administration with specialization in International Business with Focus on Latin America 106
Master in Business Administration with specialization in Management 111
Master in Business Administration with specialization in Management and Strategic Leadership 115
Master in Business Administration with specialization in Marketing and Sales Management 119
Master in Business Administration with specialization in Project Management 123
Master in Business Administration with specialization in Supply Chain Management and Logistics 127
Master in Education with a specialization in Instructional Design and Technological Integration with E-Learning 131
Master in Education with specialization in Teaching English as a Second Language 135
Master of Science in Enviromental Management with a specialization in Environmental Planning 138
Master of Science with specialization in Telecommunications and Networks Systems Administration 143
Master in Communications with specialization in Public Relations 147
Master in Public Affairs with specialization in Criminal Justice 150
Master of Science in Nursing with specialization in Executive Nursing 155
Master of Science with a specialization in Nutrition Sciences 158

Doctor of Business Administration with specialization in Management 161
Doctor of Business Administration with specialization in Management of Information Systems 167
Doctor of Education with specialization in Curriculum, Teaching and Learning Environments 172
Doctor of Education with specialization in Educational Leadership 181
Faculty 188
Academic Calendar 191

Catalog Disclaimer

Notwithstanding anything contained in this Catalog, Universidad Ana G. Méndez Online Campus, reserves the right, wherever it deems advisable: (1) to change or modify its tuition and fees, (2) to withdraw, cancel, reschedule or modify any course, program of study, degree or any requirements in connection with the foregoing, and (3) to change or modify any academic or other policy. Changes in information in this Catalog and new academic regulations will be published each session as applicable.

It is the responsibility of each student to ascertain current information that pertains to the individual programs particularly with regard to satisfaction of degree requirements, through frequent reference to the Catalog and its addendum the webpage, and by UAGM Online consultation with the Counselor, the Vice Chancellor Vice-Chancellor of Student Affairs, and other appropriate offices such as the Registrar or Financial Aid. In preparing this catalog, efforts are made to provide pertinent and accurate information; however, UAGM Online Campus assumes no responsibility for Catalog errors or omissions.

An electronic copy of this Catalog is available at UAGM Online Catalog

The rules of our institution prohibit discrimination for reasons of gender or sex, among others. Therefore, for the purpose of this document, all terminology used to refer to a person or position refers to both genders.

Notice of Nondiscrimination

Universidad Ana G. Méndez Online Campus does not discriminate on the basis of sex in the education programs or activities it operates; and it is required by Title IX not to discriminate in such a manner.

Title IX Coordinator for students, parents or guardians, employees and applicants for admissions and employment.

Contact Information for assistance:

Ms. Grisel Vega Agosto, C.P.L.

PO Box 21345 San Juan, P.R. 00928-1345

Telephone: (787) 288-1118, ext. 5683

Email: calidaddevida-uv@suagm.edu

Diversity

enriches us as human beings beause it enables us to view life from a wide range of possibilities.

UAGM RECINTO ONLINE

Universidad Ana G. Méndez
Carr. PR-176, Km 0.5,
Sector El Cinco. San Juan, PR 00926

Telephone:
787-288-1118

Postal address:
PO Box. 21345 San Juan, Puerto Rico 00928-1345

Website: http://online.uagm.edu/
Email: www.uagm.edu

General Information

The students are responsible for reading and understanding the policies and regulations as well as the general requirements for degrees, academic distinctions and any other content that may affect them. The information, policies and program requirements contained in this catalog are subject to continuous review and change without notice. All updates will be posted on the University Web Page.

This catalog is published in English by portal:
https://online.uagm.edu/es/catalogos

Catalog Revision: Effective August 1 ,2020 – July 31, 2021

Copyright © 2020-2021 Universidad Ana G. Méndez

Licensure and Accreditations

Departamento de Estado
Oficina de Registro y Licenciamiento
de Instituciones de Educación

Puerto Rico Dept. of State
Office for Registration and
Licensing of Education
Institutions
PO Box 19900
San Juan,
PR 00910-1900
Tel. 787-722-2121

MSCHE
MIDDLE STATES COMMISSION
ON HIGHER EDUCATION

Middle States Commission
on Higher Education
3624 Market Street,
Philadelphia,
PA 19104-2680

MHEC • NEBHE • SREB • WICHE
NC-SARA
APPROVED INSTITUTION

National Council For
State Authorization
Reciprocity
Agreements
(NC-SARA)
https://www.nc-sara.org/

Ana G. Méndez University - Online Campus has been approved by the Puerto Rico Board of Education to participate in the reciprocity National Council for State Authorization Reciprocity Agreements between the states to offer distance education programs and courses.

NC-SARA is a voluntary agreement that allows Ana G. Méndez University - Online Campus to offer its programs and courses without having to undergo the licensing (approval) process in each authorized state in which it is interested in promoting its academic offer.
For more information on NC-SARA visit: https://www.nc-sara.org/

AUTHORIZED
IACET
PROVIDER

International
Association for
Continuing
Education &
Training (I.A.C.E.T)

Ana G. Méndez University is accredited as an authorized provider of Continuing Education by the International Association of Continuing Education and Training (IACET) until 2023.

Universidad Ana G. Méndez (UAGM) has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET),

21670 Ridgetop Circle
Suite 170
Sterling, VA 20166
Phone: +1 (703) 763-0705
Email: info@iacet.org.

A description of the disability services, auxiliary aids and the procedures for filling a grievance regarding disability or discrimination issues are available in the Student Handbook. The information included in this catalog is subject to change.

Physical Facilities

UAGM is a 100% online institution, where all teaching and learning is conducted via the institution's Blackboard Learning Management System. The institution's physical facilities are located at:

Carr. PR-176, Km 0.5,
Sector El Cinco
San Juan, PR 00926

Telephone No.: 787-288-1118

Postal address:
PO Box. 21345
San Juan, Puerto Rico 00928-1345
Website: http://online.uagm.edu/
Email: www.uagm.edu

UAGM staff and faculty have designated office equipment to conduct their work online. The equipment consists of a desktop computer equipped with a complete suite of software and plugins, as well as audio/ video peripheral equipment including a webcam, microphone and speakers to conduct web conferencing sessions. Faculty and staff have telephone and fax services, as well. All staff and faculty have their own unique credential to login to Blackboard Learning Management System and the institution's Banner Student Information System not conduct matters related to students.

Chancellor Message

At the Universidad Ana G. Méndez (UAGM) Online Campus we take pride in meeting and exceeding in our students' expectations through the highest level of education and student commitment.

For 70 years, the UAGM has changed the lives of thousands of students through education. Since 2011, the online campus, has been an instrumental part of this change; making education available and accessible to local and international students.

The UAGM Online Campus allows students to learn new skills, prepare themselves for a brighter future and become productive members of society. Through the use of technology and a sound academic curriculum, online students can achieve all of these goals virtually from *any* place. This allows UAGM's students to progress towards their goals without having to compromise any of their other daily obligations.

We also thrive constantly in developing new academic programs with innovative educational models and cutting-edge instructional design; promoting the integral formation of our students. Our campus, the most recent accredited institution of UAGM, showcases an academic offering which is constantly growing and meeting the demand of innovative and varied specializations.

I encourage you to explore our campus and become a part of our community.

Best,

Gino Natalicchio,
Ph.D.
Chancellor
UAGM Online Campus

University Description

Purpose

The Universidad Ana G. Méndez (UAGM) the fourth and first distance education institution, of the Ana G. Méndez University System (UAGM). It will work under the strategic plan known as UAGM Vision 2015 which states the following: “Towards 2015 Ana G. Méndez University System (UAGM) will be recognized as an institution of excellence in education, research and service, with great responsibility and community appropriateness and a growing global projection.

UAGM will stand out as the fundamental community of ideas of our country, serving as a venue for the deliberation and formulation of solutions that will satisfy the needs and development of Puerto Rico, and the World.

UAGM will be characterized as a transforming entity, one of constant innovation and great financial strength, centered in the human being as the fundamental purpose and active source, making effective use of its technological, physical, and management resources in support of its mission and of its qualitative development”

Ana G. Méndez University System and its institutions, among them, UAGM, will run all their operations, actions and initiatives of academic, student and administrative development, in application and strict implementation of the following institutional values as rules and parameters of organizational conduct.

Institutional Values

Excellence

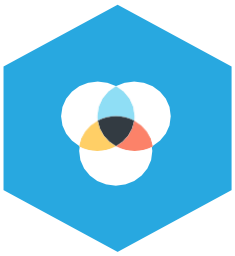
as the highest ambition in all its affairs related to education, research and service.

Freedom

of ideas and expression as the fundamental structure of the search and diffusion of knowledge.

Respect

for diversity and dignity of the human being.



Integrity

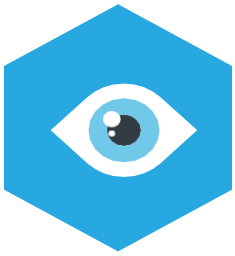
in all its actions as an educational entity.

Equity

acknowledging the value of education as an instrument to access better opportunities and develop the full potential of the human being.

Innovation

continuously guaranteeing the relevance of its programs and services.



Social Responsibility

Towards the needs of the community, the country, and humanity of which we are part.

UAGM has been recognized as a higher education institution that has brought leadership in the integration of new technologies to the instructional component, directed towards the development of distance education. Dr. Eloy Recio Ferreras states in his book, *Presence in Distance Education*, "this institution and its three universities has been the pioneer in the use of technology as a learning tool."

UAGM has integrated the use of technology to its instructional methodology since the 70's, through the conception of the External University Education System (SEDUE, by its Spanish acronym) in 1977, and the Televised Studies Center (CET, by its Spanish acronym) in 1978. The element that distinguished CET was the team of course developers, assembled by content experts, designers, script writers, educational consultants, and production crew.

Historical Background

WMTJ-Channel 40 was created in 1985, the first and only educational television station on the island licensed to a local University. WQTO – Channel 26 was established in 1986 to cover the southwestern part of the Island. Another pioneering alternative in Puerto Rico emerges from UAGM as interactive television, the first Interactive Television Fixed Service (ITFS), recently renamed Educational Broadband Service (EBS). The one and only transmitting network of closed-circuit microwaves that cover 95% of the Island, including the Municipalities of Vieques and Culebra.

The acknowledgement of UAGM leadership has lived through time. Dr. Juan Meléndez points out in his book, The Power of Distance Education, that "presently, the Ana G. Méndez University System is one of the largest institutions of distance education in Puerto Rico".

UAGM is following its 2015 vision of advanced technologies and global reach. In 2001, the institution acquired Blackboard as the official course management system for the development of Web based distance education.

UAGM is an institutional entity dedicated particularly to the development, offering and management of distance academic programs at the undergraduate and graduate levels, as well as other educational projects and distance education initiatives. In addition, the UAGM has the faculty to offer programs, courses and certifications through continuing education, in the distance mode. The Institution acknowledges that distance education is the educational alternative planned for the design of interactive, dynamic and social learning environments, available 24 to 48 hours, aimed at a student population that is diverse, massive and dispersed. The educational mode is mediated by the information and telecommunication technologies, traditional and innovative, that contribute to the construction of knowledge and the exchange of information through new methods of synchronous and asynchronous interactivity.

UAGM is equipped with the necessary technological infrastructure and has the responsibility of training faculty members, certify them as distance educators and manage the publication of online courses. The professional development process of certifying faculty member as distance educator combines sequence of workshops addressed to enhance learning concepts and skills development required to work as instructor of an online distance education course.

Institutional Goals

1. Promote academic competency-based online programs adjusted to the demands of the local and international market.
2.
3. Diversify the academic offerings through the design of bilingual programs for undergraduate and graduate levels.
4.
5. Offer continuing education opportunities in non-traditional educational environments for students' professional development and the community in general.

6. Promote an academic environment that provides opportunities for progress, continuing professional development and participation in institutional processes.
7.
8. Provide the essential tools to ensure that students achieve their goals and obtain their desired degree.
9.
10. Establish an academic and institutional assessment unit to develop and apply continuous improvement plan for quality standards and institutional processes.

11. Strengthen the Student Services online program ensuring support and feedback in approximately 24 to 48 hours.

12. Promote institutional values in initiatives and academic, student and administrative processes.

13. Develop community projects and programs that promote a better quality of life for the populations we serve.

14. Maximize the use of technological infrastructure associated with online courses and student services.
15.
16. Identify emerging technologies to upgrade procedures and provide efficient and innovative services.

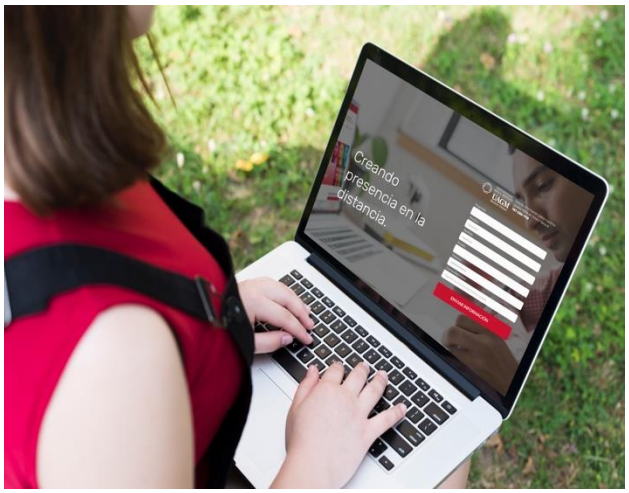
Mission and Vision Statements

Our Vision

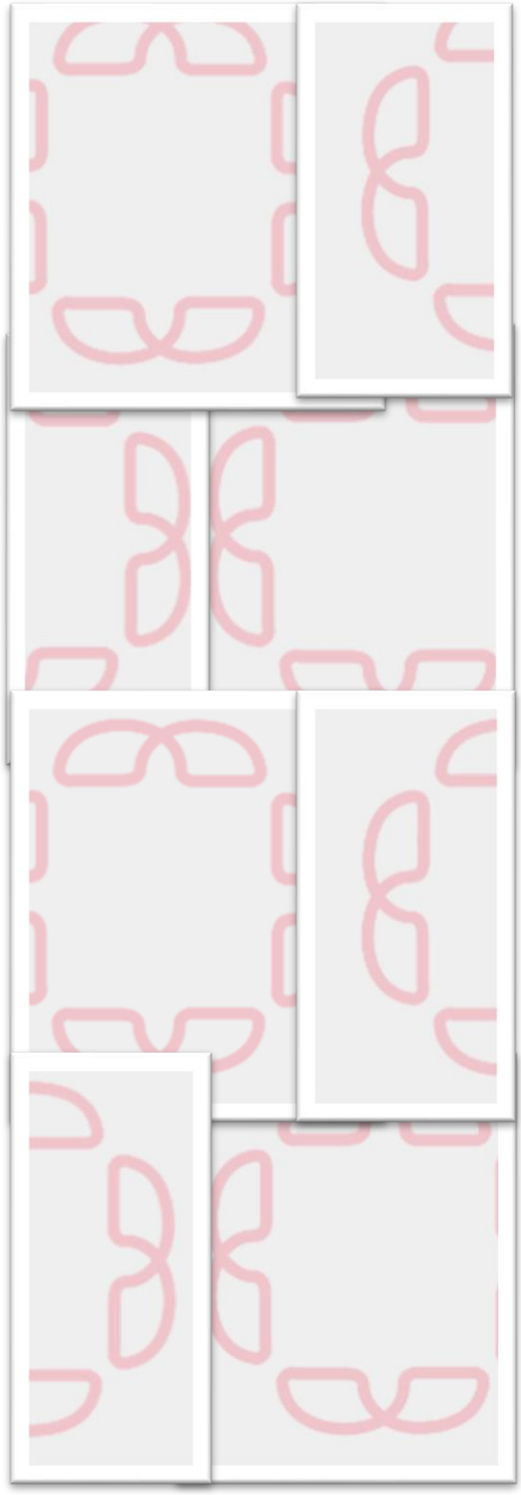
The Universidad Ana G. Méndez will be recognized, locally and internationally, as the first Puerto Rican Distance Education University with the highest standards of quality and academic excellence. The institution will contribute to the social and economic development of Puerto Rico. In addition, UAGM will be recognized, for its educational services to Hispanic communities in the United States and Latin America.

Our Mission

The Ana G. Méndez University is a non-profit distance learning institution of higher education that offers an alternative to traditional education through emerging technologies. It enacts an inclusive philosophy of respect for diversity. The institution offers and awards undergraduate and graduate academic degrees and continuing education certifications, all designed to promote the development of competencies and the holistic formation of the local and international community.



Governance



Sistema Universitario
Ana G. Méndez

Sistema Universitario Ana G. Méndez Incorporado

Board of Directors

- Félix Rodríguez Schmidt, MD, Permanent Board Member / Board Chair
- Dr. René A. Soto Torres, DBA, Board Member / Board Vice Chair
- José F. Méndez Méndez, Permanent Board Member / UAGMS President
- José F. Méndez González, Dr.H.C, Permanent Board Member / UAGMS President Emeritus
- Héctor Jiménez Ramírez, MA, Board Member
- Mr. Ramiro Millán Catasús, Board Member
- Mr. Rafael A. Nadal-Arcelay, Esq., Permanent Member
- Dr. Herminio Martínez, Permanent Member
- Wilfredo Cosme Ortiz, Board Member
- Mrs. Rita DiMartino, Board Member
- Delia Castillo de Colorado, Esq., Board Member
- Dra. Migdalia Torres Rivera, Board Member

Administration

The administration of the Universidad Ana G. Méndez is committed to excellence in academic and student services. The administrators and faculty bring their experience to designing and delivering higher education programs.

Management Group

- **Chancellor-** Gino Q. Natalicchio, Ph.D.
- **Vice-Chancellor-** José E. Maldonado Rojas, Ed.D.
- **Vice-Chancellor of Administration**- Nilsa Rodríguez Martorell, M.B.A.
- **Vice-Chancellor of Student Affairs-** José D. Martínez Agosto, M.H.R.
- **Assistant Vice-Chancellor of Licenses and Accreditation**-
  Flor M. Vázquez Santos, MBA
- **Assistant Vice-Chancelor** - Iván J. Escalante Claudio, MEd, MBA

Administrative Officers

- **Director of Faculty-** Denisse Colón Rodríguez, M.Ed.
- **Director of Assessment and Research-** Dennise Rivera Burgos, M.A.
- **Registrar-** Jessie Pérez de Jésus, B.B.A.
- **Director of Financial Aid-** Raúl Homs Mojica, M.B.A.
- **Bursar-** Johjan M. Báez Fuentes, M.B.A.
- **Director of Retention -** Sharon Correa Ramos, M.B.A.
- **Admissions Director –** Marilys Rivera Díaz, M. A.
- **Counselor-** Grisel M. Vega Agosto, CPL
- **Instructional Designer-** Eileen Hernández Torres, M.A.
- **Instructional Designer-** Ramón Rosario Negrón, M.Ed.
- **Instructional Designer –** Rodolfo Fernández Padilla, M.Ed.
- **Instructional Designer-** Keren Canales Quiles, M.Ed.
- **Instructional Designer –** Lucila Oliver, M.Ed.
- **Learning Management System (Blackboard) Administrator-** Sherlyn Pearson
- **Chancellor Administrative Assistant-** Wanda García Nieves
- **Vice Chancellor Administrative Assistant**- Yamira López Merced

Academic Board

The Academic Board of the Universidad Ana G. Méndez regulates all academic aspects of the Institution. It recommends relevant regulations regarding faculty, curricula, educational projects and other educational innovations.

Administrative Council

The Administrative Council of Universidad Ana G. Méndez is the legislative body that establishes the Institutional policy of the college in accordance with the statutes of the Ana G. Méndez University System, as established by its Board of Directors.

Admissions Requirements

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Admissions Policy

Applicants seeking admission to the UAGM graduate programs must meet the following requirements:

General Admission Requirements

Students who wish to be admitted to Master Degree programs must meet the following requirements:

1. Successfully completed a Bachelor's Degree.
2. An undergraduate grade point average (GPA) of 2.75 or more.
3. Submit corresponding application fee of $25.00 with completed application. (Only applies to residents of Puerto Rico and international students, does not apply to residents of the Continental United States).
4. Submit official transcript from the accredited university where Bachelor's Degree was obtained.
5. Send by e-mail a full color front and back copy of a valid identification (government issued ID) with a photo to evidence an address where the applicant resides. This ID can be:
    a. Driver's License
    b. Citizenship card or certificate of citizenship (International Students).

Students who wish to be admitted to the Doctoral programs must meet the following requirements:

1. Hold a Master's degree or an equivalent degree from an accredited institution of higher education.
2. Submit official credit transcripts from all the institutions of higher learning that the student attended.
3. Submit an essay on a topic selected by the Admissions Committee.
4. Submit an updated. résumé that reflects professional experiences and academic achievements.
5. Submit a $75.00 nonrefundable application fee.

Conditional Admission

A student who applies for admission and submits a student copy of his college transcript, but otherwise complies with the admissions requirements for the program of study, in which he is applying, will be granted conditional admission.

Incoming students shall submit official documentation within 56 calendar days from the beginning of the course to complete the student's records. If students do not submit the required documentation the admission and enrollment will be canceled.

If a student does not comply with the GPA for any of the programs, bachelor in the area of interest or read mission, he will be referred to thread mission committee. The committee will only evaluate students whose GPA is between 2.50 and 2.74.4.

Federal financial aid is not available to conditionally admitted students

Specific Program Admission Requirements

In addition to complying with the general admissions requirements, for certain programs, the applicant must comply with the specific program admission requirements.

A. Students interested in any of the majors in the master's degree in **Business Administration** must have completed a bachelor's degree in the same area of specialization or completed 3 credit hours in accounting. If this prerequisite is not met the student must enroll in the course ACCO 500 (remedial). ACCO 500 will not count for the student's cumulative grade point average. If the student does not wish to take the course he must sign a waiver.

B. The applicant to the Masters in Science in **Environmental Management with a specialization in Environmental Planning** must satisfy in addition, the following requirements:
    a. Have obtained a Bachelor of Science degree from an accredited university with a minimum cumulative GPA of 2.75.
    b. Have obtained a Bachelor's degree in any other discipline at an accredited university with a minimum cumulative GPA of 2.75, provided that the student successfully completed the following courses: mathematics (6 credit hours), biology (8 credit hours), chemistry (8 credit hours), physics (8 credit hours) and sciences (3 credit hours).
    c. Have completed the following introductory courses: computers (3 credit hours), economics (3 credit hours), sociology (6 credit hours) and statistics (3 credit hours).

C. Applicants to the master's program in **Teaching English as a Second Language** must meet the following additional requirements:
    a. Successfully completed a Bachelor's Degree in Education from an accredited university with a GPA of 2.75.
    b. A video conference interview in English.
    c. Write an essay in English. Students who do not have a Bachelor's Degree in Education must meet the following additional requirements.
    d. Successfully completed a Bachelor's Degree in any other discipline from an accredited university with a GPA of 2.75, with at least 12 credits in English and 12 credits in Education.

D. Applicants to the master program in **Telecommunications and Network Systems Administration** must meet the following additional requirements:
    a. Successfully completed a Bachelor's Degree in Engineering, Information Systems or Computer Sciences from an accredited university with a minimum GPA of 2.75.

E. Applicants to the master program in **Nutrition Sciences** must meet the following additional requirements:
    a. Successfully completed a Bachelor's Degree in Nutrition or Dietetics from an accredited institution with a minimum GPA of 3.00.

F. Applicants to the master program in **Public Relations** must meet the following additional requirement:
    a. Successfully completed a Bachelor's Degree with a minimum GPA of 3.00.

G. Applicants to the master program in **International Business with focus in Latin America** must meet the following additional requirement:
    a. Successfully completed a Bachelor's Degree with a minimum GPA of 3.00.
    b. It is recommended that students have knowledge in English Language.

H. Applicants to the master program in **Finance** must meet the following additional requirement:
    a. Successfully completed a Bachelor's Degree with a minimum GPA of 3.00.

I. The Admissions Committee reserves the right to require an applicant to complete certain undergraduate level courses as a requirement for conditional admission to a program.

Readmission

In order to seek readmission, the student must have been absent from the Institution for at least one academic term (summer sessions do not count as interruptions). They must also comply with:

- The Satisfactory Academic Progress Norm
- Admission Requirements
- Curriculum standards, policies and procedures, which apply.

Transfer Students

1. In order to transfer credits, official transcript must be received in UAGM Online Campus not later than forty-five (45) days after the start of the student's first term at UAGM to receive transfer credit.

2. Transfer students must comply with UAGM residence requirements. Students from US and Puerto Rico campuses must earn 25% credits in residence at UAGM to receive technical certificate degree, associate degree, bachelor degree diploma and, master degree diploma.

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

4. Criteria for acceptance for transfer of credit are as follows:

    - The courses for transfer are similar in objectives and content to those offered by UAGM.

- The courses for transfer can be applied toward graduation requirements.
- The letter grade (or equivalent) in the course for transfer is a “C” or better (provided the “C” grade is defined as average or better) for undergraduate courses. The letter grade (or equivalent) in the course for transfer is a “B” or better for graduate courses.
- Core professional skills or technology courses may be accepted if those credits were earned no more than 5 years prior to enrollment date.
- General Education courses may be accepted if those credits were earned no more than 10 years prior to the enrollment date.
- Credits transferred from institutions are evaluated on the basis of equivalency with the content of the courses and credits required by UAGM.
- Courses with a Passing Grade (Pass) will be considered for transfer, provided they have credits and are equivalent according to the curriculum.
- UAGM in US and Puerto Rico will not accept remedial courses in transfer.

5. The institution reserves the right to accept or not accept credits approved by other institutions.

Admission Requirements for International Students

1. The same admission, readmission or transfer requirements apply to international applicants.

2. Students must provide a copy of the university catalog (digital) from the university with they attended, if necessary.

3. If the student cannot send his official transcript, he must send a notarized copy.

4. The UAGM will work equivalence degree of the country of origin to the equivalent of the United States (US) by the evaluation of foreign credentials. Free of Cost.

5. Students will have a period of 56 calendar days to submit their documents from the beginning of the course to complete his file. If the student does not submit the required documentation, admission and enrollment will be canceled.

Admission Requirements for Transitory Student and Special Students

1. If the applicant is enrolled at another university, he must present a special authorization to enroll in courses at Universidad Ana G. Méndez. That authorization must demonstrate that the

courses the student wishes to take at Universidad Ana G. Méndez are applicable to their studies at the home institution. The authorization shall be valid for one academic semester or corresponding summer session. No individual authorization is required if the student's enrollment at Universidad Ana G. Méndez is pursuant to an effective consortium or contractual agreement.

2. The applicant must comply with course requisites according to current academic standards at the institution.

3. Transitory students, who wish to change their status to a regular, enrolled student, must satisfy all current admissions requirements at the institution and for the program of study in which the student plans to enroll.
4. The student's admission status will change from transitory to transfer student once all requirements are met.
5. If the applicant has a master's degree and wishes to take courses at the institution but is not interested in obtaining another degree, he must provide an official college transcript from the university at which the student earned a master's degree.

6. The applicant must comply with general and course admissions requisites according to current academic standards at the institution.

7. A student classified as a special student cannot apply for graduation.

Validation of Admission, Readmission or Transfer

1. Acceptance for admission, readmission or transfer to Universidad Ana G. Méndez shall remain valid for one academic semester or summer session of an academic year after the date on which admission, readmission or transfer is granted.

2. The applicant must meet all admission requirements by the deadline established by the academic calendar. An applicant who does not submit all of the required documents or does not meet all established requirements may be conditionally admitted. All missing documents must be submitted within 56 calendar days from the first day of classes. If not, the institution shall invalidate the admission, readmission or provisional transfer, and cancel the student's enrollment.

Graduation Requirements

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Students at UAGM are eligible to obtain an academic degree after the completion of the following requirements:

1. Have completed all courses with A or B. Students can pass their core courses with C but not the specialization, electives and research courses.
2. The candidacy application form, completed by the date established in the academic calendar.
3. Successful Completion of all Program courses as determined by the institutions minimum grade requirements.
4. The prescribed number of credit hours with a grade point average of 3.00 or more.
5. Master Degree students will NOT be required to attend physically, or to have residence credits to be eligible for the degree.
6. Graduation applicants must have satisfied all their financial obligations to the Institution.
7. Graduation applicants will be subject to the rules and graduation requirements in the catalog of the year they expect to graduate. Master degree students must have a grade point average of 4.00 to graduate with honors.

Doctoral studens must comply with the following:

1. Students must approve all courses and requirements for the degree, as established and approved by the corresponding School and by the University.
2. Students must earn a minimum GPA of 3.00.
3. Students from Business Administration and Education can approve up to two courses with C.
4. The graduation academic index will be calculated by taking into consideration approved and required courses only.

Commencement exercises are held once during the academic year, at the end of the second semester. Students who fulfilled the requirements for a degree at the end of the first (1st) semester or the summer session must apply for a statement from the Registrar's Office, confirming the completion of requirements.

Graduates must claim their diplomas at the Registrar's Office no later than one year after graduation. The Institution will not be responsible for diplomas after that date.

Access to Student Academic Records

The Universidad Ana G. Méndez complies with FERPA policy regarding the disclosure of information contained in student records.

Deferment of Admission - Upon request, the Admissions Office may defer admission to the following semester of the same academic year for which admissions was requested.

Reserved Rights
In order to safeguard its goals and objectives, the Universidad Ana G. Méndez reserves the right to admit, readmit or enroll any student in any semester, session or class. As such, the University reserves the right to suspend a student temporarily or permanently.

Important Note:
Students should familiarize themselves with all rules, norms and regulations of the Institution through the Student Handbook, Student Regulations, and the Handbook of Academic Norms and Administrative Procedures. These publications are at the web site: UAGM Online

these documents provide the information and updates as to program requirements, academic policy changes, as well as other academic and administrative changes that may take place during your years of study at the Institution.

Overview of Educational Delivery System

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Overview of Educational Delivery System

Distance Education at UAGM is the new study mode or independent study process assisted by technology, with the purpose of promoting learning without limitations of location, occupation and schedules. This education mode is self-directed by the student, who must plan, and time manage in order to complete the study material and study assignments to meet the requirements of the selected courses in their program of study. This study mode is characterized, mainly by the physical separation of instructors; the use of information technology and communication (print, digitized material, audiovisual material, computer resources, other materials and media) for the instruction and interaction between instructor and students and students with each other; facilitating lifelong learning strategies and equal educational opportunities to the entire student population. UAGM has a broad academic offer available with distance education mode. It is ensured to students the educational quality and the provision of administrative services that go beyond geographic barriers and facilitates communication. For this, it is adequately used the direct service and personnel and the technology for development of new modes in the teaching learning process.

The UAGM provides an integrated portal with the technologies to support the proposed programs offered in an online delivery format. The online courses take place within the secure environment of Blackboard. It requires registered students to login into their courses using them UAGM unique login. Blackboard is an online platform providing a portal and a learning management system with synchronous and asynchronous online tools designed to allow student and faculty class interactions.

All student unique identifying information such as interactions including discussion board postings, assignment submittals and quizzes have date, time and student identification information. UAGM Blackboard Learning Management System (LMS) is the platform used to deliver the online academic program. It provides the necessary functionality to correctly administer distance or online educational programs. It incorporates a solid environment for sharing and administering content, conduct online evaluations, follow-up with students, manage tasks and assignments, and conduct online collaborations.

The platform provides for the delivery of synchronous as well as asynchronous education. Asynchronous delivery is accomplished via discussion forums, course email, lessons, modules and exams and quizzes. The majority of course activities are designed for asynchronous delivery, which provides student with the greatest flexibility in fulfilling academic requirements. For synchronous mode of delivery, tools like whiteboard and desktop space sharing using a feature called Blackboard Collaborate allows faculty to deliver instruction in real time.

Universidad Ana G. Méndez also has the following tools that support the delivery of the online courses

Softchalk- This program transforms academic content into HTML format that includes a wide variety of learning activities review. It also allows users to include assessment and evaluation tools that can be published to Blackboard Grade Center. Once students have reviewed and completed the activities included in the softchalk module, a completion certificate can be printed.

Blackboard Collaborate: The Blackboard Building Block allows you to schedule and join Blackboard Collaborate sessions from within Blackboard.

Articulate Studio 360

Presenter- Quickly create Flash-based presentations and e-learning courses.

Biosig-ID- captures a user's unique movements: direction, speed, length, angle, height etc. as they draw and create their passcode using just a mouse or finger. Each time a user logs in their passcode is compared and only if the patterns match will the "legitimate user" gain access to the online activity.

Courseval- Web-based and mobile-based course assessment system. Surveying and evaluation software. It can be integrated to the Learning Management System (LMS).

Respondus Lock Down Browser- It is a specialized browser that provides a secure testing environment within the LMS. When the test begins the user's, desktop is locked and it is not possible to print, copy, navigate or access other applications. Increases security of online testing.

Respondus Monitor- is a supporting product which verifies the identity of each student. The tool lets us verify if the students are who they say they are.

Respondus 4.0 - Application for creating and managing exams that can be printed to paper or published directly to the LMS. This program allows users to transform tests done in Word format on Web delivery form. Enhances the assessment capabilities.

Taskstream- Learning achievement tool. Manage data that streamlines workflow and improves process. Provide custom workflow, data collection and reporting capabilities to support outcomes assessment initiatives that engage faculty, students and administrators.

Blackboard Retention Center -Provides an easy way for faculty to discover which students in the course are at risk. Based on preconfigured rules and rules faculty creates, students' engagement and participation are visually displayed, quickly alerting to potential risk. From the Retention Center, faculty can communicate with struggling students and help them take immediate action for improvement.

NetTutor- Is an online tutoring service that is integrated to the UAGM Blackboard platform. This online tutoring service is provided by teachers and tutors who have demonstrated interest in helping students succeed.

Library Resources and Services

The library resources will be online through the UAGM web page, Library web page (including dictionaries, encyclopedias, newspapers, e-books, databases, translators, grammar) and education resource area. Online resources include full text resources in the form of MS Word, Excel, PowerPoint and PDF documents. In addition, the library resources will be available online through both, institutional website and the platform. Online and on ground students have the same access to all learning resources through institutional website SUAGM Library.

Technology Requirements

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Supported End-User Technologies - Blackboard Learn 9.1 Q2 2018

For the best Blackboard Learning experience with your screen reader, it's required to have a computer and internet connection. The web browsers recommended are Firefox® and Jaws on a Windows® IOS and Safari® and Voiceover on a Mac® IOS. Visit the Accessibility topic to learn more about Blackboard's approach to accessible software.

Supported Browsers

Blackboard supports five primary browsers for Learn releases. Links to the vendor sites for the browsers are included in this topic.

Run the browser checker to see whether Blackboard Learn supports your browser.
To learn more about Blackboard's general browser support policy as well as information about JavaScript, Cookies, and other software, see the Browser Support Policy.

Browser	DESKTOP VERSIONS	BROWSER
Chrome3	49+	Supported
Edge1,3	20+	Supported
Firefox3	48+	Supported
Internet Explorer1	11+ (Windows Only)	Compatible2
Safari1	9+ (Mac Os Only)	Supported

1. WebRTC isn't presently supported on these browsers, so the Create Recording feature will not work on these browsers. Both Microsoft and Apple have expressed they intend to support this standard in the future, in both Edge and Safari, respectively. These browsers can play back recordings created by the feature without issue.

2. Microsoft ended active development for Internet Explorer in January 2016. Most features of Learn will work with IE11, so it is generally considered compatible. Some newer features in Learn may not, including Attendance and Create Recording. Reported issues isolated to Internet Explorer will not be resolved by Product Support. An alternative browser is recommended.

3. Google Chrome versions 42+, Mozilla Firefox versions 52+, and Microsoft Edge don't support NPAPI-type plug-ins, including Java plug-ins and many media browser plug-ins. Blackboard doesn't support these browsers for using embedded media types that require third-party NPAPI plug-ins for viewing

Supported Mobile Browsers

Browser	Mobile Browser Versions	Learn 2016 Theme
Chrome	49+	Compatible**
Edge	20+	Compatible**
Firefox	48+	Compatible**
Safari	With iOS 7+	Compatible**

** Modern mobile browsers are generally considered compatible when using the Learn 2016 system theme and user added materials are mobile compatible. Not all tools and workflows have been optimized for mobile use. Issues reported for tools that aren't yet optimized for mobile devices may be considered an enhancement request.

Blackboard App and Blackboard Instructor are supported native apps for mobile and tablet devices that interact with Blackboard Learn 9.1 servers. These apps may have their own device requirements.

Tested devices and operating systems
A variety of devices and operating systems were used to test the supported browsers. Support is not limited to these specific operating systems. The desktop browser versions above are supported regardless of the particular device or operating system on which they run.

Operating systems used in testing	Windows 7, Windows 8, Windows 10, Mac OS 10.11, Mac OS 10.12, Mac OS 10.13, Chrome OS
Chrome OS tested device	Chromebook (Chrome Browser; Features Requiring NPAPI Plug-Ins Are Not Supported).

Blackboard strives to make all its products as accessible as possible. JAWS 18 and 17 are used during accessibility testing of each Blackboard Learn release.

Analytics for Learn browser support.
Reports and visualizations available in Analytics for Learn are delivered via third party business intelligence tools from Blackboard partners, specifically Microsoft (Reporting Services) for embedded reports and Pyramid (Pyramid BI Office) for dashboard building. These products have their own commitments to browser support, and so the details below are subject to change based on product decisions made by our partners.

Analytics for Learn reports that display within the Learn interface are supported in all the same browsers as Learn. Standalone Microsoft Reporting Services reports are also supported in the same browsers as Learn. Refer to the Microsoft website for more information on browser support for Microsoft Reporting Services.

To view Pyramid dashboards, an HTML-5 compatible browser is required. Older versions of Internet Explorer that have been deprecated by Microsoft are not compatible for viewing Pyramid reports. To build Pyramid dashboards, an NPAPI-compatible browser is required because the Pyramid builder uses the Microsoft Silverlight plugin. Google Chrome has deprecated NPAPI support, so this browser is incompatible. Firefox or Safari users must install and configure the Silverlight plugin to use it in their browser.

UAGM Instructional Design Activity, Interaction, Subject Object, Technique and Tools

Instructional Event	Type of Interaction	Subject/ Object	Technique	Technological Tools
Grab Attention	Two-way	Professor- Student	Presentation of video clip, Group discussion	Video, Audio, Animation, Discussion forums, Chat (via Blackboard Collaborate),
Facilitate Browsing	Two-way	Professor- Student- Student- Content	Presentation of Tutorials	Multimedia application: Captivate
Inform Learning Objectives	Two-way	Professor- Student- Student- Content	Presentation of multimedia information	Multimedia applications: Articulate Presenter / Engage / Captivate
Stimulate Previous Knowledge	Two-way	Professor- Student- Student- Content	Presentation of information Hyperlinks to other content	Multimedia applications: Articulate Presenter, Web links, emails, Discussion forums
Present information stimuli	Two-way	Professor- Student	Presentation of information Hyperlinks to other content	Multimedia applications: Articulate Presenter, Web Pages, Emails, Discussion Forums
Provide guided learning.	Two-way	Professor- Student- Student- Content	Presentation of information Hyperlinks to other content	Multimedia applications: Articulate Presenter, Webpages, Email, Discussion Forums.
Increase Achievement	Multi-directional	Professor- Student	Presentation of information Hyperlinks to other content	Multimedia applications: Articulate Presenter, Web pages, Email, Discussion forum
Provide Feedback	Multi-directional	Professor- Student- Student- Content	Direct Communication Assessment instruments	Tests. Messages (8b), Email, Discussion Forum
Analyze the Process	Multi-directional	Student- Content Student-Student	Case studies Research. Projects Group Work	Email, Discussion Forum, Chat (via Blackboard Collaborate), Digital, Drop Box
Knowledge Creation	Multi-directional	Student- Content Student-Student Student- Context	Case studies Research Projects Guided Questions Group Work	Email, Discussion Forums, , Chat (via Blackboard Collaborate), Digital Drop Box.
Practice and application	Multi-directional	Student- Content Student-Student Student- Context	Evaluations Projects Presentations Written Documents Research Projects	Text, Email, Discussion Forums, , Chat (via Blackboard Collaborate), Digital drop Box.

Registration and other Related Procedures

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

The Registrar's Office is responsible for the maintenance of all official academic student records and for issuing transcripts, certifications, registration, diplomas and graduation certificates, as well as submitting or mailing the grade reports to students.

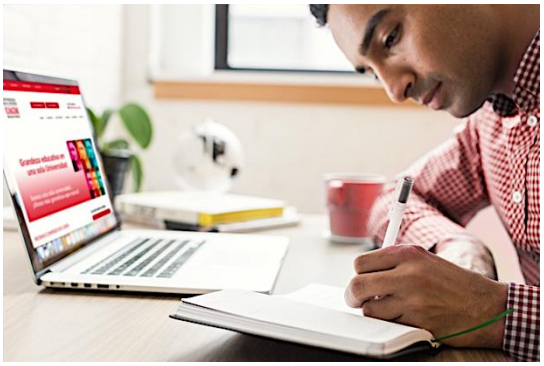
Pre-registration

Pre-registration is the process by which active students have the opportunity to select the courses which they want to officially register during the registration process. The pre-registration period takes place during the second semester.

Registration

The Vice-Chancellor for Student Affairs determines the registration procedures.

Candidates for admission will not be able to register until they have received an official statement or admission Detailed information explaining the registration procedures will be distributed in advance.
Students are required to register on the dates established for their respective groups according to the registration schedule announced by the University.



Student Contact Information

The students are responsible for maintaining contact information accurate and current. The principal mode of official communication from the Universidad Ana G. Méndez is via e-mail. The University will provide students with an e-mail address.

Important Note:

Students should familiarize themselves with all rules, norms and regulations of the Institution through the Student Handbook, Student Regulations, and the Handbook of Academic Norms and Administrative Procedures. These publications are at the web site: UAGM Online

these documents provide the information and updates as to program requirements, academic policy changes, as well as other academic and administrative changes that may take place during your years of study at the Institution.

Access to Student Academic Records

The Universidad Ana G. Méndez complies with FERPA policy regarding the disclosure of information contained in student records.

Minimum Average Required for Graduate Schools

The minimum grade point average (GPA) for admission is 2.75.

Deferment of Admission

Upon request, the Admissions Office may defer admission to the following semester of the same academic year for which admissions was requested.

Reserved Rights

In order to safeguard its goals and objectives, the Universidad Ana G. Méndez reserves the right to admit, readmit or enroll any student in any semester, session or class. As such, the University reserves the right to suspend a student temporarily or permanently.

Late Registration

Late registration will be held, if possible, before classes officially begin. Students who do not go through the pre-registration process, or who fail to attend registration on the assigned date, may register during the late registration period, provided there is space in the course sections they select. No student will be able to register after the period determined for late registration.

After the registration period, all courses will become a permanent part of the student's record. Students may ask the Registrar to cancel their registration by filling out the appropriate cancellation request forms in the **Student Portal.** Mi UAGM

Registration is not complete until the student has:

a) Paid all charges and fees required by the Office of the Bursar.
b) Delivered and completed all documents required by the Institution for admission.

Academic Year Definition

The definition of an Academic Year at UAGM is 30 credits and 40 weeks. The Academic Year consist of a Fall and a Spring semester divided into smaller sessions called terms and a Summer semester that

starts in May and finish at July. The Academic Year is part of a large Fiscal Year that runs from August 1 through July 31.

Classification of Students

A. By credit - Hours enrolled

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

- **Half time Students** – Those who have fulfilled the admissions requirements of the University and enrolled in a program leading to a degree, diploma or certificate, but who are carrying three to five credit hours of work per semester.

- **Less than half time-** Those who have fulfilled the admission requirements of the University and enrolled in a program leading to a degree, diploma or certificate but who are carrying two credit hours of work per semester.

B. By credit hours leading to a degree

- **First-year Students-** Those who have a completed a minimum of 3 to 12 credit hours at the University.
- **Second-year Students-** Those who have completed a minimum of 13 to 24 credit hours at the University.
- **Third-year Students-** Those who have completed a 25 or more credit hours at the University.

C. By grade-point average

(See Student Academic Status section)

- Students on Academic Probation.
- Students on Academic Suspension.
- Students in Progress.
- Students in Academic Warning.

D. By type of admission

1. **Regular Student-** Those who have fulfilled the admissions requirements of the Institution and are enrolled in a program of 12 or more credit hours per semester uninterrupted in a program.

2. **Readmission Students-** Those students who have interrupted their studies for at least one semester and wish to continue studying.

3. **Transfer Students-** Active or former students from an accredited post-secondary Institution.

4. **Special Students and Transitory Student -** Those Students who come to the Universidad Ana G. Méndez- with authorization from the institution or university they attend as regular students to take courses not leading to a degree, or any others who take courses not leading to a degree.

Special Conditions and Regulations

1. Students who have registered with the maximum academic load permitted and need three more credits to complete the graduation requirements in the same semester will be allowed to take three additional credits with the authorization from the appropriate Vice-Chancellor of Students Affairs.

2. No student may have an academic load greater than six (6) credits. An academic load greater than six (6) credits will be permitted for students that are graduation candidates for the Summer and who have been authorized by the appropriate Vice-Chancellor of the Students Affairs. This academic load may not be greater than three (3) credits.

3. All students will be given a reasonable time to graduate or complete their selected concentration. However, the University will reserve the right to admit, readmit or register any student in any semester, session or class. For the same reasons, the University reserves the right to suspend a student temporarily or permanently.
4. Changes in Programs or Schedules a student may change his/ her program of study in accordance with the following rules:

    a. The student must have the consent of the advisor in order to be processed the change at the Registrar's Office.
    b. The Institution will make every reasonable effort to offer courses as announced, but it reserves the right to change the time schedule or to withdraw a course or courses.

5. Relocation of Students, at the end of the period for late registration, the Registrar may relocate students where elimination or re-scheduling of courses has taken place. Changes of courses will be allowed with the recommendation of the Vice-Chancellor of Students Affairs. Such changes should take place on the dates appointed for such purposes in the academic calendar.

Course Numbering System

The following course numbering system is used by the UAGM.

- 050, 100 and 200 coded courses are lower level Bachelor's Degree courses.

- 300 and 400 coded courses are upper division Bachelor's Degree courses.
- 500, 600 coded courses are Master's Degree level courses.
- 700 coded courses are Master's and Doctoral level courses
- 800 and 900 coded courses are Doctoral level courses

The Course Prefix

The course prefix is a four letter designator for a major division of an academic discipline, subject matter, or sub-category of knowledge. The prefix is not intended to identify the department in which a course is offered. Rather, the content of a course determines the assigned prefix to identify the course.

ACCO	Accounting
ADMI	Administration
COMM	Communications
CYBR	Cyber Security
ECON	Economy
ENVI	Environmental Planning
ETEL	Education Technology with E-Learning
ITMA	Information Technology Management
FAES	Food Agricultural Environmental Studies
FINA	Finance
HURM	Human Resource Management
INBU	International Business
MAIS	Management of Information System
MANA	Management
MARK	Marketing
MSNT	Nutrition Sciences
NURS	Nursing
PRMG	Project Management
QUME	Quantitative Methods
RESM	Research
STAT	Statistics
STMG	Strategic Management
TCOM	Telecommunications
TESL	Teaching as a Second Language

Changes in Programs or Schedules

A student may change his/her program of study in accordance with the following rules:

a) The student must have the consent of the advisor in order to be processed the change at the Registrar's Office.
b) The Institution will make every reasonable effort to offer courses as announced, but it reserves the right to change the time schedule or to withdraw a course or courses.
c) Relocation of Students, at the end of the period for late registration, the Registrar may relocate students where elimination or re-scheduling of courses has taken place. Changes of courses will be allowed with the recommendation of the Vice-Chancellor of Students Affairs. Such changes should take place on the dates appointed for such purposes in the academic calendar.

Withdrawals

- Total or partial withdrawals are allowed during a part of term or Summer session as specified in the academic calendar, with the recommendation of the retention official, and processed by the Registrar's Office or you **Student portal. Mi UAGM.**

- Any student who is officially registered, and completes the required procedure for withdrawal, will receive a withdrawal (W) grade.

- Any student, who fails to complete the required procedure for withdrawing from a course before the stipulated date and whose absences exceed the maximum allowed, will receive a withdrawal failure (WF) grade.

- Total withdrawal is allowed Total withdrawal is considered in the case of a registered student who withdraws from 100% of his total course load.

- The deadline for voluntary total withdrawals is the day when classes end.

- The institution reserves the right to require a student to withdraw from any course or from the University, temporarily, for any of the following reasons:
    a. Possibility of hazard to the health of the student or that of other students, if enrollment were continued
    b. Refusal to obey regulations or serious misconduct on the part of the student.
    c. Deficient academic work (below required are scholastic standards).

Students who withdraw from the Institution or finish their studies without settling their financial obligations will not receive graduation certificates, transcripts or diplomas.

Introduction and Purpose

This policy has been established to monitor enrolled students and withdrawals. Weekly attendance is mandatory in all online courses.

Purpose

This policy aims to establish the formal procedure for the attendance of all enrolled students. All academically related activities are readily tracked and documented through the University's learning management system and email system.

Scope

This policy applies to students, faculty and the registrar's office.

VETERAN'S SERVICES

The Veterans' Services Office, located in the Registrar's Office, is primarily concerned with the motivation of veterans and their dependents to effectively exercise their right to an education. Veterans are assisted in the completion and processing of required documents for the purpose of establishing eligibility, certification of services and academic progress. These services are offered in close coordination with the Veterans Administration Office of Puerto Rico. Veterans and their beneficiaries must complete their program of studies within the time established by their curriculum. Students who extend their studies beyond the time established by the program cannot continue to receive veterans' benefits. If the student is a recipient of the Pell Grant, he may resort to the 150% additional time established by the institutional standard for Satisfactory Academic Progress. Veterans will be evaluated utilizing both veterans' benefits and Pell Grant criteria, if they are beneficiaries of these. Veterans Administration Office will not pay courses repeated in order to raise GPA. It will only pay failed courses (F, NPFailure) or those that requires a minimum approval grade. Veteran's Administration Office will reduce benefits to the student as of the last day of attendance to a class.

General Dispositions

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Attendance

Students are expected to log in into their courses at least three times a week (10 hour minimum). Progress towards satisfactory completion of weekly assignments is expected on a weekly basis. No academic progress could jeopardize good standing and financial aid. In a distance education context, documenting that a student has logged into an online class is not sufficient, by itself, to demonstrate academic attendance by the student.

A school must demonstrate that a student participated in class or was otherwise engaged in an academically related activity, such as by contributing to an online discussion, text chat session, submitting an assignment, working through exercises, taking a quiz or exam or initiating contact with a faculty member to ask a course related question.
The professor must enter their course on a daily basis and answer any doubts or questions to their students in 24 to 48 hours. This policy does not contain any exceptions.

Procedure

Census Taking (Show / No show)

a) The teacher will certify attendance through the "Web For Faculty" to students who did not access the online course, within the deadline established in the academic calendar (Show / No Show).

b) Once the Registration Office receives the No Show report, the retention staff is informed to follow up the students reported as No Show.

c) The Retention Office will be following up with students to listen for reasons for not accessing the course, to provide assistance and guidance in the process.

d) They will be guided on their status with the Registrar's Office, and the academic implications.

e) If the student wishes to be reinstated in the course, he/she must establish communication with the teacher and with the approval of the teacher the Registrar will reinstate the course.

f) For this the student will have to complete the Request form for the reinstallation of a course available on the website.

Student Attendance Monitoring Procedure and Unofficial Withdrawal

1. After the census taking period of the Part of Term has been completed the professor must process the *access alert* daily census every three days (Monday and Thursday) for an additional 14 days.

2. As soon as the additional 14-day period has been completed, the Access Alert System retention center will send a report to the Retention Center Registrar's Office with those students who did not access to the course.

3. The Registrar's Office will process an unofficial withdrawal to all the students have not attended the course. The unofficial withdrawal will be processed according to the date that the student has stopped attending.

4. The Registrar's Office will send a letter (Non-Attendance Letter) thru email to the student notifying that he/she has been reported as non-assistance.

5. The student must respond to the Registar's Office via email within three (3) days from receiving the notification.

6. The professor must complete the Unofficial Withdrawal Form any time he/she identifies a student who is not attending the course.

7. This policy is effective from the date it is approved.

8. After the census is taken, attendance will continue to be monitored throughout the term. The teacher will be responsible for taking attendance twice a week to refer students who are not participating in course activities through the EARS Daily Census system.

    a. Retention officers will continue to monitor attendance as well as student referrals through EARS.

    b. The Registrar's Office will process an unofficial dismissal of all students who did not access the course. The unofficial withdrawal will be processed according to the date the student left the course.

    c. The Registrar's Office will send an email notifying unofficial withdrawal to students identified as not complying with the attendance registration policy.

Changes in Name, Address or Social Security Number

Students should notify the Registrar's Office of any change of address, postal or physical. The same procedure should be followed with corrections or changes in the names or Social Security numbers of students. In these cases, the students should present evidence of the names or Social Security changes.

Class Attendance

Class attendance is mandatory. The students will be responsible for work missed.

If a student enrolled in a course never attends each and any class, the professor will identify him/her as a **non-attending student** (N/P). The Registrar's Office will then adjudicate a withdrawal for non-attendance (WN). 25% Adjustments in Financial Aid benefits or total cancellation of Financial Aid and the payment of 1/3 of the total cost of enrollment, as pertinent, will also be in effect.

Those students whose absences exceed the minimum allowed and do not have authorization from the professor, or have not processed an official withdrawal, will receive a "WF" classification as penalty. This classification has a value of 0 and affects the grade point average Student Evaluation.

Unit of credit

In assigning credit hours to courses, the objective of Universidad Ana G. Méndez (UAGM) is to follow the standards and regulations established by federal and accrediting agencies. A credit hour is the unit of measuring educational credit. A credit hour is the amount of work which represents the proposed learning results which can be evidenced by the student's demonstrated achievements and which have been established institutionally as reasonable evidence of the following formula:

1 contact hour + 2 hours activities/homework

The duration of courses at UAGM is eight weeks, the equivalent to 3 credit hours, which translate to approximately 45 hours of activities related to the objectives which must be accomplished per credit hour.

- **Reference 1:** http://ifap.ed.gov/dpcletters/GEN1106.html
- **Reference 2:** https://www2.ed.gov/policy/highered/reg/hearulemaking/2009/%20credit.html

8 weeks = 5.25 class time hours and 10.5 homework for a total 15.75 hours per week of contact time approximately.

The student, in learning preparation for a course, must employ between 15-20 hours per week, participating in experiences which include activities directed by the facilitator, preparation and integration of contents for synchronic and asynchronous group activities, such as discussion forums, virtual forums, chats, watching videos and other presentations, among others.

Policy on Continuity of Course Offerings

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

According to the Curriculum Sequence of Academic Programs

Introduction

One of the main goals of the Universidad Ana G. Méndez-Recinto Online (UAGM-RO) is to provide the tools and mechanisms necessary for students to persist in achieving their goals and obtain the academic degree to which they aspire. Likewise, it is the Institution's commitment to schedule the necessary courses that allow students to complete their academic degree in the maximum time allowed, as established in the Norm of Satisfactory Academic Progress (NPAS) and current regulations. It is for this reason that the Vice-Rectory of Academic Affairs establishes the Policy on the continuity in the offering of courses according to the curricular sequence of the academic programs.

Purpose

This policy is established with the purpose of guaranteeing students the courses of their respective academic programs, so that they are enrolled according to the established curricular sequence. In this way they complete their academic degree in the required time. In addition, it is intended to facilitate academic progress for students to complete their curriculum according to their needs. The UAGM-RO is committed that, once the student is admitted to the Institution, he will have continuity in the offering of courses, according to the curricular sequence under which he was admitted.

General provisions

1. The Vice Chancellor's Office for Academic Affairs is responsible for keeping the suggested curriculum of each academic program up to date.

2. The Vice Chancellor's Office for Academic Affairs identifies and schedules courses for each academic offering annually during the month of June in collaboration with the Registrar's Office.

3. The following factors shall be considered for the development of the course schedule:

    a. The type of course to be offered (general education, spinal, specialization and electives).

    b. Courses that require or are prerequisite.

    c. The needs of students in terms of courses.

    d. The availability of teachers to teach the courses.

    e. The evaluation of whether it is necessary to offer additional sections of a course or to establish a higher limit of students in those courses of greater demand.

    f. The distribution of the courses in five (5) terms or Part of Terms (PT).

g. Offering specialty or elective courses with a history of little or no enrollment.

4. The committee assigned by the Vice Chancellor of Academic Affairs is responsible for determining which courses will be offered, the number of sections to be created, the number of sections and the teacher assigned to each course.

5. The Registrar's Office is responsible for creating the sections in the Banner System, publishing the course schedule, and ensuring the equitable distribution of students in the scheduled sections.

6. The course offerings will be published three (3) months prior to the end of the course, during which the courses will be offered. The course schedule will be published on the UAGM-RO website and services portal.

7. All active, incoming, and readmission students will be oriented to the courses they must enroll in each term, according to their study plan and the time established to complete their academic program.

8. All students transferred from other institutions will be oriented about the courses they must enroll in each academic term, according to their study plan and the course validation approved by the Registrar's Office. Based on this information, it will be determined how long it will take for the student to complete his/her academic program if he/she continues his/her studies uninterrupted.

9. Student orientation should include the following:

a. The full academic load that students must take for academic term to complete their grade.

b. The benefits of meeting their academic load to complete their degree on time.

c. The consequences of not meeting your academic load.

d. Inform that the offer and frequency of courses is subject to the number of students and the demand for courses.

e. The importance of following your curriculum and enrolling in recommended courses for each term in order to avoid delay in your program of study and to complete your academic degree in the established time.

f. Inform that the Institution guarantees the continuity in the offering of courses to the students who fulfill their study plan, in an uninterrupted way (without failing or leaving a term in between) until they complete their academic degree.

g. Inform that the Institution guarantees the continuity in the offering of the courses, to the students that request the evaluation of graduation two (2) terms previous to their date of graduation.

h. Inform that UAGM-RO reserves the right to make changes that may be necessary to the academic program, always considering the needs that students may have.

In the Event of a Moratorium on an Academic Program or Institutional Closure

Introduction

As a fundamental element of the mission of the Universidad Ana G. Méndez-Recinto Online (UAGM-RO), the institution's academic offerings must meet the demand for programs and meet the educational and employment needs of the communities we serve. When the demand for a program or specialty drops significantly or when the demand for all of the Institution's programs drops consistently, the Institution must evaluate whether it is necessary to place the program or spatiality in moratorium or if it is necessary to close the operations of the Institution. It is for this reason that the Vice-Rectory of Academic Affairs establishes the policy on Continuity in the offering of courses in case of moratorium of an Academic Program or Institutional closing.

Purpose

This policy is established for the purpose of ensuring that students are able to complete their academic degrees in the event of a moratorium on an academic program or institutional closure. The UAGM-RO is committed to ensuring the maintenance of the academic offer, and in the event of a program closing, each enrolled student will be guaranteed the opportunity to complete an academic degree. In the event of institutional closure, the policy guarantees that the Institution will facilitate the transfer of students to other Institutions.

General provisions

1. The Institution must periodically evaluate fluctuations in the enrollment of programs and specialties, and the demand of the labor market for the same to determine the continuity of their academic offerings.
2. The Institution shall have the power to place in moratorium programs or specialties due to a decrease in the required enrollment.
3. If the demand for a program or specialty falls significantly in a period of four (4) years or more, the Institution must analyze whether there is a need to place it in moratorium.

4. The Institution shall notify the licensing and accrediting agency of the determination of the moratorium or institutional closure, as the case may be, and shall comply with the requirements established by these agencies for these purposes.

5. One semester prior to the enrollment process, the Vice Chancellor of Academic Affairs will inform the Systems Analyst of the Vice Chancellor of Student Affairs of the program or specialty that will be in moratorium.
6. The Vice Chancellor of Academic Affairs will communicate, via e-mail, with the students of the program or specialty to communicate the determination and begin the process of evaluation and academic advice to prepare their curriculum that allows them to complete the requirements of the degree or reclassify them in another specialty, if the student so requests.
7. The Institution will guarantee the availability of the courses to the students who follow the established curriculum, in an uninterrupted way (without failing or leaving a term of study in between), until they complete their academic degree.
8. The UAGM-RO has a period of two (2) to three (3) years to graduate students from the date of the Certificate of Moratorium of the program or specialty issued by the Board of Education of Puerto Rico (CEPR).
9. The Institution will guarantee that students and graduates of the program in moratorium or that it was closed will continue to receive the services of the Registrar's Office, such as transcripts of official credits and other related documents.
10. The UAGM-RO will notify the licensing and accrediting agency of any changes in the contact person, physical and postal address, telephone number, and other information necessary for students to request and receive these services.
11. In the event of institutional closure, UAGM-RO will guarantee the following:
    a. It will dialogue with the students to help them identify and make the necessary arrangements for their transfer to another university institution.
    b. It will deliver to the licensing agency all academic records, in digital format, and will certify that the information is correct.
    c. As required by the licensing agency, establish a verifiable and reliable system to continue to provide students with information relevant to their academic work.
    d. It will publish an announcement in the press notifying the closing of the Institution and will send a copy to CEPR.

Grading System

UNIVERSIDAD
ANA G. MÉNDEZ

UAGM
Recinto Online

Faculty members to courses are required to provide a minimum of three partial grades and one final evaluation activity with the value of a partial grade, during every given term.

Students are assessed using a variety of methods including discussion forums, weekly written assignments and essays. The timeframe for assessments varies

among courses and the faculty is expected to provide guidance to the students during the entire term. This is a process related to institutional effectiveness that seeks to maintain high retention rates.

Grading System Table

A	100-90	4.0
B	89-80	3.0
C	79-70	2.0
F	69-0	0

To determine the grade point average the following values will be used, where a course is approved with a minimum of 3.0 point.

A = 4	B = 3	C = 2	F= 0

In special cases, the following annotation system will apply:

I	Additional course work is required for the successful completion of the course within thirty calendar days following the first day of classes og the semester following the one which the grade was awarded.
IP	Course in progress
NP	Non Passing Grade
NR	Grade not Reported
P	Passing Grade
T	Transfer Credit
W	Official Withdrawal
WF	Compulsory withdrawal with penalty for excessive unjustified absences from course.
WN	Administrative withdrawal for lack of assistance
AU	Audit Course.

Repeating Courses Regulations

Repeating Courses Policy in compliance with Program Integrity Act regulations (34 CFR 668.2) Department of Education states:

- The number of times students can repeat courses for purposes of using Title IV funds. *Qualifications with which courses are considered as approved for the purposes of using Title IV funds.*

- Students may repeat a course in order to improve their academic average. Credit will be given for the higher grade, which will be used to compute the grade point average. If the grade in the second attempt is the same as the first, only one will be used to calculate the cumulative average students who wish to repeat a course may do so. However, they must repeat all courses required for graduation where (undergraduate) a C, D, F, W, or WF grade was obtained; (graduate) C, F, W, or WF grade was obtained.

- The institution will allow students who earned (undergraduate) a C, D, F, W, or WF, WN in a course; (graduate) C, F, W, or WF, WN in a course to receive financial AID to repeat the course, provided that 150% of the intended courses have not been exceeded Students who repeat a course will receive the higher grade. If the grade obtained in a repeated course is the same as the previous grade, it will count for the cumulative average but will count only once for the graduation GPA

Repeating Courses Regulations

With respect to practicum courses, the student will have only two opportunities to repeat the course pending the recommendations and approval of the program dean and practicum supervisor a student will not be able to repeat the course until a grade has been posted.

Every attempt is considered to repeat the Standard for Satisfactory Academic Progress (SAP) and tried to affect credit and the period of eligibility for Pell Grants and student loans.

In the credits transcript, all enrolled courses are presented, understand, approved and unapproved.

Disciplinary Regulation

All students will observe and comply with all the institutional policies, rules and procedures and will follow a code of exemplary conduct. Each student should be familiar with the institutional polices regarding plagiarism. Also, course work cannot be used to complete the requirement of more than one course. Any violation of discipline will be referred to the Vice-Chancellor of Student Affairs.
Disciplinary rules and regulations are ratified by the Ana G. Méndez University System Board of Directors. The students at UAGM are expected to honor, obey and respect these rules and regulations in all their

ramifications. These principles, rules and regulations are clearly stated in the college by laws, the Student Handbook, and in the other regular or periodic publications of the Administration.

Procedure for the investigation of student complaints (English).

Appeals for Academic Actions

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

A student may appeal an institutional decision regarding satisfactory academic progress, if under extenuating or crisis circumstances he or she was not able to meet the requirements or conditions established by the University. The University will consider the following crisis or extenuating circumstances to accept a student's appeal and to grant an exemption from the Academic Progress Policies: illness of the student or a relative, economic crisis due to illness affecting the head of household, natural disasters, divorce, death in the immediate family, family problems, legal circumstances, military license, jury service in a legal trial, work problems, accidental physical incapacity and justified changes in academic objectives which cause an impact on the student's academic progress.

Appeals Committee

The Appeals Committee will be composed of one representative from each of the following offices: Vice-Chancellor Students Academics, Registrar, and Vice Chancellor for Student Affairs or designated representatives.

Application for an Appeal

Students who meet any of the academic progress appeals criteria must submit all the necessary documentation to justify their request. If a student requests an appeal based on a mathematical or calculation error, and it is corrected by the Office of the Registrar, he or she will not go through the full Appeals process.

For any unresolved complaints you can contact:

Puerto Rico Department of State
Office for Registration and Licensing of Education Institutions
PO Box 19900
San Juan, PR 00910-1900 Tel. 787-722-2121

Satisfactory Academic Progress (SAP) Policy

Satisfactory Academic Progress (SAP) measures the academic progress of the student towards the attainment of an academic credential. Federal regulations require that all students who receive Title IV funds as part of their financial aid package maintain SAP. The SAP policy applies to all students within categories, e.g., full-time, part-time, undergraduate and graduate students, and may differ based on program of enrollment.

The evaluation criteria for SAP include a qualitative and quantitative component.

The qualitative measure is based on the cumulative grade point average (GPA). The quantitative measure is based on the number of credit hours the student attempts and earns. This calculation is completed by dividing the cumulative number of credit hours a student successfully earns by the total number of credit hours the student attempts over the student's academic career in a particular program at the Institution. Students are also expected to complete their program within 150 percent (%) of the length of the program as measured in credits.

Maintaining Satisfactory Academic Progress

The academic progress of students enrolled in bachelors and master's degree programs will be assessed at the end of every two (2) semesters. The Registrar's Office will notify students in writing, through e-mail, of their academic status.

Students are prohibited from receiving federal student financial aid after attempting 150% of the number of credits required for their academic program unless a successful appeal is filed. This calculation includes all attempted credits, including transfer credits, related to the student's academic program.

To maintain good standing, students must comply with the following:

Satisfactory Academic Progress Tables

Master's Degree Programs		
Credits Attempted	% of Credits Earned	GPA
1 – 12	67%	2.50
13-24	67%	2.90
25+	67%	3.00

Doctoral Degree Programs		
Credits Attempted	% of Credits Earned	GPA
1 – 18	67%	2.75
19 – 36	67%	2.90
37 +	67%	3.00

Qualitative component

The Institution establishes specific minimum GPA requirements by program level (i.e., bachelor and master). For most programs, the minimum GPA increases as credits attempted increase. Students enrolled in a program of more than two academic years must have a GPA of at least a "C" or its equivalent, or have academic standing consistent with the Institution's requirements for graduation at the end of the student's second academic year. For the graduated programs must have a GPA of at least "B" or its equivalent. Regardless of the student's enrollment status (i.e., full-time, half-time, etc.), federal regulations consider that a student is at the end of his/her second academic year after two academic years of attendance (i.e., four semesters). Refer to Appendix A, Satisfactory Academic Progress Tables, for the qualitative components per program level.

- The institution established a fixed percentage of credits attempted by program. The student must obtain 67% of credits at the time of each evaluation of NPAS (every two semesters).
- All credits attempted and earned, including transfer credits that count towards the program of study of the student, are considered in the calculation.
- The student must complete the program within 150% of the length of the program of study to be eligible for Title IV funds. For example, if a student is enrolled in a bachelor's degree program of 120 credit hours, the student may attempt up to 180 credit hours (120 credits x 150% = 180 credits).

Refer to Satisfactory Academic Progress Tables, for the quantitative components per program level.

Changes in Status

If a student wants to enroll in a different academic program, the student must request approval from the Vice Chancellor of Academic Affairs. Only attempted and earned credits from the student's current program of enrollment are included in the quantitative measure and only the grades for courses from the student's current program of enrollment are included in the qualitative measure. However, students are encouraged to carefully consider program changes because federal regulations limit total lifetime financial aid eligibility.

Students who discontinue their studies and subsequently apply for readmission will be readmitted under the current SAP policy and will have the same SAP status that resulted as of the end of the last term attended. Students applying for readmission will be referred by the Office of Admissions to the School for evaluation. If the student does not meet SAP, the University will determine if he/she may be readmitted, provided an appeal has been approved.

Students requesting admission into a new academic program after having completed his/her prior program of study will begin the new program with a new SAP history. If a student transfers in credits from the

completed program of study, only those transfer credits that apply to the student's current program of enrollment will be considered when measuring SAP.

Impact of Course Repetitions, Withdrawals, Incompletes and Transfers on Satisfactory Academic Progress

1. **Course Repetitions -** Federal regulations limit repetition of courses that can be paid with Title IV financial aid funds. Please check with the Financial Aid Office if you are not sure whether a course can be repeated with financial aid. If a student repeats a course, only the highest grade earned will be included in the student's cumulative GPA. However, each attempt at the course will count as credits attempted.

2. **Withdrawals -** If a student withdraws from a course, the credits for the course count toward the determination of credit hours attempted but will not be considered in the cumulative GPA.

3. **Incomplete Courses -** If a student has an incomplete in a course, the credits for the course count towards the determination of credit hours attempted. The course will not be considered in the cumulative GPA until a grade is assigned.

4. **Transfer Credits -** If a student transfers in credits from another institution, the accepted credits for the courses count toward the determination of credit hours attempted and earned, but will not be considered in the cumulative GPA. Only those transfer credits that apply to the student's program of enrollment at the Institution will count as credits attempted and earned. Refer to the Institution's catalog for requirements on accepted transfer credits from another institution.

Remedial and Developmental Courses

Financial aid recipients may receive aid for a maximum of 30 semester credit hours in developmental coursework. Students enrolled in remedial courses are expected to receive passing grades in those courses in order to progress into the next term. Remedial courses do not count towards the determination of credit hours attempted and earned and will not be considered in the cumulative GPA when determining SAP.

Financial Aid

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Financial Aid Warning and Failure to Meet Satisfactory Academic Progress

Students enrolled in technical and postgraduate certificate programs, for which SAP is evaluated at the end of each semester, will be placed on financial aid warning status for the next semester attended as a consequence of not making satisfactory progress. The Institution uses this status without appeal or any other action by the student. The Registrar's Office will notify the student in writing, through e-mail, of the financial aid warning status and that financial aid eligibility is retained during this period. The student must meet SAP as of the next evaluation point (by the end of the next semester attended) in order to receive financial aid in future terms. Students who did not meet SAP as of the next evaluation point become ineligible for federal financial aid funds and may continue their studies at the Institution at their own cost. If the student believes there are extenuating circumstances associated with the student's inability to meet SAP, he/she may appeal his/her termination status to the Appeals Committee.

Financial Aid Ineligibility and Appeal Procedures

A student will be advised in writing, through e-mail, when he/she has lost financial aid eligibility due to the failure to meet SAP and will be advised of the process for re-establishing financial aid eligibility. Students who have lost eligibility for financial aid based on a failure to meet SAP standards may appeal their loss of eligibility if they have suffered extenuating circumstances, such as the following:

- Student's injury or illness,
- Death of a relative, or
- Other special circumstances.

Students may not use financial aid to make retroactive tuition and fee(s) payments.

As part of the request for an appeal, the student must present how the critical situation prevented him/her from meeting the academic progress. The student must also describe how his/her situation has changed in order to allow the student to meet the SAP standards at the next evaluation. As part of the appeal, the student must submit the following:

- SAP Appeal Form (please refer to the form for further instructions)
- Signed dated letter
- Supporting documentation (third-party documentation may be required as appropriate).

In order for the appeal to be considered, the student must submit the SAP appeal documentation to the Institution's Professional Counselor, who will submit the documentation to the Appeals Committee. The Appeals Committee will evaluate the merits of the appeal by reviewing the documentation submitted as well as the student's previous academic performance at the Institution. The Appeals Committee may request

additional information or documentation, as needed. The Vice Chancellor for Student Affairs will notify the student in writing, through e-mail, the determination made by the Appeals Committee.

The student must submit an appeal to the institution in writing after the receipt of the failure to meet SAP notification. The Institution will have ten (10) calendar days for the evaluation process after receiving the student's appeal documentation.

Financial Aid Reinstatement

If the Institution approves a SAP appeal, the student will be placed on financial aid probation for the next semester attended. The student may also be placed on an academic plan. The Institution will advise the student in writing of the progress the student must achieve to ensure he/she meets the SAP policy or the requirements of the academic plan by the end of the next semester attended. Students will be eligible for financial aid while on financial aid probation.

After the end of the financial aid probation semester, the Institution will measure the student's academic progress. The student will retain financial aid eligibility only if the student meets published minimum SAP standards or meets the requirements of the academic plan at the end of the semester of financial aid probation. If the student does not comply with SAP or meets the requirements of the academic plan, he/she is not eligible for financial aid funds, unless the student successfully appeals or the student reaches satisfactory academic progress.

Any student who loses financial aid eligibility due to failure to meet SAP and attends school at his/her own cost will regain financial aid eligibility in the academic semester following the semester in which the student meets the minimum SAP standards semester in which the student meets the minimum SAP standards.

Accumulated Credits Required and Retention Index

1. Accumulated credits are the sum of the credits corresponding to the courses the student registers in annually and those accepted as transfer.

2. To complete a degree, a student must complete all academic requirements in a period of time not to exceed 150% of the total credit hours required to obtain the degree.

3. The total of approved credits to complete the degree must meet a minimum average for graduation as established by major.

4. A student who reaches 150% of the total credits in his or her program of study may continue studying in his or her present status, but will not be eligible for federal or state aid administrated by the Office of Financial Aid to finance the studies.

Scholarship and Grant Recipients

Other scholarship and grant programs may not allow for a financial aid warning semester. In these cases, failure to meet SAP in any given term may result in the termination of scholarship or grant funds. Please refer to your scholarship or grant information materials or contact the Financial Aid Office at 787-288-1118 extension 5672,5674.

Return of Title IV Policy, What are Title IV Funds?

Title IV funds are funds available under Title IV of the Higher Education Act of 1965, as amended, and include: Federal Pell Grants, Iraq and Afghanistan Service Grants, TEACH Grants, Direct Loans, Direct PLUS Loans, Federal Supplemental Educational Opportunity Grants (FSEOGs), and Federal Perkins Loans. Graduate students are only eligible to receive Direct Unsubsidized Loans and Direct Plus Loans.

What Students Need to Know About the Return of Title IV Funds

Schools are required to determine the amount of financial aid that a student has earned when the student does not complete the academic term (semester). When the "earned" aid is less than the disbursed aid, the institution and student are responsible for returning the "unearned" disbursed funds to the appropriate agency. When the "earned" aid is greater than the disbursed aid, the student may be eligible for a post-withdrawal disbursement. If a student withdraws during the semester, the amount of Title IV program assistance that is earned up to that point is determined by a **prorata** formula up through 60 percent of the semester. This includes students who do not complete the semester through an official withdrawal, unofficial withdrawal, or students who are dismissed by the institution. This same rule applies to students enrolled in the "part of term" (modular) format, except that students may provide written confirmation of future attendance in the same term.

- The Return of Title IV Funds is based on the premise that students "earn" financial aid for each calendar day that they attend classes. For example, if a student attends 32 days of a semester that is 80 calendar days in length, the student will have "earned" 40 percent of his or her aid. Breaks of 5 days or more are excluded from the calculation.

- If a student withdraws and did not receive all of the Federal funds that the student earned, the student may be eligible for a post-withdrawal disbursement. If the post-withdrawal disbursement includes Direct Loans, then the institution will seek permission to disburse all or some of the loan

funds. The institution may automatically use all or a portion of the post-withdrawal disbursement of grant funds for tuition, fees, room and board, as applicable. The institution needs the student's permission to use the post-withdrawal disbursement grant disbursement for all other educationally related charges.

- There are some Federal funds that a student may be scheduled to receive but the funds cannot be disbursed because the student withdraws without meeting other student eligibility requirements.

- If the student received excess Federal funds that must be returned, the institution must return a portion of the excess equal to the lesser of:

    1. The institutional charges multiplied by the unearned percentage of the Federal funds; or
    2. The entire amount of excess Federal funds.

The institution may seek payment form the student for any Federal funds it returns to the Federal government, consistent with the institution's refund policy. If the institution is not required to return all of the excess funds, the student must return the remaining amount. The student will receive a notice within 30 days of the date of determination if the student owes an overpayment of Federal grant funds. Any loan funds that must be returned by the student loans must be repaid in accordance with the terms and conditions of the Master Promissory Note. Any amount of unearned grant funds that must be returned is called an overpayment. The maximum amount of grant overpayment that a student must repay is half of the grant funds the student received or was scheduled to receive.
If a school must return unearned Federal funds, the Federal funds must be returned in the following order:

- Unsubsidized Direct Loans;
- Subsidized Direct Loans;
- Federal Perkins Loans;
- Direct PLUS Loans;
- Federal Pell Grants;
- Federal Supplemental Educational Opportunity Grant;
- TEACH Grants; and
- Iraq and Afghanistan Service Grant.

The institution must return unearned Federal funds no later than 45 days from the date of determination of a student's withdrawal. **Students who complete more than 60 percent of the semester are considered to have earned 100 percent of their financial aid.**

- The Return of Title IV Funds policy is separate from the university's refund policy. A student who withdraws from the semester may be required to return unearned Title IV financial aid funds and may still owe the University these funds. Please refer to POLICY No. VPAF-14-004-002 or the catalog for the University's refund policy.

- Return of Title IV Funds does not apply to federal work-study or certain scholarships. Please contact the Office of Student Financial Assistance for more information on the consequences of dropping classes if you receive these types of financial aid.

- If a student is required to return Title IV grant funds as a result of his or her drop, withdrawal or dismissal or is eligible for a late disbursement, the student will receive a letter from the Office of Student Financial Assistance along with a copy of the Return of Title IV Funds calculation. The student should follow the instructions in the letter carefully to repay any funds due or to accept a late disbursement. Students with "unearned" financial aid funds must repay these funds within 45 days of notification or they will lose eligibility for future Title IV aid.

As internal identity verification, credit validation, employment, contributions or financial aid, always subject to the institution's confidentiality agreement.

Student Consumer Information

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

The Family and Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA) afford eligible students certain rights with respect to their education records. (An "eligible student" under FERPA is a student who is 18 years of age or older or who attends a post secondary institution.) These rights include:

1. The right to inspect and review the student's education records within 45 days after the day the Universidad Ana G. Méndez receives a request for access. A student should submit to the registrar, a written request that identifies the record(s) the student wishes to inspect. The registrar will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the registrar to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

2. The right to request the amendment of the student's education records that the student believes is inaccurate, misleading, or otherwise in violation of the student's privacy rights under FERPA. A student who wishes to ask to amend a record should write the registrar for the record, clearly identify the part of the record the student wants changed, and specify why it should be changed. If the university decides not to amend the record as requested, the registrar will notify the student in writing of the decision and the student's right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to provide written consent before the university discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent. The university discloses education records without a student's prior written consent under the FERPA exception for disclosure to school officials with legitimate educational interests. A school official is a person employed by the Universidad Ana G. Méndez in an administrative, supervisory, academic, research, or support staff position (including law enforcement unit personnel and health staff); a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee. A school official also may include a volunteer or contractor outside of the Universidad Ana G. Méndez –who performs an institutional service of function for which the school would otherwise use its own employees and who is under the direct control of the school with respect to the use and maintenance of PII from education records, such as an attorney, auditor, or collection agent or a student volunteering to assist another school official in performing his or her tasks. A school official has a legitimate educational interest if the official

needs to review an education record in order to fulfill his or her professional responsibilities for the Universidad Ana G. Méndez.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the Universidad Ana G. Méndez to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, DC 20202

The Universidad Ana G. Méndez must inform the student about the information included in the directory and give them a reasonable period of time for the person to authorize, or not, the relay of this information Institutions may disclose directory information, which may be made public and includes the student's name, last known address, telephone number, date and place of birth, major field of study, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees and awards received, and the most recent previous educational agency or institution attended by the student. This information will be released only by the Office of the Vice-Chancellor of Student Affairs or a representative after the petitioner has demonstrated a legitimate need to have such information. Students who do not wish release of "directory information" must complete a statement in the Office of the Registrar no later than the last day of each term. Otherwise, directory information may be disclosed by the University for legitimate purposes.

- FERPA permits the disclosure of PII from students' education records, without consent of the student, if the disclosure meets certain conditions found in §99.31 of the FERPA regulations. Except for disclosures to school officials, disclosures related to some judicial orders or lawfully issued subpoenas, disclosures of directory information, and disclosures to the student, §99.32 of FERPA regulations requires the institution to record the disclosure. Eligible students have a right to inspect and review the record of disclosures. A post-secondary institution may disclose PII from the education records without obtaining prior written consent of the student.

- To other school officials, including teachers, within the Universidad Ana G. Méndez whom the school has determined to have legitimate educational interests. This includes contractors, consultants, volunteers, or other parties to whom the school has outsourced institutional services or functions, provided that the conditions listed in §99.31(a)(1)(i)(B)(1) - (a)(1)(i)(B)(2) are met. (§99.31) (a) (1))

- To officials of another school where the student seeks or intends to enroll, or where the student is already enrolled if the disclosure is for purposes related to the student's enrollment or transfer, subject to the requirements of §99.34. (§99.31(a)(2))

- To authorized representatives of the U. S. Comptroller General, the U. S. Attorney General, the U.S. Secretary of Education, or State and local educational authorities, such as a State postsecondary authority that is responsible for supervising the university's State-supported education programs. Disclosures under this provision may be made, subject to the requirements of §99.35, in connection with an audit or evaluation of Federal or State-supported education programs, or for the enforcement of or compliance with Federal legal requirements that relate to those programs. These entities may make further disclosures of PII to outside entities that are designated by them as their authorized representatives to conduct any audit, evaluation, or enforcement or compliance activity on their behalf. (§§99.31(a)(3) and 99.35)

- In connection with financial aid for which the student has applied or which the student has received, if the information is necessary to determine eligibility for the aid, determine the amount of the aid, determine the conditions of the aid, or enforce the terms and conditions of the aid. (§99.31(a)(4))
- To organizations conducting studies for, or on behalf of, the school, in order to: develop, validate, or administer predictive tests; administer student aid programs; or (c) improve instruction. (§99.31(a)(6))

- To accrediting organizations to carry out their accrediting functions. ((§99.31(a)(7))

- To parents of an eligible student if the student is a dependent for IRS tax purposes. (§99.31(a)(8))

- To comply with a judicial order or lawfully issued subpoena. (§99.31(a)(9))

- To appropriate officials in connection with a health or safety emergency, subject to §99.36. (§99.31(a)(10))

- Information the school has designated as "directory information" under §99.37. (§99.31(a) (11))

- To a victim of an alleged perpetrator of a crime of violence or a non-forcible sex offense, subject to the requirements of §99.39. The disclosure may only include the final results of the disciplinary proceeding with respect to that alleged crime or offense, regardless of the finding. (§99.31(a)(13))

- To the general public, the final results of a disciplinary proceeding, subject to the requirements of §99.39, if the school determines the student is an alleged perpetrator of a crime of violence or non-forcible sex offense and the student has committed a violation of the school's rules or policies with respect to the allegation made against him or her. (§99.31(a)(14)

- To parents of a student regarding the student's violation of any Federal, State, or local law, or of any rule or policy of the school, governing the use or possession of alcohol or a controlled substance if the school determines the student committed a disciplinary violation and the student is under the age of 21. (§99.31(a)(15))

Law 186

- (Only for US citizens and residents).

- Law 186 of September 1, 2006, better known as the Law that Prohibits the Use of the Social Security Number as Identification in public and private education institutions.

- This law was created to prohibit the use of the Social Security number as identification in public and private education institutions for students of any level or grade, including university studies, to establish rules of the use of this information in these institutions, support the Puerto Rico Council for Higher Education and General Council of Education to apply administrative sanctions for the violation of the rules and regulations and establish a period of time to comply.

- This Federal Law establishes the gender and Social Security number of the student within the confidential information.

- The Social Security number will not be requested from the student for taking tests, presentation of projects, and any other purpose that is not related to affairs with a legitimate reason like the registration process, loan application or financial aid, transcripts or any application of a government agency or a court order. The notification of the information is necessary to the student and the authorization of the student and/ or refusal of the protection of the law, in writing and signed by the parents, legal guardian or student, before providing and using the Social Security number of the student.

- The Social Security number is confidential information. The faculty is required to ask authorization, in writing, from the student before using the Social Security number as information. This number will not be used for identification purposes of the institution. The Alternate code will be used for identification purposes of the students.

- If a document that contains the social security number is published, outside the academic confidentiality context, it should be edited so the information will be
partially illegible, without altering the document.

- The protection of this Law can be refused in a voluntary manner by students 21 years of age or older or legally emancipated, custodial parents in custody and in the minor's best interest, with authorization in writing. Refusal of the protection of the law cannot be established as registering, graduation, transcription or services use condition.

- This regulation will not be applied in cases where the Social Security number is necessary or authorized by federal laws and regulations, such as internal identity verification, credit validation, employment, contributions or financial aid, always subject to the institution's confidentiality agreement.

Tuition, Fees and Related Information

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Tuition and Fees

The Office of the Vice-President of Financial Affairs publishes a letter once a year with information about tuition costs for all academic programs and other fees for all institutional services. Students may also access our Web page at http://agmvirtual.suagm.edu/.

Tuition Chances

All tuition, general fees and service charges are subject to change. The University agrees to provide reasonable advanced notice of any increases. All increase will only apply to subsequent terms, not the one in which the student is currently enrolled.

Credit Value

One semester credit hour is equivalent to a minimum of fifteen (15) hours of planned learning experiences composed of hours of instruction and individual or group activities as indicated in the course module under the guidance of a qualified instructor. Each course is composed of three (3) credit hours.

Tuition

All learning resources, textbooks and teaching materials are provided through the virtual library and Blackboard platform. In some cases, faculty will recommend textbooks, which students will acquire through the suppliers of their choice.

Tuition Cost

This bulletin is intended to inform current and prospective students of fiscal policies, tuition fee cost, fees and other charges, as approved for the academic year 2020-2021. This information is available on the website of the institution:http://agmonline.uagm.edu/

PUERTO RICO & INTERNATIONAL RESIDENTS	
Charges per Credit – Master Degree Programs	$260.00
Charges per Credit – Doctoral Programs	$375.00
General Fees:	$260.00

CONTINENTAL UNITED STATES RESIDENTS ONLY	
Charges per Credit – Master Degree Programs	$350.00
Charges per Credit – Doctoral Programs	$450.00
General Fees:	$98.00

OTHER FEES AND CHARGES	
Transcript	$6.00
Graduation Fee	$185.00
Diploma Duplicate	$25.00
Degree Certification	$5.00
Graduation or Administrative Graduation Certification	$35.00
Apostille Fee	$40.00
Shipping Fee	Varies by country

Tuition Option Payment Plan (TOPP)

Students with an outstanding debt balance will not be allowed to take final examinations until such balance is paid in full. The account of any student who does not fulfill his/her obligation of payment will be blocked. After processing the payment in full, each professor will receive a notice by electronic mail with the confirmation.

Payment Methods

Tuition, fees and service charges must be paid in full during registration or at the time the student requests services. Payments can be made by check and credit card. Receipts for all transactions must be requested and retained by students, in case of any complaint or adjustment requested in the future. The Bursar's (Treasurer's) Office will not accept claims without receipts.

Clear Statement

Students with an outstanding debt balance will not be allowed to take final examinations until such balance is paid in full. The account of any student who does not fulfill his/her obligation of payment will be blocked. After processing the payment in full, each professor will have to receive a notice by electronic mail with the confirmation.

Students who do not comply with this requirement will receive a grade of Incomplete (I) and will be required to pay a $20 (US Dollars) fee in order to remove the Incomplete grade from the academic record.

Invoices

Students can download their invoices from the **Mi UAGM** Portal.

Refund Policy

Sistema Universitario Ana G. Mendez, Inc. (SUAGM) will issue a refund check when student's financial aid or payments received exceed the tuition charges in his/her account.

General Provisions

1. Issued refund:

a. A check will be issued and mailed to the student at the mailing address on record.

b. The student will be notified, via email or text message, that a check on his/her behalf has been issued and should receive it by mail.

c. The student will be responsible for any outstanding balance in their account that may result by any adjustment made in his or her academic load after the disbursement of the check.

d. All checks expire after 90 days after date of issuance.

e. After 90 days of check's date of issuance, funds will be returned to the corresponding funding source.

2. Refund for non- attendance or withdrawal courses:

a. Partial Withdrawal - Any student, who withdraw from any of his/her enrolled courses, will be responsible for the full cost of the course.

b. Non-Attendance (Partial or Total) - Any student who does not attend an enrolled course will be automatically withdrawn and will be responsible for 25% of tuition cost of the enrolled course.

c. Mid Point - Any student who obtains a WF in all their courses, at the end of the semester will be responsible for 50% of the total cost of their total tuition cost.

d. Total Withdrawal - Any student, who withdraws from all enrolled courses, will be responsible for a prorated portion of his/her total tuition costs. This cost will be prorated according to the number of days attended in the enrolled courses up to the withdrawal date in relation to the total number of days in the semester or the total number of days in a single "Part of Term", as applicable.

3. Claims Checks:

a. All claims, regarding this policy, shall be made in writing to the corresponding institution Bursar's Office.

Other Provisions:

a. This policy applies only to the students of the SUAGM's campuses located in Puerto Rico.

b. For Programa AHORA's students only the partial withdrawal adjustment will apply.

c. SUAGM reserves the right to amend, partially or totally, this policy.

This policy is effective as of March 30, 2017

Refund Formula

Any student who requests a total withdrawal of courses, after the drop-add period, on or prior to 60% of the part of term registered, will be reimbursed according to the following formula:

TOTAL DAYS ELAPSED
---------- = % of TOTAL COST
TOTAL PART OF TERM DAYS

Total Part of Term Days

After 60% of the total part of term days has elapsed, the student will be responsible for 100% of total costs.

Partial Withdrawal: Course Drop/Add Period

Students may cancel a course before the first day or during the first week of the part of term (PT) without costs or charges.

Tuition Changes

All tuition, general fees and service charges are subject to change. The University agrees to provide reasonable advanced notice of any increases. All increases will only apply to subsequent terms, not the one in which the student is currently enrolled.

Grounds for Termination

I agree to comply with the rules and policies and understand that the University shall have the right to terminate my enrollment at any time for violation of rules and policies as outlined in the catalog. I understand that the University reserves the right to modify the rules and regulations, and that I will be advised of all modifications.

Graduation Requirement

I understand that to graduate from my selected program and to receive a degree, I must successfully complete the required number of credits hours as specified in the catalog an on my Enrollment Agreement, comply with all written, practicum, internship and course work required by the program I selected and satisfy all financial obligations to the University.

Graduation Fee

The student will submit an Application for Graduation to the Registrar's Office by the date established in the academic calendar, along with a $110.00 graduation fee, non-refundable.

Copies of Credit Evidence

Evidence may be obtained at the Registrar's Office. Payment must be made at the Bursar's Office. The cost of each evidence will be $6.00 per copy.

Student Service

UNIVERSIDAD
ANA G. MÉNDEZ

UAGM
Recinto Online

Time Frame of Institutional Response to Student

UAGM has a Help Desk Service Center for its educational institutions, which will impact the student population of UAGM. The services provided by the Contact and Customer Service Center are presented in the accompanying table. The office is available Monday to Friday from 8:00 am to 6:00 pm Atlantic Time Zone. Students requiring support after hours are encouraged to refer to the Frequently Asked Questions (FAQ) page available at **miportal,** where they can obtain answers to most common issues.

Quality of Life and Wellness

The Quality of Life and Wellness Program provides services to promote optimal personal and academic development of the students. The staff offers counseling services and preventive activities which promote healthful lifestyles Our goal is to be a resource to students for any concerns they might have while they are students at the Ana G. Méndez University Virtual Campus.

Available Services:

- **Tutoring-** online tutoring is a component to help students be more successful. For tutoring schedule contact our Web site.

- **Workshops-** the program offers a variety of delivery modes in the areas of stress management, procrastination, study skills, personal success and other related areas.

- **Students with Special Needs Services-** This office provides access and reasonable accommodation for students who have documented disabilities so they can achieve their full educational potential. The Integrated Services Coordinator and Counselor will provide these services.

- **Placement & Career Services–** The career center provides assistance to students with skills they need to perform successful job searches and to assist them to develop and implement job search strategies. The Career Center does not guarantee employment upon attaining a degree but supports the students with occupational information and trends. You can interact with the Career Center staff by e-mail and telephone. Our services include:

  a. Tips for preparing your resumé and cover letter.

  b. Successful interview techniques.

  c. Using social media for networking opportunities.

  d. Assistance with exam preparation and finding testing centers.

  e. Advice on how to contact potential employers.

  f. Proven methods on how to find work in the area the student completed training and certifications.

Student Organizations

The participation in student organizations provides opportunities for valuable experiences. Such participation fosters personal growth, encourages understanding, leadership, and cooperation and emphasizes the ideals of service, good citizenship and respect for human values. All student organizations, related to the University, must apply to the Office of the Vice-Chancellor of Student Affairs for registration. A faculty or administrative member assists and advises each registered group. The students can access the policies and procedures to register the organizations at our Web portal.

University Policies

The Universidad Ana G. Méndez is committed Universidad Ana G. Méndez is committed to provide a secure environment for the university community. The institutional policies apply to all students. Some policies may be updated after publication. Please refer to our Web portal for current policies and procedures.

Minimum Student Enrollment per Session

Universidad Ana G. Méndez establishes, as institutional policy, that the minimum enrollment for online courses will be of 12 students per session, and a maximum of 20 students. An exception to this rule is to schedule courses for students with research project or thesis in progress.

In these cases, the Policy for Allocation of Students for Research will apply. The maximum enrollment for online courses is established according to the course content, the technology to be used and the technical support that the student needs. Also, to be considered is the time that the professor needs to interact with each student.

School of
Professional Studies
(Programa Ahora)

UNIVERSIDAD
ANA G. MÉNDEZ

UAGM
Recinto Online

Description of the Accelerated Program of Study

The AHORA Program is accelerated because all of its courses are offered in five or eight-week sessions. During each session, classes meet once a week for four hours each week. The accelerated methodology is based on a learning process shared between the professor and the student. Each student receives a module, which serves as a study guide and indicate the assignments and activities that must be completed to prepare for class. Our faculty is specially selected and trained to work with adult students through the accelerated mode, facilitating a class environment where learning is built on experiences and the assignments performed by the students. This model of accelerated studies can be applied to the different academic programs of the institution, to new academic programs or any other academic program where adult students participate. The courses are offered evenings, Saturdays (morning and afternoon), and Sundays (morning and afternoon). The student may take a maximum of two classes per session, completing six credits every five or eight weeks. Registration is continuous, with courses beginning eight times a year, and the possibility of completing up to forty-eight credits in an academic year. This way, the program provides greater flexibility for students, since they can advance their academic progress or design a class program that conforms to the variety of commitments they may have during the year.

Vision

We aim to become local and international leaders in accelerated education for adults. We will be recognized for the excellence and pertinence of our academic programs, integrated services, the application of emerging technologies and the strengthening of high-level competencies that will allow students to be effective in a globalized work environment, becoming lifelong learners.

Mission

To provide an accelerated educational process to adult students, where their professional experience is incorporated into the classroom to create an interactive challenging and dynamic environment, as well as integrated, personalized and individualized services. Faculty and staff members with professional experience, especially prepared to work with adults, are educational facilitators in an innovative way.

Goals

To fulfill this mission, the School of Professional Studies intends to:

- Promote adults to value continuous learning and increase their contribution to the world of employment.
- Facilitate adult students to reach their educational goals.
- Create a learning community that facilitates building new knowledge based on and applicable to the professional and personal reality of adults.
- Provide integrated student services of quality and easily accessible to adult students.
- Recruit and develop personnel that know and effectively meet the needs of the adult student.
- Integrate technology into the academic, service and administrative processes.
- Develop academic offerings that respond to the present needs of the professional and business world.
- Establish a continuous process of feedback and assessment of all the processes and services.

Admissions Requirements

To fulfill its mission and goals, the AHORA Program admits only adult students with academic and professional experience that meet the following requirements:

- 21 years of age or older
- A Bachelor degree from accredited institution with a minimum of 2.75 GPA in the last 60 credits
- Two (2) years of work experience
- Submit an admission application
- Submit three letter of recommendation from your employer or supervisor. A form letter is provided
- Admission interview

Transfer Credits:

A maximum of eighteen (18) graduate credits will be accepted from other Institutions if the contents of courses are equivalent to courses offered at Universidad Ana G. Méndez, Cupey campus. these credits should have been taken in an accredited institution approved with a grade of A or B.

Academic Programs

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Master in Accountancy

The **Master of Accountancy** aims to advance knowledge around new accounting and contributions practices, business performance evaluation, tax planning, forensic accounting techniques and procedures, including fraud investigation and analysis of financial statements of companies prepared based on international accounting standards. It also aims to advance knowledge about studying the ethical and legal considerations of the accounting profession, professional judgment, and the independent attitude necessary to exercise and apply the managerial skills necessary to succeed in a competitive business environment.

CORE COURSES			
Course	**Title**	**Credits**	**Pre-requisites**
ACCO 702	Financial Accounting and Reporting I	3	
ACCO 703	Financial Accounting and Reporting II	3	ACCO 702
ACCO 706	Auditing and Attestation	3	
ACCO 731	Internal Auditing	3	
ACCO 711	Forensic Accounting and Fraud Examination	3	
ACCO 733	Information Systems Auditing	3	
ACCO 728	Business Environment and Concepts	3	
ACCO 707	Federal Income Tax	3	
ACCO 730	Business Law and Regulations	3	
ACCO 724	Accounting Research and Communication	3	
	Total Credits	**30**	

ACCO 702 - Financial Accounting and Reporting I

Credits - 3

Pre-requisite - None

The content of the course will cover the basic theory of accounting and practice, as well as the discussion of standard procedures established in the accounting profession. Study of the bodies that produce the generally accepted principles of accounting, the regulations of the Securities and Exchange Commission, the "Company Accounting Oversight Board" (PCAOB) and other governmental entities that establish procedures and reports. The course will emphasize the understanding and preparation of financial statements. In addition, it will include a detailed analysis of assets, liabilities, income, expense and capital accounts; as well as: cash and cash equivalents, accounts receivable, inventory, plant and equipment property, investment, intangible assets, goodwill, current liabilities, long-term debt, capital accounts, income and expense recognition, compensation and benefits and accounting for income taxes.

ACCO 703 - Financial Accounting and Reporting II

Credits - 3

Pre-requisite - ACCO 702

The course will cover complex accounting transactions, the difference between accounting principles generally accepted in the United States and international financial reporting standards. The rules and principles of government accounting and non-profit institutions will be discussed. On the other hand, complex accounting transactions will be studied like accounting changes and error corrections, business combinations, contingencies, derivatives and hedge accounting, international monetary exchanges, leases, research and development, programming costs, subsequent events and fair market value.

ACCO 706 - Auditing and Attestation

Credits - 3

Pre-requisite - None

In the course the processes of planning, risk assessment will be discussed and will include the study and evaluation of the internal control structure. In addition, we will study how the audit will be conducted and how the auditor obtains and documents the evidence. The formation of the auditor's opinion will be analyzed, according to the different types of reports required. The aspects of professional ethics will be discussed.

ACCO 707 - Federal Income Tax

Credits - 3

Pre-requisite - None

Discussion and analysis of the federal income tax law and the practices of the federal Internal Revenue Service and its procedures. Discussion of income tax principles for individuals and business entities. Application of legal provisions to prepare tax returns and how to represent clients before the Federal Internal Revenue System.

ACCO 711 - Forensic Accounting and Fraud Examination

Credits - 3

Pre-requisite - None

Include the study of investigative accounting procedures and techniques used in litigation support. Covers the basic theories and principles of forensic accounting and their application. Topics to be covered include financial reporting fraud, employee fraud, income reconstruction methods, testifying as an expert witness, evidence management, cybercrime, and business valuations. Forensic accountants help prevent and investigate corporate fraud. From tracking terrorist funding, to helping organizations stay compliant with Sarbanes-Oxley, to exposing money laundering, tax evasion and embezzlement.

ACCO 724 - Accounting Research and Communication

Credits - 3

Pre-requisite - None

Discussion and analysis of the techniques, strategies and basic tools of investigation in the area of accounting, auditing and taxes. Development of oral and written communication skills in the business environment.

ACCO 728 - Business Environment and Concepts

Credits - 3

Pre-requisite - None

This course provides and overview of all the knowledge and skill that and professional accountant and auditor must demonstrate when performing professional services. This course will present five diverse subject areas. These content areas are corporate governance, economic concepts and analysis, financial management, information technology, operations and cost management.

ACCO 730 - Business Law and Regulations

Credits - 3
Pre-requisite - None
Discussion of legal aspects of the business including the effect and implications of the principal and agent, contracts, relationship of debtor and creditor, business regulations and the different legal alternatives of the business structure. In addition, the principles of ethics and the duties of the accountant will be discussed.

ACCO 731 - Internal Auditing

Credits - 3
Pre-requisite - None
The course will introduce the students to the Internal audit field. They will be able to understand the internal audit function as a trusted advisor to management as well as and assurance and compliance professional. The course will discuss in detail the Institute of Internal Auditors International Professional Practice Framework, the Internal Control—Integrated Framework of the Committee of Sponsoring Organizations of the Treadway Commission, Enterprise Risk Management.

ACCO 733 - Information Systems Auditing

Credits - 3
Pre-requisite - None
The course covers management's role in controlling information technology and addressing the major risks related to technology. Topics include information security, contingency planning, desktop computer controls, systems development controls, computer center operation controls, assurance of information related to on-line, client-server, web-based, internet, and other advanced computer systems. Students will learn approaches to evaluating and addressing technology risk throughout the organization from the perspective of internal and external auditing in addition to the view of every end user.

Master in Business Administration with specialization in Agribusiness

This specialization prepare students for the decision making and planning process in the agribusiness industry. It presents theoretical and practical concepts related to the production and consumption of goods. It also provides the strategies to achieve organizational goals according to the global economy standards.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	ACCO 500
ACCO 504*	Accounting for Decision Making*	3	ACCO 500
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods & Statistics for Business	3	
	Total	**21**	
SPECIALIZATION COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
FAES 550	Theory for Decision Making for Agribusiness	3	
FAES 551	Agribusiness Economics of Production and Consumption	3	
FAES 552	Agribusiness Finance and Risk Management	3	
FAES 553	Current Issues in Environment, Food Safety, Market Regulations and International Trade	3	
FAES 560	Human Resources Management in Agribusiness	3	
	Total	**15**	
ELECTIVE COURSES (Select one)			
Title	**Course Description**	**Credits**	**Pre-requisite**
FAES 561	Managing of Strategies and Planning for the Agribusiness	3	Approved all core courses
ADMI 506	Business Ethics	3	
	Total	**3**	
CAPSTONE COURSE			
Title	**Course Description**	**Credits**	**Pre-requisite**
FAES 554	Case Studies in Agribusiness	3	Core courses & 9 credits in Specialization Courses
	Total credit	**42**	

* ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - None

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ADMI 506 - Business Ethics

Credits - 3

Pre-requisite - None

The course Ethics in Business Administration discusses the ethical values that should guide management. It explains how ethics impacts the planning, organization and management processes of a company, and in turn the environment in which it is located. It presents management cases with the purpose of developing the student's analysis and decision making skills.

ECON 505 - Business Economics

Credits - 3

Pre-requisite - FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

FAES 550 - Theory for Decision Making for Agribusiness

Credits - 3

Pre-requisite - None

Theory for Decision Making for Agribusiness: The course applies the concepts and principles of the linear and nonlinear programming to minimize the risk and uncertainty during the process of decision making in Agribusiness. The course emphasizes the application of these techniques to the problem solving process in the areas of production, marketing, policy making and natural and economic resources allocation in agribusiness

FAES 551 - Agribusiness Economics of Production and Consumption

Credits - 3

Pre-requisite - None

Agribusiness Economics of Production and Consumption: Microeconomic theory principles and their application to the production, consumption and market exchange of agricultural and environmental goods and services.

FAES 552 - Agribusiness Finance and Risk Management

Credits - 3

Pre-requisite - None

Agribusiness Finance and Risk Management: The course applies the microeconomic principles of the value of money and time, the evaluation of activities and risk management to finance, investment analysis and finance marketing in agribusiness.

FAES 553 - Current Issues in Environment, Food Safety, Market Regulations and International Trade

Credits - 3

Pre-requisite - None

Current Issues in Environment, Food Safety, Market Regulation and International Trade: This course studies current aspects of US farm policies, the environment and food safety through excerpts from newspaper articles, farm publications, US Department of Agriculture documents, Food and Drug Administration reports and Internet resources. The course will analyze international trade agreements and policies, barriers to trade and the relationship between the environment and international trade.

FAES 554 - Case Studies in Agribusiness

Credits - 3

Pre-requisite - None

Case Studies in Agribusiness: The course promotes the interaction between the student and real issues in the work environment through documented case studies. Case studies reflect issues in the decision making process that students will have to face at work.

FAES 560 - Human Resources Management in Agribusiness

Credits - 3

Pre-requisite - None

Agribusiness Human Resources Management: Study of Human Resources principles applied to Agribusiness. Fundamentals of planning, direction, leadership and control. The course includes the study of the organizational structure, work analysis, recruitment, training, motivation, leadership, communication, compensation and evaluation of employees.

FAES 561 - Managing of Strategies and Planning for the Agribusiness

Credits - 3

Pre-requisite - None

Managing of Strategic Planning for the Agribusiness: The course covers detailed application of production economics and principles that guide agribusiness management. The course will emphasize decision-making techniques for

organization, operation and management of agribusiness. The course will use case studies to discuss strategic management issues for agribusiness, formulation of business strategy and solutions to strategic problems. The course will also integrate aspects relating to operations, marketing, finance and human resource management.

QUME 507 - Quantitative Methods & Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Business Administration with specialization in Finance

The **Master in Business Administration with major in Finance** will provide students with theoretical and practical concepts of management and in particular entrepreneurial management with a strong emphasis on finance based on global and regional case studies and contexts. This MBA in Finance, in general orientation, will prepare students for roles in financial risk management and in addition provides a choice of corporate finance study, all with a global perspective. Emphasis is given on developing a sound working knowledge of core disciplines and the analytical financial skills necessary to understand and direct the work of other functional and operational specialists in cross commercial or entrepreneurial settings.

CORE COURSES			
Course	**Title**	**Credits**	**Pre-requisites**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	
ACCO 504*	Accounting for Decision Making*	3	
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods and Business Statistics	3	
	Total	**21**	
SPECIALIZATION COURSES			
Course	**Title**	**Credits**	**Pre-requisites**
FINA 702	Corporate Finance	3	FINA 505
FINA 706	Investments and Financial Markets	3	FINA 505
	Total	**6**	
ELECTIVE COURSES (Select two)			
Course	**Title**	**Credits**	**Pre-requisites**
FINA 704	Entrepreneurial Finance	3	FINA 505, FINA 702
FINA 705	Financial Derivatives	3	FINA 505, FINA 706
FINA 707	Risk Management in Financial Institutions	3	FINA 505, FINA 702, FINA 705, FINA 706
FINA 708	Financial Management in Public, SME's and Non-Profit Organizations	3	FINA 505, FINA 702, FINA 706
FINA 709	Global Corporate Finance and Sustainability	3	FINA 505, FINA 702
FINA 715	International Finance	3	FINA 505, FINA 702, FINA 706
FINA 716	Money, Banking and Investment Markets	3	FINA 505, FINA 702
FINA 717	Advance Investment Knowledge	3	FINA 505, FINA 702, FINA 705, FINA 706
	Total	**6**	
DEGREE REQUIREMENT (Select one)			
Course	**Title**	**Credits**	**Pre-requisites**
FINA 721**	Advance Finance Seminar	3	27 credits approved or more
MANA 742**	Simulation	3	27 credits approved or more
MANA 740**	Thesis for Business Administration	3	27 credits approved or more
	Total	**3**	
FREE ELECTIVE			
	Free Elective	**3**	
	Total Credits	**39**	

* ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

**Full semester course.

Important Notes:

- It requires a bachelor degree minimum GPA of 3.00 in a scale of 4.00.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - ACCO 500 (recommended for students with no background knowledge in business administration)

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ECON 505 - Business Economics

Credits - 3

Pre-requisite - FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500 (recommended for students with no background knowledge in business administration)

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

FINA 702 - Corporate Finance

Credits - 3

Pre-requisite – FINA 505

This course covers the theory and empirics of corporate finance. The starting point of the course is an introduction to the Modigliani-Miller irrelevance theorems, which describe a frictionless set-up in which capital structure is independent of the firms' characteristics or choices and is irrelevant for the valuation of the firm. A variety of deviations from this frictionless scenario are then studied. In these different cases we analyze optimal capital structure, payout policies, corporate taxation, financial distress, the use of capital structure as a signaling device, and control allocation, amongst others, and how these affect the firm's valuation and investment decisions. In addition, we will also cover topics related to corporate governance, initial public offerings, managerial compensation, financial constraints and mergers and acquisitions.

FINA 704 - Entrepreneurial Finance

Credits - 3

Pre-requisite – FINA 505, FINA 702

This course covers the financial aspects of small business entrepreneurship for owners of sole proprietorships, partnerships, and small nonpublic corporations. We cover (in varying degree) the following topics: economic concepts of finance, management functions, business organizations and ownership, elements of a business plan, problems with financial statements, vertical analysis, horizontal analysis, ratio analysis, profitability, bankruptcy, break-even analysis, forecasting, pro forma financial statements,

current working capital management, effective rate of return, time value of money, techniques of capital budgeting, risk management, investment strategies, pension planning, and estate planning. There will be a heavy use of cases for the application of entrepreneurial financial concepts.

FINA 705 - Financial Derivatives

Credits - 3

Pre-requisite – FINA 505, FINA 706

The purpose of this course is to help prospective financial managers, general managers and senior functional managers gain a thorough understanding of what financial derivatives are, how they work, how they are used, and how to measure the risks and rewards associated with them. While using and trading derivatives can add enormous value to a firm, a lack of understanding of risk management techniques can easily lead to disaster. It is, therefore, vital for financial and nonfinancial firms to be knowledgeable about the latest tools, tactics, and strategies for risk management using derivates. This course consists of two parts. The first part of the course deals with the structure of futures markets, pricing of futures contracts and hedging with such contracts. The second part of the course deals with options markets; strategies, pricing and position analysis and hedging with such contracts. The course will consist of lectures, discussions, problem solving, cases and market tracking.

FINA 706 - Investments and Financial Markets

Credits - 3

Pre-requisite – FINA 505

This course discusses Portfolio Theory with applications to the markets for equities, fixed income securities, and options. Risk analysis and investment strategies are discussed within the financial crisis context. The following question will be proposed to students: How can I increase the value of my firm by using investments? The answer to this question will be the object of study in this course. There will be a heavy use of cases and paper for the application of Investment theory so that an answer to the "course question" may be developed.

FINA 707 - Risk Management in Financial Institutions

Credits - 3

Pre-requisite – FINA 505, FINA 702, FINA 705, FINA 706

A financial institution faces market and credit risk every day: Changes in foreign exchange rates, interest rates, stocks, and commodity prices make organizations vulnerable to financial loss. As a result, uncertainty surrounds an organization's future and the fair market values of its assets and liabilities. This course offers insight on managing uncertainties and the successful use of hedging strategies and derivative instruments, demonstrating how to aggregate information from across an organization, combine different instrument types into one portfolio, perform scenario and stress tests, calculate at-risk measures, and deliver a customized report. Also presented is an overview of the most recent techniques used in credit-risk management, aimed at new models in this fast-developing area. Examples taken from well-known cases underline the importance of an adequate credit-risk management system.

FINA 708 - Financial Management in Public, SME's and Non-Profit Organizations

Credits - 3

Pre-requisite – FINA 505, FINA 702, FINA 706

This course studies the finances of public, SME's and nonprofit organizations from an integrated point of view. The finances in public organizations are guided by the Government's fiscal, economic and monetary policies. These policies will have a direct impact on SMEs and nonprofit organizations. On the other hand, the Government needs to promote the creation and proliferation of SMEs and nonprofits to maximize economic growth in a country. This course discusses financial statements, legal financial requirements, structure of cash flows, investments opportunities, and financing for each type of organization. The concept of entrepreneurship is applied to expand the financial possibilities of each type of organization. There will be a heavy use of cases for the application of financial concepts into each type of organization.

FINA 709 - Global Corporate Finance and Sustainability

Credits - 3

Pre-requisite – FINA 505, FINA 702

In this course the participants will be able to develop a body of knowledge, practices, attitudes, and skills needed to make financial decisions for global enterprises. The course is a continuation of Corporate Finance Fina 702. It takes on the topics where Corporate Finance leaves off. Its aim, precisely, is twofold: (a) to take the topics of Corporate Finance to a global platform, and (b) to further expand upon those topics in line with the most recent developments in financial strategies related to firm's sustainability and in business/economic practices that are global in nature. The course is a mix of about 70 percent finance and 30 percent economics.

Both the finance and economics components are heavily cast in the framework of strategy and decision making in a global environment.

FINA 715 – International Finance

Credits - 3

Pre-requisite – FINA 505, FINA 702, FINA 706

This course is devoted to studying international monetary economics and finance both theoretically and empirically. We begin with a historical overview of the gold standard, the Bretton Woods system, and current international monetary regimes and currency systems. We then examine theoretically and empirically the balance-of-trade and balance-of-payment accounts and their adjustments. Exchange rate systems and exchange rate determination and adjustments are also studied, with particular attention to empirical studies on exchange rate dynamics and their impact on macroeconomics. Special emphasis is given to the study of international monetary and financial arrangements, the financial sector, and financial instability and monetary and fiscal policy issues. Topics include issues of exchange rate volatility and its impact on the real and financial sector, foreign debt, capital flows, currency runs, and international portfolio choice; World Bank and IMF policies and issues concerning financial market liberalization; international financial regulations; and international financial architecture. There will be a heavy use of cases for the application of International finance concepts.

FINA 716 - Money, Banking and Investment Markets

Credits - 3

Pre-requisite – FINA 505, FINA 702

Money and banking are an interesting and diverse field of study. It may be focused from an investments point of view. Financial news channels on cable provide a nearly 24-hour stream of reporting and analysis of the conditions in the Investment markets around the world. Websites are created to provide more analysis -some good, some bad - on global investment conditions. The host of financial crises in the emerging market economies have served to remind economists, bankers and investors of the importance of the banking system, and to reconsider appropriate risk taking. The recent debates over globalization as seen in documentaries and the mass of new books published on the subject have neglected one of the most prominent features of this process – the role of investments (financial) instruments and ethics. The study of money, banking and investment markets should help to make sense of these topics. To do so, it will require some background in investment theory, a means to organize one's thinking, and a basic knowledge of some of the technical details and institutions, therefore, this course will concentrate in the interactions of several key players as banks as the primary financial intermediaries, the federal reserve as the executioner of monetary policy, the government as the initiator of fiscal policy and the private and institutional investors as the fuel of the economy through investment markets. This course presents a broad picture of the system to any prospective investor. The use of case study will enhance the integration of all parts of the system.

FINA 717 – Advance Investment Knowledge

Credits - 3

Pre-requisite – FINA 505, FINA 702, FINA 705, FINA 706

This course will provide the student with further immersion into the investment knowledge from a realistic and practical point of view: How is life being an investment broker? What does it take to become an investment broker? What is the practical difference between a broker and a dealer? The course discusses the microstructure of an investment market with emphasis in the role of an investment broker in the market inner workings. The use of case studies will be one of the main tools for discussion of different investment topics as well as the presence of real investment brokers in the class.

FINA 721 – Advance Finance Seminar

Credits - 3

Pre-requisite –27 credits approved or more

Seminar style course in which they discuss cases, articles and lectures on contemporary issues in finance. Integrate concepts and skills acquired in major courses. The selection of cases, articles and lectures to be studied is designed to encourage analytical discussion, generate ideas and application of concepts and models relevant to financial decision making in an environment that simulates the one where you play in your work area future. This is a semester course.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MANA 740- Thesis in Business Administration

Credits – 3

Pre-requisite - 27 credits approved or more

Development and presentation of a research-based thesis. Specific topic within the field of Business Administration must be selected in consultation with thesis advisor. The proposal includes: 1. Justification and purpose of the research; 2. Problem definition and research question; 3. Hypothesis formulation; 4. Literature review; 5. Research methodology; 6. Data analysis and results; 7. Conclusions. This is a semester course.

MANA 742- Simulation

Credits – 3

Pre-requisite - 27 credits approved or more

The course is held in a simulated environment of businesses and their managers to get the most out of it. This program tries to business using the same variables, relationships, and developments in the world of business realities. Consists of several cycles of decisions (commercial, production, research and development, human resources, finance). The Simulator aim to provide a representation of business realities. Play business complexity, and at the same time achieve the pedagogical objectives previously commented, involves limiting the scenario of the game and therefore a set of rules that sketcher only the capacity for action of the participants. Simulation seeks to maximize the efficiency of the decision-making process, and get the most, joining a team of students (managers) responsible for the direction of a company competing in a market simulated by the program. This is a semester course.

MARK 502 - Marketing Management

Credits - 3

Pre-requisite - None

This course studies the theoretical foundations of marketing management and emphasizes the decision-making process based on needs assessment and current market opportunities. It includes the study of strategic marketing, segmentation, positioning, target market, information systems, marketing research, psychographics and demographic characteristics of consumers.

QUME 507 - Quantitative Methods and Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Business Administration with specialization in Human Resources

The Master of Business Administration with major in Human Resources presents the student with the theory practiced by modern associates in human resources management and its function as a strategic element in the company.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	ACCO 500
ACCO 504*	Accounting for Decision Making*	3	ACCO 500
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods and Statistics for Business	3	
	Total	**21**	
SPECIALIZATION COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
HURM 550	International Human Resources Management	3	Complete 12 core course credits
HURM 551	Compensation and Benefits	3	
HURM 552	Quality Safety and Health in the Work Place	3	
HURM 553	International Economics Labor	3	
HURM 554	Conflict Management and Organizational Dynamics	3	
	Total	**15**	
ELECTIVE COURSES (Select one)			
Title	**Course Description**	**Credits**	**Pre-requisite**
HURM 560	Employment in the Global Economy	3	
HURM 561	Labor and Industrial Relations in Human Resources	3	
HURM 562	Management Negotiation and Conflict Resolutions	3	
	Total	**3**	
CAPSTONE COURSE			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 595	Knowledge Integration in Business Administration	3	Core courses and 9 credits in Specialization
	Total	**3**	
	Total Credits	**42**	

* ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - ACCO 500

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ADMI 595 - Knowledge Integration in Business Administration

Credits - 3

Pre-requisite - Core courses & 9 credits in Specialization

This course is designed to provide students the opportunity to review the approaches, practices, and trends used in the formulation, establishment, evaluation and control of the actions needed to develop and sustain the competitive advantage of an organization. Practical, interdisciplinary and integrated application of business concepts using case studies and other research methods that allow the integration of knowledge of functional areas of the company. The student will have the opportunity to develop leadership, decision making, and teamwork skills in a multidisciplinary and multicultural environment with a strategic vision. Will use research techniques developed through the program to analyze complex situations that enable the organization to maintain a competitive stance.

ECON 505 - Business Economics

Credits - 3

Pre-requisite - FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

HURM 550 - International Human Resources Management

Credits - 3

Pre-requisite - Complete 12 Core Course Credits

This course was designed to focus in the critical analysis of the foundations, processes and policies inherent to the management of human resources in an international environment. The analysis of the fundamental vision of the dynamics of changes in the economic, political, socio-cultural and technological environment in the contemporary world. The evaluation of the impact of these transformations in the organizational structural models to obtain competitiveness in the globalized economy. Presents a discussion of the characteristics of the recruitment, selection and development functions and the legal and financial responsibilities of personnel administration at the international level.

HURM 551- Compensation and Benefits

Credits - 3

Pre-requisite - Complete 12 Core Course Credits

This course was designed for the student to understand all aspects related to personnel compensations and benefits. The basis for compensation: theory, design, tasks analysis, regulations and programs. This includes practical situations of compensation and benefits programs at short time. The program focuses in presenting the tools necessary to assign rates and salaries. Moreover, the course concentrates in presenting new designs for benefits and executive developments of structural salaries, planning, budgeting and a total system of collective compensation, and more.

HURM 552 - Quality Safety and Health in the Work Place

Credits - 3

Pre-requisite - Complete 12 Core Course Credits

Analysis and discussion of the elements of total quality management, change and its effects on organizational behavior. Study of the legislation, regulations and standards in occupational health and safety pertaining to employers and employees. Topics for discussion include: safety legislation, accidental loss, employee compensation, the Occupational Safety and Health Act (OSHA), codes and standards on safety, managers responsibility, risk and control, planning for emergencies.

HURM 553 - International Economics Labor

Credits - 3

Pre-requisite - Complete 12 Core Course Credits

The course presents an analysis of the problems related to the labor market and labor relations in the new order of the globalized economy. Definition of microeconomic aspects and relationships on an individual and enterprise scale, macroeconomic matters as policies for employment and social welfare. Use of research of specific markets, demographic and migratory changes of the work force in an international environment, problems of cultural diversity and participation of minority groups in the labor market, labor supply and demands, unemployment and inflation. Discussion of governmental strategies of labor promotion and investment in human capital, industrial policies and protection against competition, salary scales, collective bargaining and trends in social security plans.

HURM 554 - Conflict Management and Organizational Dynamics

Credits - 3

Pre-requisite - Complete 12 Core Course Credits

Recognizes the interaction between the individual and the organization, states that the human resource is decisive for the success or the failure of any organization. Therefore, its handling is key for the enterprise and organizational success. It promotes the reorientation of the thought and the optimal use of its human potential towards the analysis of organizational problems, looks for balance between the individual objectives and the organizational objectives, promoting in the organizations humanistic and democratic values. An educational tool, destined to change attitude and values, within the structure of the organizations. Topics include system of power and influence, interpersonal conflict, individual motivation, organizational structure, dynamics and change and their implications for management, social welfare systems and the social and personal needs of the group and the individual. Help in understanding of which it must be the behavior adapted in the interrelations that guarantee favorable results of a good organizational climate for all.

HURM 560 - Employment in the Global Economy

Credits - 3

Pre-requisite - None

This course presents the emphasis to the effects of the globalization and the necessity and importance of cultural understanding of international management. Analysis the effects of Globalization, like the dominant impelling force in the worldwide economy, creating new employment opportunities for the societies. Definition of microeconomic aspects and relations on individual and enterprise scale, macroeconomic subjects like use policies and social welfare. Specific use of the human resource in the global field, effects of the demographic and migratory changes of the workforce in an international atmosphere. Cultural diversity and its related problems. Activities of the human resource management in the Global Field and Global Corporation.

HURM 561 - Labor and Industrial Relations in Human Resources

Credits - 3

Pre-requisite - None

The Industrial and Labor Relations of the Human Resources are closely related to the development of the modern industrial society. This has its tie bases to the relative legal norms of the work from the beginnings of the Industrial Revolution, moment that presents the substantial change to the way and the conditions in which work occurred. In this course presents an analysis of the labor relations between the working management and organizations, as well as the external atmosphere that affects them. The subjects included, consider social, economic, political and technological that have influenced the sprouting of the labor movement and the collective negotiation. The impact that labor relations have on the public and the media. Review of some consolidated techniques of management which define the policy of personnel as one of the key factors for the economic efficiency of the companies.

HURM 562 - Management Negotiation and Conflict Resolutions

Credits - 3

Pre-requisite - None

The course is designed, so the student focus in the aspects related to the critical analysis and understanding of the foundations, processes and components of the negotiation and dynamics for conflict resolution in the organizations. This presented with an approach in the communication skills and the human abilities related to it, which are essential for any managerial growth and leadership. Understanding the importance of the negotiation and the pacific coexistence through recognition of common interests. Also the necessity of the development of interpersonal abilities to face and to solve personnel conflicts.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MARK 502 - Marketing Management

Credits - 3

Pre-requisite - None

This course studies the theoretical foundations of marketing management and emphasizes the decision-making process based on needs assessment and current market opportunities. It includes the study of strategic marketing, segmentation, positioning, target market, information systems, marketing research, psychographics and demographic characteristics of consumers.

QUME 507 - Quantitative Methods and Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Business Administration with specialization in International Business with Focus on Latin America

The **Master of Business Administration with specialization in International Business with Focus on Latin America**. Our students will have superior theoretical knowledge and practical skills for the creation and development of new international companies as well as effective administration in multinational companies at regional and international level.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 703-O	Marketing Management	3	QUME 507 and 24 credits approved or more
FINA 505*	Managerial Finance*	3	
ACCO 504*	Accounting for Decision Making*	3	
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods and Statistics for Business	3	
	Total	**21**	
SPECIALIZATION COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
INBU 610	International Business Environment	3	
INBU 709	International Business in Latin America and the Caribbean	3	INBU 610
INBU 710	Legal Environment of International Business	3	INBU 610
MANA 511	International Management	3	INBU 610
MARK 711	International Marketing	3	MARK 703-O
INBU 715	Managing Global Production	3	QUME 507, INBU 610
	Total	**18**	
ELECTIVE COURSES (Select two)			
Title	**Course Description**	**Credits**	**Pre-requisite**
FINA 610	International Finance	3	INBU 610, FINA 505, ECON 505
INBU 711	Exports and Imports	3	INBU 610
INBU 712	Contemporary Issues in International Business	3	INBU 610
ACCO 613	International Accounting	3	INBU 610, ACCO 504
MANA 612	International Strategic Management	3	INBU 610
	Total	**6**	
CAPSTONE COURSE (Choose one)			
Title	**Course Description**	**Credits**	**Pre-requisite**
INBU 716**	Seminario de Negocios Internacionales	3	27 credits approved or more, including MARK 703
MANA 742**	Simulation	3	27 credits approved or more
MANA 740**	Thesis for Business Administration	3	27 credits approved or more
	Total	**3**	
	Total Credits	**48**	

* ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

**Full semester course.

Important Notes:

1. In order to enroll in this master, student must be bilingual.
2. Requires a bachelor's GPA of 3.00 in a scale of 4.00.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - ACCO 500 (recommended for students with no background knowledge in business administration)

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ACCO 613 - International Accounting

Credits - 3

Pre-requisite - ACCO 504, INBU 610

This course deals with a comparative analysis of accounting concepts and practices in different countries and the convergence of international accounting standards. It focuses on the problems associated with accounting in multinational corporations, including the transfer of funds and income measurements, consolidation problems, issues in transfer pricing, and policies appropriate for international mergers and company valuation for acquisitions.

ECON 505 - Business Economics

Credits - 3

Pre-requisite - FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500 (recommended for students with no background knowledge in business administration)

This course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

FINA 610 - International Finance

Credits - 3

Pre-requisite - ACCO 504, FINA 505

This course deals with unstoppable globalization in that we are immersed, is affecting directly the change of the economy in the world and affecting all of the business activities and the contractual relationship, business and financial matters particularly bound obligatory to the business bank, in which its intervention in the international commerce is absolute and determinant. In this course will be discuss the different methods of payments and collections, the contracts banking-financiers of the foreign trade, loan, opening of credits, rules and regulations of this procedures and leasing, forfaiting and the different warranties vinculated to the international operations such as advance payments bond, maintenance bond, performance bond, retention bond, tender bond and bid bond.

INBU 610 – International Business Environment

Credits - 3

Pre-requisite - None

This This is an introductory course in international business. The basic content of the course includes (1) an overview of the means of conducting international business, with an emphasis on what makes international different from domestic; (2) the effects of the social systems within countries on the conduct of international business; (3) the major theories explaining international business transactions and the institutions influencing those activities; (4) the financial exchange systems and institutions that measure and facilitate international transactions; (5) the dynamic interface between countries and companies attempting to conduct foreign business activities; (6) corporate strategy alternatives for global operations; and (7) international activities that fall largely within functional disciplines.

INBU 709 - International Business in Latin America and the Caribbean -

Credits - 3

Pre-requisite – INBU 610

This course is focused on the business activities carried out across Latin America and the Caribbean. The course reveals macro environment aspects: politic, economy, legal and regulatory, technology, cultural and other and how they impact the multinational enterprise that wishes to establish itself in the region. Furthermore, it analyzes the particularities of the region from the functional perspective of the business organization.

INBU 710 - Legal Environment of International Business

Credits - 3

Pre-requisite – INBU 610

A study of the international political, bureaucratic, and legal structures regulating and governing international trade, including multilateral and bilateral arrangements. Schemes for the removal of trade barriers, methods of international contracting, and doing business abroad in the context of international legal environment will be a primary course focus.

INBU 711 - Exports and Imports

Credits - 3

Pre-requisite - INBU 610

Managing the export/import department; government regulations affecting imports; financing, insuring, transporting, and marketing of exported or imported raw materials and finished products; methods of purchasing foreign products and selling domestic goods abroad; joint marketing; licensing; distributor relations.

INBU 712 - Contemporary Issues in International Business

Credits - 3

Pre-requisite - INBU 610

This course is designed to provide students with the opportunity to examine and analyze topical issues in International Business. Such rapid changes in global environments may put potentially significant impact on the international business and the home and/or host nations associated. This subject assumes students to have fair degrees of understanding in the complexities of global cultural, political, economic, organizational, and financial forces of international business environments and recognize how they affect their firm. As contemporary issues around international business continues to evolve but many times unpredictably, challenges for firms to adjust, reshape and/or reconstruct their strategic directions and thereby organization and management structure become inevitable. This subject will introduce past, current and emerging issues in international business environments and equip students to apply theories/concepts learned from firsthand international business subjects into more coherent and real-life practices.

INBU 715 - Managing Global Production

Credits - 3

Pre-requisite – QUME 507, INBU 610

This course explores the management of technology and its relationship to the dynamics of globalization in production in both the manufacturing and service industries. It focuses primarily on the management of international supply chains and on the coordination of manufacturing and service activities across different geographies. In addition to analyses of corporate logistics, the course emphasizes international business process outsourcing and the modeling of international business problems.

INBU 716 - International Business Seminar

Credits - 3

Pre-requisite – 27 credits approved including MARK 703-O

Course designed to guide students to conduct research within International Business area under the direction and supervision of professor. The course is an individualized development. The course includes identification and discussion of problematic situations that can be investigated, analysis and events that relate to it. It also includes the recognition of independent and dependent variables of the problem, formulation of basic research questions, type of research, formulating hypotheses, and defining limitations of the study. It also discusses the aspect of the readings relevant to the research population and sample of the study, design of instruments to be used in data collection, identification and description of the operational procedures and statistics to be used in the analysis of data collected in the study. Then the student emphasizes the aspect of statistical presentation of the findings and their interpretation, summary, conclusions and recommendations. This is a semester course.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MANA 511 - International Management

Credits - 3

Pre-requisite - None

This course deals primarily with the managerial practices and functions that characterize successful international corporations. It covers issues of organizational structure, planning and budgeting systems, management development and human resources, ethics, cross-cultural issues, the applicability and adaptation of culture-bound policies, communications, and the management of multi-cultural teams. Emphasis is placed on the processes by which multinational organizations are managed, including conflict management, multi-country integration mechanisms, and negotiation strategies.

MANA 612 - International Strategic Management

Credits - 3

Pre-requisite – INBU 610

Operating in a global rather than domestic arena presents the manager with many new opportunities. However, with these new opportunities come the challenges of managing strategy, organizations, and operations that are more complex, diverse, and uncertain. Unlike purely domestic competitors, companies that compete across borders have to make choices about which product to offer around the globe; where to compete within the world; where to locate the various activities of the firm; and how to organize to effectively coordinate its worldwide activities. This course focuses on these challenges in order to develop and implement corporate strategies in a global environment. It is structured to provide students with conceptual and practical understanding of the strategic challenges of multinational corporate management. Operating in a global rather than domestic arena presents the manager with many new opportunities. However, with these new opportunities come the challenges of managing strategy, organizations, and operations that are more complex, diverse, and uncertain. Unlike purely domestic competitors, companies that compete across borders have to make choices about which product to offer around the globe; where to compete within the world; where to locate the various activities of the firm; and how to organize to effectively coordinate its worldwide activities. This course focuses on these challenges in order to develop and implement corporate strategies in a global environment. It is structured to provide students with conceptual and practical understanding of the strategic challenges of multinational corporate management.

MANA 740- Thesis in Business Administration

Credits – 3

Pre-requisite - 27 credits approved or more

Development and presentation of a research-based thesis. Specific topic within the field of Business Administration must be selected in consultation with thesis advisor. The proposal includes: 1. Justification and purpose of the research; 2. Problem definition and research question; 3. Hypothesis formulation; 4. Literature review; 5. Research methodology; 6. Data analysis and results; 7. Conclusions. This is a semester course.

MANA 742- Simulation

Credits – 3

Pre-requisite - 27 credits approved or more

The course is held in a simulated environment of businesses and their managers to get the most out of it. This program tries to business using the same variables, relationships, and developments in the world of business realities. Consists of several cycles of decisions (commercial, production, research and development, human resources, finance). The Simulator aim to provide a representation of business realities. Play business complexity, and at the same time achieve the pedagogical objectives previously commented, involves limiting the scenario of the game and therefore a set of rules that sketcher only the capacity for action of the participants. Simulation seeks to maximize the efficiency of the decision-making process, and get the most, joining a team of students (managers) responsible for the direction of a company competing in a market simulated by the program. This is a semester course.

MARK 703-O - Marketing Research

Credits - 3

Pre-requisite – QUME 507 and 24 credits approved or more

This course examines the use of the scientific method in the acquisition, analysis and interpretation of marketing information. Various research methods, such as exploratory, descriptive and experimental approaches will be examined. The most recent studies in the systematic gathering of internal and external information needed for making marketing decisions will be considered.

MARK 711 – International Marketing

Credits - 3

Pre-requisite – MARK 703-O

Analysis and application of theory and problem solving for marketing management in the global environment. Emphasis is on the role of marketing in the multinational organization, planning and executing multi-country marketing strategies, managing and controlling international marketing operations, and evaluating global customers.

QUME 507 - Quantitative Methods and Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Business Administration with specialization in Management

The specialty in management allows the student to explore theoretical as well as practical elements of modern management, as well as changes in this field. Other objective of this concentration is to prepare the student to the different administrative jobs in commercial and industrial companies.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	ACCO 500
ACCO 504*	Accounting for Decision Making*	3	ACCO 500
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods & Statistics for Business	3	
	Total	**21**	
SPECIALIZATION COURSES (Should have completed 12 credits of core courses)			
Title	**Course Description**	**Credits**	**Pre-requisite**
MANA 550	Advanced Strategy Management	3	
MAMC 551	Project Management	3	
MANA 552	Industrial and Service Quality Management	3	
MANA 553	Human Behavior in the Organization	3	
MANA 554	International Management	3	
	Total	**15**	

ELECTIVE COURSES (Select one)			
Title	**Course Description**	**Credits**	**Pre-requisite**
MARK 552	CRM: Increasing Customer Value	3	
MANA 561	Sales Force and Key Account Management	3	
MANA 562	Pricing and Value Management	3	
	Total	**3**	

CAPSTONE COURSE			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 595	Knowledge Integration in Business Administration	3	Core courses & 9 credits in Specialization Courses
	Total Credit	**42**	

*ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - None

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ADMI 595 - Knowledge Integration in Business Administration

Credits - 3

Pre-requisite - Core courses & 9 credits in Specialization Courses

This course is designed to provide students the opportunity to review the approaches, practices, and trends used in the formulation, establishment, evaluation and control of the actions needed to develop and sustain the competitive advantage of an organization. Practical, interdisciplinary and integrated application of business concepts using case studies and other research methods that allow the integration of knowledge of functional areas of the company. The student will have the opportunity to develop leadership, decision making, and teamwork skills in a multidisciplinary and multicultural environment with a strategic vision. Will use research techniques developed through the program to analyze complex situations that enable the organization to maintain a competitive stance.

ECON 505 - Business Economics

Credits - 3

Pre-requisite - FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MAMC 551 - Project Management

Credits - 3

Pre-requisite - None

Project Management Fundamentals is the application of knowledge, skills, tools, and techniques to project activities to satisfy the demands of project requirements. This course shows that effective project management depends on the appropriate execution of

activities such as estimating, planning, resourcing, communicating, engineering, measuring, tracking, reporting and documenting. The course will instruct how process integrates and controls all contributing functional areas through the project life cycle phases.

MANA 550 - Advanced Strategy Management

Credits - 3

Pre-requisite - Complete 12 credits of core courses

Advanced Strategy Management: This course will spotlight the issue of running a business enterprise. It will introduce you to: What managers must do and do well to make a company a winner in the game of business. Strategy and Business Policy cuts across the whole spectrum of business and management, which focuses on the corporation as a whole and its interactions with its environment. The corporate world is in the process of global transformation and everyday brings new change and direction for managers regarding; acquisitions, outsourcing, downsizing, and strategic alliances. This course will give you the panoramic view of the changing corporate terrain and will show how large and small firms can be more effective and efficient both in today and tomorrow's arena of business. Upon completion of this course you will learn how to tell the difference between winning strategies and mediocre strategies, and become more skilled in spotting ways to improve a company's strategy and execution.

MANA 552 - Industrial and Service Quality Management

Credits - 3

Pre-requisite – None

Operation Management: This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing and managing operation processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management and total quality management.

MANA 553 - Human Behavior in the Organization

Credits - 3

Pre-requisite – None

Enterprise Resources Planning: ERP is the technology that connects all the functional activities related to Materials Management in a company. ERP is an extension of MRP and MRPII. This course will introduce the connectivity of industry standard software such as SAP, MANMAN and MAIPICS and its cross-functional capacity to link operational process of shipping, receiving, distribution, inventory, invoicing and accounting. The course will instruct how all the functional business activities of marketing, sales, production, billing and quality management can be inter-connected monitored and controlled.

MANA 554 - International Management

Credits - 3

Pre-requisite - None

Supply Chain Design and Management: This course will serve as an introduction to supply chain philosophy and its justification in a dynamic competitive global business environment. It proposes a generic cooperative supply chain design to achieve system integration. Generic modeling enables a wide spectrum of supply chain applications. The course offers a strategic orientation towards the design and development of the supply chain for purchasing, materials and logistics system. This course includes analysis and critique of the supply chain of several companies.

MARK 552 - CRM: Increasing Customer Value

Credits - 3

Pre-requisite - None

This course examines customer relationship management (CRM) as a key strategic process for organizations. Composed of people, technology, and processes, effective CRM optimizes the selection or identification, acquisition, growth, and retention of desired customers to maximize profit.

MANA 561 - Sales Force and Key Account Management

Credits - 3

Pre-requisite - None

Sales Force and Key Account Management: Customer value delivery is based on effective management of a company's sales organization. This course will identify the factors leading to enhanced sales organization effectiveness and superior salesperson performance, namely developing sound objectives, strategy, structure, size and compensation plans. Other issues covered are the effective conduct of personal selling, such as salesmanship, negotiation and relationship building.

MANA 562 - Pricing and Value Management

Credits - 3

Pre-requisite - None

Pricing & Value Management: Consumers and customers perceive price as value for money. This course addresses strategic and tactical issues related to the company's pricing policy and to the customer's perception of price: how to set prices on a product for the first time, how to modify a product's price over time and space to meet varying circumstances and opportunities, how to initiate and respond to price changes.

MARK 552 - CRM: Increasing Customer Value

Credits - 3

Pre-requisite - None

This course examines customer relationship management (CRM) as a key strategic process for organizations. Composed of people, technology, and processes, effective CRM optimizes the selection or identification, acquisition, growth, and retention of desired customers to maximize profit.

QUME 507 - Quantitative Methods & Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Business Administration with specialization in Management and Strategic Leadership

The Master of Business Administration with major in Management and Strategic Leadership is geared towards people aspiring to obtain leadership positions in business organizations. The students will learn the fundamentals of business, innovative management techniques and strategies in a global context. The curriculum emphasizes the development of leadership skills, development of vision and strategic planning, ethical values, written and oral communication skills and the effective application of new technology.

Core Professional Courses			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	ACCO 500
ACCO 504*	Accounting for Decision Making*	3	ACCO 500
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods & Statistics for Business	3	
	Total	**21**	
Specialization Courses			
Title	**Course Description**	**Credits**	**Pre-requisite**
STMG 600	Leadership and Entrepreneurial Vision	3	
STMG 601	Strategic Management	3	
STMG 602	Technological Applications and Information Systems	3	
STMG 603	Entrepreneurial Communication	3	
	Total	**12**	
Elective Courses			
Title	**Course Description**	**Credits**	**Pre-requisite**
STMG 604	Organizations in a Global Economy	3	
STMG 608	Strategies for Change, Professional and Entrepreneurial Development	3	
	Total	**6**	
Research Course			
STMG 738	Strategic Management and Leadership Seminar	3	30 approved credits
	Total	**3**	
	Total Credits	**39**	

*ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - None

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ECON 505 - Business Economics

Credits – 3

Pre-requisite – FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MARK 502 - Marketing Management

Credits - 3

Pre-requisite - None

This course studies the theoretical foundations of marketing management and emphasizes the decision-making process based on needs assessment and current market opportunities. It includes the study of strategic marketing, segmentation, positioning, target market, information systems, marketing research, psychographics and demographic characteristics of consumers.

MGMT 655 - Integration Seminar

Credits - 3

Pre-requisite - None

Analysis of real and simulated case studies for the appropriate application of the planning, decision-making, and problem-solving processes. Comparative analysis of patterns and managerial problems are covered in the course. The seminar is geared toward the application of related principles, concepts, and theories. This course includes the development of an individual research project.

PRMG 600 - Operations Management

Credits - 3

Pre-requisite - None

This course will introduce concepts and techniques for coordination and planning to manage and control manufacturing and service operations. In general, the course provides definitions of operations management terms, tools, and techniques for analyzing operations, and strategic context for making operational decisions. The content is organized in modules: Operations Analysis, Coordination and Planning, Quality Management, Project Management, and Supply Chain Management.

STMG 600 - Leadership and Entrepreneurial Vision

Credits - 3

Pre-requisite - None

Analysis of roles and styles of a leader as an agent of change through the articulation and construction of the organization's vision and mission. The course includes theoretical and analytical studies of types of leadership strategies, leadership styles and organizational context in which the leader works. Human resources strategies for empowerment and their impact on the organizational culture are also explored — application of theoretical knowledge about an individual, interpersonal and group behavior within the organization. The course addresses the study of leadership and organizational behavior in a continuously changing global environment.

STMG 601 - Strategic Management

Credits - 3

Pre-requisite - None

Analysis and application of concepts such as ethics and social responsibility. Evaluation and application of elements related to identifying opportunities and analysis of business strengths and weaknesses. The emphasis on the application of the vision, mission, goals, and objectives for the development of strategies in the planning process. Development of a strategic plan that includes identification and evaluation of alternatives for its control. This course is targeted at the development and application of analytical skills related to strategic planning.

STMG 602 - Technological Applications and Information Systems

Credits - 3

Pre-requisite - None

The course develops strategic management skills in entrepreneurial leaders for the operational integration of different information resources. It allows for the identification, analysis, and evaluation of alternatives for the improvement of the organizations' effectiveness. The course also emphasizes the importance of technology for strategic planning and problem-solving. This course focuses on the development and application of the knowledge and skills needed to understand, evaluate and make decisions related to information systems.

STMG 603 - Entrepreneurial Communication

Credits - 3

Pre-requisite - None

This course develops the needed communication skills for the efficient, effective and successful performance of the modern leader. It emphasizes the relationship between effective leadership and communication, its role, both internally and externally. Also included are the types of communication in the organization, reinforcing with the critical use of various techniques and the integration of technologies that support the management process of the effective leader. This course analyzes the responsibilities and tasks inherent in properly informing management decisions, how to handle communication in times of crisis and the expectations and tendencies of the leader as a communicator. It also emphasizes the support provided by the leader in the processes of changes and challenges of communication and the leader in the entrepreneurial dynamics.

STMG 604 - Organizations in a Global Economy

Credits - 3

Pre-requisite - None

This course studies of the opportunities that global economy offers to management. Analyze economic principles based on problem examination and the challenges presented in a globalized economy. It includes decision making on financial, economic and stock market issues. This course evaluates strategic opportunities and risks regarding organizational development in the global context.

STMG 608 - Strategies for Change, Professional and Entrepreneurial Development

Credits - 3

Pre-requisite - None

Strategic analysis of topics in the areas of power relations and resistance to change, motivation, and human behavior. Tolerance and respect for diversity and group dynamics. Evaluation and design of strategies for the development of a world-class organizational culture. The emphasis in environmental and structural forces within the organization. Appraises the different variables related to the organizational capacity for managing change and the development of plans and strategies.

QUME 507 - Quantitative Methods & Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Business Administration with specialization in Marketing and Sales Management

The Master of Business Administration with major in Marketing and Sales presents the student with the function, theory and modern practices of the element of trade within organizations. It also develops technical competencies and the ability to make market investigations, marketing planning, sales forecast, and promotion campaigns.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	ACCO 500
ACCO 504*	Accounting for Decision Making*	3	ACCO 500
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods and Business Statistics	3	
	Total	**21**	
SPECIALIZATION COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
MARK 550	Integrated Marketing Communications	3	MARK 502, MARK 560
MARK 551	Marketing Research	3	MARK 502, QUME 507
MARK 552	CRM: Trust and Loyalty Management	3	Approve all core courses
MARK 555	Sales Management	3	ADMI 500, MARK 502
MARK 560	Consumer Behavior	3	Approve all core courses
	Total	**15**	
ELECTIVE COURSES (Select one)			
Title	**Course Description**	**Credits**	**Pre-requisite**
MARK 553	International Marketing	3	MARK 502
MARK 554	Services Marketing	3	MARK 502
MARK 561	Brand Management	3	Approve all core courses
MARK 562	Supply Chain Management for Marketing	3	Approve all core courses
	Total	**3**	
CAPSTONE COURSE			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 595	Knowledge Integration in Business Administration	3	Core courses and 9 credits in Specialization
	Total	**3**	
	Total Credits	**42**	

* ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - None

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ADMI 595 - Knowledge Integration in Business Administration

Credits - 3

Pre-requisite - Core courses & 9 credits in Specialization

This course is designed to provide students the opportunity to review the approaches, practices, and trends used in the formulation, establishment, evaluation and control of the actions needed to develop and sustain the competitive advantage of an organization. Practical, interdisciplinary and integrated application of business concepts using case studies and other research methods that allow the integration of knowledge of functional areas of the company. The student will have the opportunity to develop leadership, decision making, and teamwork skills in a multidisciplinary and multicultural environment with a strategic vision. Will use research techniques developed through the program to analyze complex situations that enable the organization to maintain a competitive stance.

ECON 505 - Business Economics

Credits - 3

Pre-requisite – FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MARK 502 - Marketing Management

Credits - 3

Pre-requisite - None

This course studies the theoretical foundations of marketing management and emphasizes the decision-making process based on needs assessment and current market opportunities. It includes the study of strategic marketing, segmentation, positioning, target market, information systems, marketing research, psychographics and demographic characteristics of consumers.

MARK 550 - Integrated Marketing Communications

Credits - 3

Pre-requisite - MARK 502

Companies must communicate effectively with their customers and stakeholders to leverage their strategic progress. This course covers the basic principles underlying consumer information processing, the effective management of the individual elements of the marketing communication mix, and their recombination into an integrated promotional plan.

MARK 551 - Marketing Research

Credits - 3

Pre-requisite - MARK 502, QUME 507

Market research is the fundamental activity on which sales and marketing decisions are based, significantly reducing the risks of failure in the corporate world. This provides managers a critical view of the necessities and characteristics of a target audience, enabling a better understanding of them, providing information on the lifestyle and behavior that may alter and influence the act of purchase. Understanding consumer behavior as a decision maker and effectively acting upon it can offer companies a competitive advantage against the competition and a clear diagnosis in order to implement effective strategies.

MARK 552 - CRM Trust and Loyalty Management

Credits - 3

Pre-requisite - Approve All Core Courses

This course examines customer relationship management (CRM) as a key strategic process for organizations. Composed of people, technology, and processes, effective CRM optimizes the selection or identification, acquisition, growth, and retention of desired customers to maximize profit.

MARK 553 - International Marketing

Credits - 3

Pre-requisite - MARK 502

The function of marketing will be examined, together with its role about value creation and strategic corporate management. The major phenomena underlying marketing strategy and the component divisions of product planning, communications and channels of distribution will be analyzed both in theory and in practical cases in order to develop a managerial perspective on marketing. **The marketing strategy will be linked to financial value**. Marketing strategy will be linked to financial value. Special emphasis will be placed upon aspects of international marketing, consumer behavior, positioning strategies, and international trade marketing.

MARK 554 - Services Marketing

Credits - 3

Pre-requisite - MARK 502

The purpose of this course is to introduce you to services marketing as a separate and distinct area of marketing thought and practice and help you to understand its powerful influence in competitive markets. During this course, we focus our attention on three main services marketing areas, the service customer, the service company and the integration of marketing, human resources and operations within the service system. All course activities are intended to help you become proficient in analyzing and judging the merits of services marketing strategies and assist you in making strategic decisions in both business and consumer services industries. Throughout the course, an emphasis is placed on marketing's role within the total organization.

MARK 555 - Sales Management

Credits - 3

Pre-requisite - ADMI 500, MARK 502

The goal of this course is to examine the elements of an effective sales management as a key component of the organization's total marketing effort. The course will extend student's understanding of marketing's reach and potential impact in achieving the organizational goals. Topics covered include the sales process, the relationship between sales and marketing, sales force structure,

customer relationship management (CRM), and recruiting, selecting, training, motivating, compensating and retaining salespeople. In addition, the students will develop skills in how to plan and execute profitable sales strategies for the attainment of competitive advantage. In completion of the course, the students should be aware of ethical issues concerning sales management.

MARK 560 - Consumer Behavior

Credits - 3

Pre-requisite - Approve All Core Courses

The course examines the different theories to explain consumer behavior. This is looked at through an analysis of how the consumer acquires and uses information in making judgments. It takes into account the effects of demographic characteristics, personality and social group on consumer behavior. Knowledge of consumer behavior is applied to strategies for marketing. The course emphasis is on research.

MARK 561 - Brand Management

Credits - 3

Pre-requisite - Approve All Core Courses

Designed to show how brand names acquire and maintain their value based on the classic principles of product portfolio management, this course brings a new perspective which situates the content of the brand name as the heart of the brand construction process. It explores the principles of said content to help create value for the brand, guide its development and design its structure and personality.

MARK 562 - Supply Chain Management for Marketing

Credits - 3

Pre-requisite - Approve All Core Courses

Organization of export and import operations in support of marketing, distribution, production, and other global business functions; freight forwarding, shipping procedures, and selecting transportation modes and documentation.

QUME 507 - Quantitative Methods and & Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Business Administration with specialization in Project Management

The Master of Business Administration with major in Project Management develop professionals with the necessary skills to become effective managers of projects, capable of generating ideas and creative projects. It will emphasize concepts of management and strategic leadership focused on project management practices. The program focuses on the leadership of the human capital of organizations as a source of innovation and differentiated strengths to achieve and maintain competitiveness.

Medular Courses			
Course code	**Course Name**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505 *	Managerial Finance*	3	ACCO 500
ACCO 504 *	Accounting for Decision Making*	3	ACCO 500
ECON 505	Business Economics	3	FINA 505
	Total	**18**	
Specialization Courses			
PRMG 600	Operations Management	3	
PRMG 601	Project Scope and Time Management	3	
PRMG 602	Project Cost Management	3	PRMG 601
PRMG 603	Project Quality Management	3	PRMG 601
PRMG 604	Project Human Resources and Risk Management	3	PRMG 601, PRMG 602
	Total	**15**	
Course Electives (Select one)			
PRMG 606	Project Procurement Management	3	PRMG 602, PRMG 604
PRMG 607	Project Communication Management	3	PRMG 601
PRMG 608	Using a Project Management Information System	3	PRMG 601, PRMG 602
	Total	**3**	
Investigation Course (Select one)			
PRMG 605	Project Integration Management	3	All specialization courses
MGMT 655	Integration Seminar	3	All core courses, elective and specialization courses
	Total	**3**	
	Total Credits	**39**	

*ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - None

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ECON 505 - Business Economics

Credits - 3

Pre-requisite - FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - None

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - ACCO 500

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MARK 502 - Marketing Management

Credits - 3

Pre-requisite - None

This course studies the theoretical foundations of marketing management and emphasizes the decision-making process based on needs assessment and current market opportunities. It includes the study of strategic marketing, segmentation, positioning, target market, information systems, marketing research, psychographics and demographic characteristics of consumers.

MGMT 655 Integration Seminar

Credits - 3

Pre-requisite – All Core Courses, Elective Course and Specialization Courses
Analysis of real and simulated case studies for the appropriate application of the planning, decision-making, and problem-solving processes. Comparative analysis of patterns and managerial problems are covered in the course. The seminar is geared toward the application of related principles, concepts, and theories. This course includes the development of an individual research project.

PRMG 600 - Operations Management

Credits - 3
Pre-requisite - None
This course will introduce concepts and techniques for coordination and planning to manage and control manufacturing and service operations. In general, the course provides definitions of operations management terms, tools, and techniques for analyzing operations, and strategic context for making operational decisions. The content is organized in modules: Operations Analysis, Coordination and Planning, Quality Management, Project Management, and Supply Chain Management.

PRMG 601 - Project Scope and Time Management

Credits - 3
Pre-requisite - None
This course includes the definition and analysis of the project management processes required to ensure that the project includes all the work required to complete the project according to project goal, objectives, needs, and expectations. Definition and analysis of the processes required to ensure that the project is completed on time taking into consideration activity list, durations, activity sequencing, start and finish dates and graphical representations such as GANTT and Critical Path Method charts. It is the application of how the project scope baseline is defined and how the work breakdown structure is created and defined.

PRMG 602 - Project Cost Management

Credits - 3
Pre-requisite - PRMG 601
Definition and analysis of the processes required to ensure that the project is completed within the approved budget. It is the application of financial concepts, earned value and forecasting techniques. There is a discussion regarding cost estimating, budgeting, S-curves, operation, and maintenance life cycle costs, contingency reserve and baseline. The budget definition for a project is covered as part of this course. The discussion of the differences between a new change to the approved project budget and project variances are reviewed. Impact analysis about critical project areas is also covered.

PRMG 603 - Project Quality Management

Credits - 3
Pre-requisite - PRMG 601
Definition and analysis of the processes required to ensure that the project and each deliverable satisfy the needs for which they were undertaken. It is the application of quality concepts, quality costs and quality control to the management process. The course emphasizes the importance of quality plan definition, the requirements, the audits, the quality control, and the quality baseline. The definition and development of a quality plan are covered. The discussion of the differences between a new change to the approve quality plan, and project variances are reviewed. Impact analysis about critical project areas is also covered.

PRMG 604 - Project Human Resources and Risk Management

Credits - 3
Pre-requisite - PRMG 601, PRMG 602

Definition and processes required to make more effective use of human resources assigned to the project and the project team development analysis. Study of the characteristics of successful teams. Strategies for the selection and recruitment of members of the team. Development and teamwork control. Description and analysis of the processes involved in the identification, analysis, and answers to the project risks. Development of a plan of risks and opportunities and a plan of responses to risks. Identification, qualification, and quantification of risks and opportunities. Analysis of the impact of risks and opportunities by critical factors of success or "Triple Constraint."

PRMG 605 - Project Integration Management

Credits - 3

Pre-requisite – All Specialization Courses

The students will have the opportunity to participate in 60 hours in a real project to apply the project Management Concepts by developing a project (definition and analysis of the processes) required to ensure that the five processes groups and nine knowledge areas of the project are properly coordinated in the project. Aspects required to integrate all areas of knowledge and processes established, will be complemented with the discussion.

PRMG 606 - Project Procurement Management

Credits - 3

Pre-requisite - PRMG 602, PRMG 604

Definition and analysis of the processes required to acquire goods and services from outside the performing organization. Topics include the discussion about contract types, negotiation processes, contractual terms and conditions, clauses, procurement team, quality levels, financial components among others. Also covered in the class are a cost-benefit analysis, make or buy decisions, management of proposals, quotations, and contracts.

PRMG 607 - Project Communication Management

Credits - 3

Pre-requisite - PRMG 601

Definition and analysis of the processes required to ensure timely and appropriate generation, collection, dissemination, storage and ultimate disposition of project information. Emphasis is on the components of effective communications with project stakeholders, and the definition of project team ground rules and conflict management are also covered.

PRMG 608 - Using a Project Management Information System

Credits - 3

Pre-requisite - PRMG 601, PRMG 602

This course covers the use of a Project Management information system tool such as Microsoft Project. The attendee will receive knowledge of schedule development, resource management, dependencies, dashboards, metrics, cost estimating and budget, baseline setup, using reporting options among others.

Master in Business Administration with specialization in Supply Chain Management and Logistics

The Master of Business Administration with major in Supply Chain and Logistics provides to the student with the necessary knowledge to work with the management of materials and its functions of planning, purchasing, control of production and inventory.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	ACCO 500
ACCO 504*	Accounting for Decision Making*	3	ACCO 500
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods & Statistics for Business	3	
	Total	**21**	
SPECIALIZATION COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
MAMC 552	Operations Management	3	ADMI 500, QUME 507
MAMC 553	Enterprise Resources Planning	3	QUME 507
MAMC 554	Supply Chain Design and Management	3	MAMC 552
MAMC 561	Logistics Management and Strategy	3	MAMC 552, MAMC 553
MAMC 562	International Logistics and Global Supply Chain Management	3	MAMC 554, MAMC 561
	Total	**15**	
ELECTIVE COURSES (Select one)			
Title	**Course Description**	**Credits**	**Pre-requisite**
MAMC 551	Project Management Fundamentals	3	Approved all core courses
ADMI 506	Business Ethics	3	
MARK 552	CRM: Increasing Customer Value	3	Approved all core courses
	Total	**3**	
CAPSTONE COURSE			
Title	**Course Description**	**Credits**	**Pre-requisite**
ADMI 595	Knowledge Integration in Business Administration	3	Core courses, and 9 credits in Specialization
	Total	**3**	
	Total Credit	**42**	

*ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

ADMI 500 - Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

ADMI 506 - Business Ethics

Credits - 3

Pre-requisite - None

The course Ethics in Business Administration discusses the ethical values that should guide management. It explains how ethics impacts the planning, organization and management processes of a company, and in turn the environment in which it is located. It presents management cases with the purpose of developing the student's analysis and decision making skills.

ACCO 504 - Accounting for Decision Making

Credits - 3

Pre-requisite - None

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

ADMI 595 - Knowledge Integration in Business Administration

Credits - 3

Pre-requisite - Core courses, and 9 credits in Specialization Courses

This course is designed to provide students the opportunity to review the approaches, practices, and trends used in the formulation, establishment, evaluation and control of the actions needed to develop and sustain the competitive advantage of an organization. Practical, interdisciplinary and integrated application of business concepts using case studies and other research methods that allow the integration of knowledge of functional areas of the company. The student will have the opportunity to develop leadership, decision making, and teamwork skills in a multidisciplinary and multicultural environment with a strategic vision. Will use research techniques developed through the program to analyze complex situations that enable the organization to maintain a competitive stance.

ECON 505 - Business Economics

Credits - 3

Pre-requisite - FINA 505

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

FINA 505 - Managerial Finance

Credits - 3

Pre-requisite - ACCO 500

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MAMC 551 - Project Management Fundamentals

Credits - 3

Pre-requisite - None

Project Management Fundamentals is the application of knowledge, skills, tools, and techniques to project activities to satisfy the demands of project requirements. This course shows that effective project management depends on the appropriate execution of activities such as estimating, planning, resourcing, communicating, engineering, measuring, tracking, reporting and documenting. The course will instruct how process integrates and controls all contributing functional areas through the project life cycle phases.

MAMC 552 - Operations Management

Credits - 3

Pre-requisite - ADMI 500, QUME 507

This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing and managing operation processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

MAMC 553 - Enterprise Resources Planning

Credits - 3

Pre-requisite - QUME 507

ERP is the technology that connects all the functional activities related to Materials Management in a company. ERP is an extension of MRP and MRPII. This course will introduce the connectivity of industry standard software such as SAP, MANMAN, and MAIPICS and its cross-functional capacity to link operational process of shipping, receiving, distribution, inventory, invoicing and accounting. The course will instruct how all the functional business activities of marketing, sales, production, billing, and quality management can be inter-connected monitored and controlled.

MAMC 554 - Supply Chain Design and Management

Credits - 3

Pre-requisite - MAMC 552

This course will serve as an introduction to supply chain philosophy and its justification in a dynamic competitive global business environment. It proposes a generic cooperative supply chain design to achieve system integration. Generic modeling enables a wide spectrum of supply chain applications. The course offers a strategic orientation towards the design and development of the supply chain for purchasing, materials, and logistics system. This course includes the analysis and critique of the supply chain of several companies.

MAMC 561 - Logistics Management and Strategy

Credits - 3

Pre-requisite - MAMC 552, MAMC 553

This course will introduce students to the critical role of logistics in the pursuit of strategic objectives. It is designed to introduce logistics forecast models to facilitate supply chain management. The software will be used extensively to model logistics and supply chain applications.

MAMC 562 - International Logistics and Global Supply Chain Management

Credits - 3

Pre-requisite - MAMC 554, MAMC 561

International logistics is one of the key business elements for successful global positioning. This course will describe the dynamic forces that affect supply chain management within the global economy. It will explain and illustrate the necessary elements for integrated transportation and movement of cargo required for distinctive international markets.

MARK 502 - Marketing Management

Credits - 3

Pre-requisite - None

This course studies the theoretical foundations of marketing management and emphasizes the decision-making process based on needs assessment and current market opportunities. It includes the study of strategic marketing, segmentation, positioning, target market, information systems, marketing research, psychographics and demographic characteristics of consumers.

MARK 552 - CRM: Increasing Customer Value

Credits - 3

Pre-requisite - None

This course examines customer relationship management (CRM) as a key strategic process for organizations. Composed of people, technology, and processes, effective CRM optimizes the selection or identification, acquisition, growth, and retention of desired customers to maximize profit.

QUME 507 - Quantitative Methods & Statistics for Business

Credits - 3

Pre-requisite - None

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

Master in Education with a specialization in Instructional Design and Technological Integration with E-Learning

The Master of Education with a major in instructional design and technology integration with e-learning is designed for students to learn the various models of instructional design and apply them in their work scenario, integrating technology, multimedia, e-learning and distance education.
The graduate will be a professional trained to:

1. To serve as a designer, consultant, and evaluator of instructional materials in educational systems, and incorporate training systems.
2. Integrating technologies, media, e-learning or distance education to educational contexts.
3. Integrate moral and ethical values into their functions, both in theory and in practice, by conducting research and managing strategic planning processes.

To promote and maintain effective communication that will allow you to transmit the vision of the educational unit.

Core Courses			
Code	**Course Description**	**Credits**	**Pre-requisite**
ETEG 500	Applied Instructional Design Models	3	
ETEG 501	Fundamentals of Educational Technology	3	ETEG 500
ETEG 502	Fundamentals of Distance Education	3	ETEG 501
ETEG 503	Curriculum Design and Instructional Design for the Adult Learner	3	
ETEG 504	Technology Immersions	3	ETEG 503
ETRE 525*	Applied Research*	3	Approve all core courses and ETEL 600, ETEL 601, ETEL 602, ETEL 603
	Total	**18**	
Specialization Courses			
ETEL 600	E-learning, Technology Integration and Multimedia	3	ETEG 504
ETEL 601	Development of Corporate Virtual Training	3	ETEL 600
ETEL 602	Distance Education Assessment	3	ETEL 600
ETEL 603	E-learning and Virtual Learning Communities	3	ETEG 504
PRTE 630*	Instructional Design and Technological Project I*	3	All core courses and ETEL 600, ETEL 601, ETEL 602, ETEL 603
PRTE 640	Instructional Design and Technological Project II	3	All core courses and ETEL 600, ETEL 601, ETEL 602, ETEL 603, PRTE 630
	Total	**18**	
Elective Component (Choose one) (3 credits)			
ETEL 604	Applied Instructional Designs for the Corporate World	3	ETEG 500, ETEG 501, ETEG 502, ETEG 503, ETEG 504
ETEL 605	Applied Instructional Designs for the Academy	3	ETEG 500, ETEG 501, ETEG 502, ETEG 503, ETEG 504
	Total	**3**	
	Total Credits	**39**	

*The ETRE 525 course is a prerequisite of PRTE 630 and must be taken consecutively.

ETEG 500 - Applied Instructional Design Models

Credits - 3

Pre-requisite - None

An introduction to Instructional Design (ID) theories. ID Models will be studied, such as Mayer (1999) SOI model; Merrill (1983, 1994) CD Model; Jonnassen (1999) CLEs Model, ASSURE ISD model (1985). This model integrates the Robert Gagné Instructional event, as well as, ADDIE (1975) and Dick and Cary (1990) models. This course will analyze, conduct needs assessment, improvement of performance, systematic design of materials, teaching strategies, and evaluation, both formative and summative, of instructional materials.

ETEG 501 - Fundamentals of Educational Technology

Credits - 3

Pre-requisite – ETEG 500

Educational technology fundamental theories, concepts, and trends will be studied. Terminology, definitions, and development of the educational technology will be analyzed from a professional and reviewer perspective. The role of the Educational technologist and the professional practices will be analyzed in accordance with the most recent changes in the technology of the 21st Century. The course will include research, case studies, and readings related to the field.

ETEG 502 - Fundamentals of Distance Education

Credits - 3

Pre-requisite - ETEG 501

Distance Education's fundamental theories and philosophy will be discussed. Students will evaluate the technologies that might be incorporated into distance education, as well as, teaching and learning strategies for the modality. Emphasis will be given to the Internet, video clips, videoconference, and the selection and impact of the most appropriate medium and technologies for both synchronic or asynchrony distance education instruction.

ETEG 503 - Curriculum Design and Instructional Design for the Adult Learner

Credits - 3

Pre-requisite - None

Introduction to the principles of curriculum design for an adult population, and the development of innovative strategies to be used with this population will be discussed. The use of the evaluation methodology and the selection of constructivism strategies for instructional design and implementation will be emphasized.

ETEG 504 - Technology Immersions

Credits - 3

Pre-requisite – ETEG 503

Study and integration of the most commonly used applications and software for Instructional design purposes. New technological trends and open source multimedia, WEB 2.0, the new world of virtual reality, and its contributions to corporate organizational processes in cultural, educational, and social environments will be studied.

ETEL 600 - E-learning, Technology Integration and Multimedia

Credits - 3

Pre-requisite – ETEG 504

Introduction to the effective use of instructional media and e-learning strategies to promoting new skills and knowledge, with the support of internet communication technologies. The planning and production, design of an instructional module that integrates the different technologies and available multimedia as learning tools will be discussed. Instructional media evaluation as teaching and learning support (video, audios, CDs, DVDs).

ETEL 601 - Development of Corporate Virtual Training

Credits - 3

Pre-requisite – ETEL 600

This course emphasized in the design, concepts and strategic planning required for developing corporate training related to personnel professional development. Students will analyze the philosophic concepts that guide the different virtual training models. It emphasizes the selection, adaptation, and practices of different methods, strategies and activities used today online in organizations.

ETEL 602 - Distance Education Assessment

Credits - 3

Pre-requisite – ETEL 600

Study of different strategies and phases of the assessment that allows interpretations and use of the data collection related to the students learning the process. A systematic approach to developing significant learning and comprehension required to develop student's knowledge as a result of the educational experience will be emphasized. Electronic assessment techniques like e-portfolios, e-rubrics, and e-forms will be used, as well as a variety of Open Technologies that support distance education.

ETEL 603 - E-learning and Virtual Learning Communities

Credits - 3

Pre-requisite – ETEG 504

Study of media and technology used in distance education, such as video clips, audio, blogs, wikis, and open source, among others. Classes will be conducted synchronized and asynchronous in order to promote the new virtual environment of the 21st Century. Critical analysis of the principles and theories of e-learning, communication media research, and effective teaching techniques for implementing virtual learning communities will be covered.

ETEL 604 - Applied Instructional Designs for the Corporate World

Credits - 3

Pre-requisite – ETEG 500, ETEG 501, ETEG 502, ETEG 503, ETEG 504

An introduction to the theories and foundations of the systematic design of instruction by integrating learning strategies focused on the corporate world. Among the topics, the analysis of improving employee performance, through a systematic design of materials, learning experiences and integrating technologies for the adult learner, implementation of the ID, need of assessment, and formative and summative evaluations will be covered.

ETEL 605 - Applied Instructional Designs for the Academy

Credits - 3

Pre-requisite – ETEG 500, ETEG 501, ETEG 502, ETEG 503, ETEG 504

Introduction theories and Foundations of systematic instructional design based on Dick and Carey model, focusing on the strategies for the adult learner integrating constructivism. The student will design a unit using the nine steps of this model in the instructional design including the strategies for an adult population.

ETRE 525 - Applied Research

Credits - 3

Pre-requisite - Approve all core courses and ETEL 600, ETEL 601, ETEL 602, ETEL 603

Analysis of research methods and the integration of methodology to the real World. Compilation, organization, and analysis of data for decision-making process and the implementation of changes. Immersion of statistical data with the research methodology. Development of measurement and evaluation instruments, as well as the researcher's responsibility about federal regulations of the Institutional Review Board (IRB}. The course devotes special emphasis to

the research skills as applied in this particular field of knowledge, but maintaining the tradition of the scientific investigation — application of results to the distance learning discipline.

PRTE 630 - Instructional Design and Technological Project I

Credits - 3

Pre-requisite - All Core Courses and ETEL 600, ETEL 601, ETEL 602, ETEL 603

Individual supervised project consisting of presenting an innovative technological instructional design as a solution to a real educational problem of practical nature. Discussions will be held to guide students in identifying the problem, present the hypothesis, research, data collection, data analysis, interpretation, presentation, and conclusions. Significant information must be presented to prove the need for the technology integration as a tool for virtual education environments. PRTE 640 Instructional Design Technological Project II Three Credits Individually supervised project consisting of research and critical analysis of instructional design models for virtual educational environments. Study of the model's process for distance education and e-learning will be emphasized. Discussions will be held to guide students in identifying the problem, present the hypothesis, research, data collection and data analysis, interpretation, presentation, and conclusions. Significant information must be presented to prove the need for the Instructional Technologist and the performance of students' involvement in virtual learning communities.

PRTE 640 - Instructional Design and Technological Project II

Credits - 3

Pre-requisite - All core courses and ETEL 600, ETEL 601, ETEL 602, ETEL 603, PRTE 640

Three Credits Individually supervised project consisting of research and critical analysis of instructional design models for virtual educational environments. Study of the model's process for distance education and e-learning will be emphasized. Discussions will be held to guide students in identifying the problem, present the hypothesis, research, data collection and data analysis, interpretation, presentation, and conclusions. Significant information must be presented to prove the need for the Instructional Technologist and the performance of students' involvement in virtual learning communities.

Master in Education with specialization in Teaching English as a Second Language

This specialty is designed to provide candidates with a background in the principles, theories and practice of second language acquisition, learning and teaching. It seeks to prepare educators who can assume positions of leadership in ESL education as teachers or English supervisors in public or private schools and as professors in institutions of higher education.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
EDUC 501	Principles and Development of Curriculum	3	
EDUC 512	Educational Innovations and Strategies in ESL	3	
	Total	**6**	
SPECIALIZATION COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
EDUC 550	Second Language Acquisition	3	
EDUC 551	Reading Processes in a Second Language Setting	3	
EDUC 553	ESOL Curriculum and Materials Development	3	
EDUC 555	Development of Communication Skills in English	3	
EDUC 566	Methods of Teaching English as a Second Language	3	
EDUC 567	Cross-Cultural Communication and Understanding	3	
EDUC 564	Applied Linguistics for ESOL Teachers	3	
EDUC 569	Testing and Evaluation of ESOL	3	
EDUC 604	Knowledge Integration Seminar in ESOL	3	All Core and Specialization Courses
	Total	**27**	
REQUIREMENTS FOR DEGREE			
Title	**Course Description**	**Credits**	**Pre-requisite**
EDUC 600	Educational Research Methods in ESOL	3	All Core and Specialization Courses
EDUC 617	Research Seminar	3	EDUC 600
	Total	**6**	
	Total Credit	**39**	

1. It is strongly recommended that students review and become familiar with the teacher certification requirementsm established by the State of Florida, the Commonwealth of Puerto Rico, or any other state in which they intend to seek employment as teachers. Students must abide with the minimum required hours and policies set by the state and local education agencies for practicum experiences. Students must comply with state and local education certification requirements for the degree, as applicable.
2. Students are responsible of verifying the requisites or test required by the state or country of origin.
3. Students that reside in the Florida State must provide evidence of a passing score on the Florida Basic General Knowledge Test prior to registering for EDUC 617.

EDUC 501 - Principles and Development of Curriculum

Credits - 3

Pre-requisite - None

ESL Study of relationships and differences between the foundations of education and the domains of curriculum. Discussion of theory, practice and the roles of the major participants in the design and development of curriculum. Analysis of curriculum development theories according to different philosophical viewpoints. Study of different models of curriculum development.

EDUC 512 - Educational Innovations and Strategies in ESL

Credits - 3

Pre-requisite - None

The graduate student will analyze and evaluate educational innovations and best practices in teaching and learning English as a second language in the context of ESL students' needs in the 21rst century. The course will explore innovations and new strategies in the areas of curriculum, assessment and evaluation, instructional design, teaching techniques and strategies, and technology while the course reviews valuable tried-and-true foundational knowledge in each area. The student will also create a course project where field research will be designed to implement and evaluate an innovative strategy in the classroom setting.

EDUC 550 - Second Language Acquisition

Credits - 3

Pre-requisite - None

This course covers and analysis the theories related to the process of language development, language learning, language acquisition and the application of classroom practice to impact student achievement. It also includes the study of the influence of language acquisition in learning and literacy to reflect Florida requirements.

EDUC 551 - Reading Processes in a Second Language Setting

Credits - 3

Pre-requisite - None

This course includes the study and analysis of current theories on the reading processes in a second language. The different approaches to the teaching of reading and their application to the ESL Classroom will be discussed. Students will also be acquainted with the different skills involved in the reading process and with various teaching and evaluating strategies that can be used in the ESL classroom strategies on "Teaching the Transfer" approaches from the native language to the English language are the main focus of the course.

EDUC 553 - ESOL Curriculum and Materials Development

Credits - 3

Pre-requisite - None

This course includes the review of the relationship between language and related issues in curriculum and instruction for students learning in a second language. Students will investigate recent research studies from a linguistics philosophical and psychological perspective. A thorough review of explanatory curriculum practices and materials available is the main focus of the course.

EDUC 555 - Development of Communication Skills in English

Credits - 3

Pre-requisite - None

This course will focus on the identification of activities that promote second-language acquisition, emphasizing the active language skills of listening comprehension, speaking and writing. The first part of the course will be dedicated to the discussion of the different acquisition models and their implications and applications in the classroom. The second part of the course will focus on the identification, selection and development of instructional materials and strategies for the teaching of the skills. Some of the areas to be studied will be aural discrimination, attention and recall; vocabulary development, oral production and pronunciation; the mechanics and process of writing.

EDUC 564 - Applied Linguistics for ESOL Teachers

Credits - 3
Pre-requisite - None
This course focuses on linguistics aspects as they apply to second language acquisition and learning. It also includes the application of phonology, morphology, syntax, semantics and pragmatics of the first and second language. The course focuses on contrasting requirements.

EDUC 566 - Methods of Teaching English as a Second Language

Credits - 3
Pre-requisite - None
This course examines the various methods for teaching a second language, as well as its principles & foundations. It reviews the evaluation, design and adaptation of materials for teaching English as a second language. Fundamental to this course is the critical analysis of research on methods for teaching a second language.

EDUC 567 - Cross-Cultural Communication and Understanding

Credits - 3
Pre-requisite - None
In this course, the sociological and cultural issues that impact the development and implementation of both, curriculum and teaching of students will be examined. Emphasis is given to the examination of the results of research conducted in this area. Best practices to embrace multiculturalism and its role in student achievement are integrated in the course.

EDUC 569 - Testing and Evaluation of ESOL

Credits - 3
Pre-requisite - None
This course introduces future teachers to second language acquisition and learning classroom-based assessment methodologies to determine proficiency in listening speaking, reading and writing skills. State assessment requirements on integrated in the course.

EDUC 600 - Educational Research Methods in ESOL

Credits - 3
Pre-requisite - All Core and Specialization Courses
This course is a study of educational research methodologies and theories in ESOL. It places emphasis on practical applications of research findings and teacher conducted research to classroom practice.

EDUC 604 - Knowledge Integration Seminar in ESOL

Credits - 3
Pre-requisite - All Core and Specialization Courses
This course has been designed to provide students the opportunity to revise, examine, and critically discussed knowledge integration related with the educational system in the United States of America. Emphasis will be given to the evolution of the educational system during the end of the 20th century and the beginning of the 21st century. Challenges and concerns affecting today's educational system and their impact to academic achievement will be the prime focus to classroom discussion.

EDUC 617 - Research Seminar

Credits - 3
Pre-requisite - EDUC 600
Development of a classroom research project in which the student will put into practice the knowledge acquired in the required course work. Research course for all specialties.

Master of Science in Enviromental Management with a specialization in Environmental Planning

This specialization prepares students to assume management responsibilities required by today's environmental field. The academic and field experience of the School allows students to develop the competencies in the area of environmental management which will enable them to assume leadership positions in the public and private sectors. The main goal of our program is to prepare an educated and skilled professional who contributes to solving the environmental problems of the world to achieve a sustainable.

CORE COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ENVI 500	Fundamentals of Environmental Sciences	3	
ENVI 501	Statistical Methods Applied to Environmental Research	3	
ENVI 502	Waste Management	3	ENVI 500
ENVI 503	Environmental Legislation: Multilateral Environmental Agreements	3	ENVI 500
ENVI 504	Environmental Documents and Evaluation	3	ENVI 500, ENVI 503
	Total	**15**	
SPECIALIZATION COURSES			
Title	**Course Description**	**Credits**	**Pre-requisite**
ENMP 550	Environmental and Natural Resources Economy	3	
ENMP 551	Principles of Environmental Technology	3	ENVI 500
ENMP 552	Environmental Communication and Writing	3	ENVI 500, ENVI 504
ENMP 553	Environmental Strategic Planning	3	
ENMP 554	Environmental Quality Control Management	3	ENVI 500
	Total	**15**	
ELECTIVE COURSES (Select Two)			
Title	**Course Description**	**Credits**	**Pre-requisite**
ENMP 590	Environmental Risk Management	3	ENVI 500, ENVI 501
ENMP 591	Energy Sources and Environment	3	ENVI 500
ENMP 592	Comparative Environment Risk Assessment	3	ENVI 500, ENMP 590
ENMP 593	Current Topics in Environmental Affairs	3	
EMNP 594	Climatology and Atmospheric Pollution	3	ENVI 500, ENMP 551
ENMP 595	Tropical Ecosystems	3	ENVI 500, ENMP 551
ENMP 596	Environmental Auditing	3	
ENMP 597	Fundamentals of Hydrogeology	3	ENVI 500
	Total	**6**	
Thesis Option - Research Courses**			
Title	**Course Description**	**Credits**	**Pre-requisite**
ENMP 670*	Thesis*	3	36 approved credits ENMP 670
ENMP 671 *	Research Proposal*	3	
	Total	6	
	Tota Credit	**42**	

* ENMP 670 and ENMP 671 are semester courses. Each includes a total of 16 weeks per course.

ENVI 500 - Fundamentals of Environmental Sciences

Credits - 3

Pre-requisite - None

A general perspective of the environmental sciences. The analysis of subjects related to problems of population dynamics; natural resources; and pollution effects in living beings will be studied. The discussion of the actual environmental problems and solutions will be analyzed.

ENVI 501 - Statistical Methods Applied to Environmental Research

Credits - 3

Pre-requisite - None

Descriptive and statistical methods to be applied in the analysis of uncertainties and decision making processes of the environmental sciences.

ENVI 502 - Waste Management

Credits - 3

Pre-requisite - ENVI 500

Study of the fundamental concepts necessary to adequately manage solid waste (domestic, industrial and hazardous). RCRA will be discussed, its laws, and regulation norms related to the generation, transportation, action and storage, and the final disposal of solid waste. The law describes the necessary strategies to comply, evaluate and execute the required tasks to meet the public health, environmental health, and natural resources goals.

ENVI 503- Environmental Legislation: Multilateral Environmental Agreements

Credits - 3

Pre-requisite - ENVI 500

Multilateral Environmental Agreements: The course is aimed at provid- ing a legal and normative perspective of the activities that may have an impact on natural resources and the environment. Additionally, the course will analyze the local and federal legal framework pertaining to the use, management, and conservation of important natural resources. The course emphasizes the most important legal instruments from agencies such as the Environmental Quality Board and the Department of Natural and Environmental Resources. The course will be approached by in-depth case studies and real life situations.

ENVI 504 - Environmental Documents and Evaluation

Credits - 3

Pre-requisite - ENVI 500, ENVI 503

Core online course that will study the importance of environmental documents in the processes of decision making. One will include antecedents, legal basis, requisites of format, content and procedural of environmental documents, used in the determination and governmental evaluation of environmental impacts of projects, actions and decisions (EA's, DIA's, etc.). The student will learn the proceeding and process of permissions and consultations of environmental type including the different agencies that take part. The student will also learn the preparation and analysis of mitigation plans, damage prevention (Moist soils, erosion control and land sedimentation, water forests, bodies, etc.) and plans to answer the environmental emergencies. Also it will include the preparation of manifestos, information of monitoring unloads and Environmental Justice. The course will take as it bases the Environmental Policy of the United States and each jurisdiction where the Student resides.

ENMP 550- Environmental And Natural Resources Economy

Credits - 3

Pre-requisite - None

This online course evaluates the importance of the
scientific knowledge in the handling and conservation of the renewable and nonrenewable natural resources as basis for analysis and economic estimate to determine the added value of the natural resources. The course discusses the natural resources of the environmental public policy and the function of the economic analysis in the development of the policy that is carried out. The fundamental elements of the economic theory will be analyzed, including the analysis of cost and benefit.

ENMP 551 - Principles of Environmental Technology

Credits - 3

Pre-requisite - ENVI 500

This online course will discuss and evaluate the theoretical aspects, technical, physical mechanisms, chemical and biological, and the technical availability to provide drinking water, purify waste water, and the disposal of solid and liquid waste. In addition, the technologies available for the control of water, soil, atmosphere and noise pollution will be analyzed.

ENMP 552 - Environmental Communication and Writing

Credits - 3

Pre-requisite - ENVI 500, ENVI 504

This online course will study the application of the communication principles in the environmental field. This course examines a variety of communication strategies and practices and the drafting of environmental documents that are essential for environmental managers perform effectively their organizational, ethical and legal responsibilities.

It identifies and analyze the diverse groups or audiences in which the environmental managers will communicate and relate; from internal audiences, such as online employees, supervisors and managers; to outside audiences, such as legislators, civic and environment groups, syndicates, community, press and other media. The feasibility, need and functionality of different media types and strategies of outreach and public relations are studied, including the drafting of memos, press release, environmental impact statements, technical reports and audiovisual presentations.

ENMP 553 - Environmental Strategic Planning

Credits - 3

Pre-requisite - None

This course focused on the technical-scientific concepts related to the environment in a global way, that will allow the environmental manager to effectively address the decision making process of the strategic planning. The future environmental manager will obtain knowledge of the analysis of the internal institutional environment, the external environment and identify tendencies, changes and formulate a strategic planning with focus in the organization. You will know the strategic planning fundamentals and the sustainable development of natural resources. The increasingly global nature of the environmental sustainability, will be particularly noteworthy.

ENMP 554 - Environmental Quality Control Management

Credits - 3

Pre-requisite - ENVI 500

The course presents a global e inclusive vision of environmental management. Its topics includes environmental management and its functions, roles, responsibilities and environmental manager leadership. In addition, it discuss the importance of investigation for quality control of the environment. Application and description of all those principles related with quality control environmental management, its international regulations for administration (ISO) and management standards (EMS) of the Environmental Protection Agency. It will show the theoretical aspects, case discussion and environmental management simulations will be presented.

ENMP 590 - Environmental Risk Management

Credits - 3

Pre-requisite - ENVI 500, ENVI 501

The discussion of risk assessment and risk management processes will be studied. Emphasis on the risks, uncertainty and implications in the strategies to reduce the human health risk and the effects on ecosystems. Presentation of different database resources (IRIS Database).

ENMP 591 - Energy Sources and Environment

Credits - 3

Pre-requisite - ENVI 500

The course will evaluate the local and international energy situation; specifically, its economic, environmental, social and geopolitical implications. It will examine the energy sources, strategies, its environmental impact, and the available technology for environmental

control. The energy policy, its design and implementation, as an essential element for environmental planning and management will be covered during the course.

ENMP 592 - Comparative Environment Risk Assessment

Credits - 3

Pre-requisite - ENVI 500, ENMP 590

The course will evaluate and measure the health and environmental risk of human activities. The most important risk assessment techniques as well as their limitations will be covered in-depth by this course. Additionally the course will discuss and evaluate the importance to communicate to the public the results of risk assessment.

ENMP 593 - Current Topics in Environmental Affairs

Credits - 3

Pre-requisite - None

Course of specialty that will treat subjects not covered in regular curriculum. The course will provide the presentation and discussion of current subjects of great importance for the professional in the environmental area. This course will allow the opportunity to have guests of private companies, state or federal agencies that facilitate the students to be updated with regard to new technologies, new methods of investigation and conservation of resources, recent scientific findings and new applicable legal regulations in the environmental subjects.

ENMP 594 - Climatology and Atmospheric Pollution

Credits - 3

Pre-requisite - ENVI 500, ENMP 551

The course is aimed at the evaluation of chemical, climate, economic and other variables relevant to atmospheric pollution management and control. Scientific and technical aspects associated with climate and air pollution, strategies for pollution control, and the legal framework encompassing the will be studied in detail.

ENMP 595 - Tropical Ecosystems

Credits - 3

Pre-requisite - ENVI 500, ENMP 551

The structure, physiology, taxonomy and distribution of the main tropical ecosystems in the tropics will be studied. Exotic plants and animals introduced to different ecosystems, the environmental conditions and types of soils in different zones of life will be analyzed. The student will understand the fragility of the tropical ecosystems so as to make a critical judgment on the management for the tropical resources.

ENMP 596 - Environmental Auditing

Credits - 3

Pre-requisite - None

This course is designed to give the student the tools, skills and knowledge
to develop, to structure and lead and lead an audit of environmental compliance with the federal and state laws and applicable regulations. The course also has an inclusive discussion of the professional practices and the guides to carry out an audit or diligent environmental evaluation of a property or commercial or industrial establishment as part of the process of transaction in compliance with the Environmental Protection laws.

ENMP 597 - Fundamentals of Hydrogeology

Credits - 3

Pre-requisite - ENVI 500

The course looks into the technical and scientific principles relevant to the availability, occurrence of groundwater quality. Discusses the chemical, physical and biologi- cal characteristics of groundwater resources. Discusses the water flow in aquifers, hydrologic cycle, geology, the hydrological systems and the environmental issues related to the water resources.

ENMP 670 - Thesis

Credits - 3

Pre-requisite - 36 approved credits, ENMP 670

This is a requisite for the Master Degree. This course is focused on the development of research work on an environmental problem. This research and its results must contribute to environmental knowledge. Comprehensive exam and its approval will be required to be granted a Master Degree. One semester each course.

ENMP 671 - Research Proposal

Credits - 3

Pre-requisite - 36 approved credits, ENMP 670

This is a requisite for the Master Degree. This course is focused on the development of research work on an environmental problem. This research and its results must contribute to environmental knowledge. Comprehensive exam and its approval will be required to be granted a Master Degree. One semester each course.

Master of Science with specialization in Telecommunications and Networks Systems Administration

The program provides students with an in-depth knowledge of the principles of a Converged Networks including design, implementation, security and management with a strong hands-on approach.

Required Courses			
Course	**Title**	**Credits**	**Pre-requisite**
TCOM 500	Applied Mathematics in Telecommunications (admission req.)	3	Calculus I
TCOM 513	IT Project Management	3	Admission to program
TCOM 503	Introduction to TCP/IP	3	Admission to program
CYBR 501	Network Security I	3	
CYBR 502	Computer Security I	3	
TCOM 514	Telecommunications Governance I	3	
TCOM 606 or TCOM 609	Network Design Project Thesis II	3	Permission of Project Advisor
	TOTAL	**21**	
Elective Courses (9 crs) (Select one area)			
Course	**Title**	**Credits**	**Pre-requisite**
Internet (9crs)			
TCOM 511	Internet Technologies	3	TCOM 503
TCOM 512	Introduction to Networks	3	TCOM 511
TCOM 521	Networking Fundamentals	3	As required by advisor
TCOM 556	IP Tel & Design and Implementation of Voice Networks	3	TCOM 503
TCOM 523	Wireless Networks	3	TCOM 503
Network Securities (9crs)			
CYBR 521	Network Security II	3	CYBR 501
CYBR 522	Computer Security II	3	CYBR 502
CYBR 600	Cyber Security Forensics	3	CYBR 502
Telecommunications Governance & Auditing (9 crs)			
TCOM 515	Telecommunications Governance II	3	TCOM 514
TCOM 522	Telecommunications Management and Policy	3	TCOM 513
TCOM 524	Technological & Scientific Innovation	3	
	TOTAL DE CRÉDITOS	**30**	

CYBR 501 - Network Security I

Credits - 3

Pre-requisite - None

Introduces basic concepts of network security with a strong emphasis on cryptography and cryptographic techniques. Topics to be covered include classical encryption, data encryption standard, advanced encryption standard, symmetric key ciphers, public and private key cryptography and key management. Introduction to number theory concepts needed to understand public key cryptograph.

CYBR 502 - Computer Security I

Credits - 3

Pre-requisite - None

The fundamental tools and techniques for computer security are discussed in the context of the pervasive role and impact that computer technology has over the individual, the enterprise and on society-at-large. Topics covered include computer viruses, operating systems, program security, database security, legal, privacy and ethical issues.

CYBR 521 - Network Security II

Credits - 3

Pre-requisite – CYBR 501

Introduces advanced concepts of network security with an emphasis on hashing functions and algorithms and their applications to network security. Topics to be covered include message authentication, digital signatures, kerberos, electronic mail security, pretty good privacy, s/mime, IP security (IPSEC), secure socket layer (SSL), transport layer security (TLS), wireless security (WEP,WPA,WPA2), intrusion detection systems (IDS), intrusion prevention systems (IPS) and firewalls.

CYBR 522 - Computer Security II

Credits - 3

Pre-requisite - CYBR 502

Selected advanced topics in computer security are discussed in the context of the pervasive role and impact that computer technology has over the individual, the enterprise and on society-at-large. Core topics to be covered include penetration testing with Kali Linux which will take up the first half of the course. Other selected topics will vary from time to time and will typically include information assurance, data backup and redundancy, digital rights management, botnets, risk analysis and identity theft.

CYBR 600 - Cyber Forensics

Credits - 3

Pre-requisite - CYBR 502

Introduction to computer forensics. Overview of evidence acquisition and archiving. Locard's Exchange Principle and the order of volatility (rfc 3227). Preservation of volatile and non-volatile data. Analysis of data files including graphics files, email, executable and non-executable files. Report writing, expert testimony and ethics. Case studies and forensic software tools. Overview of DOS File System.

TCOM 500 - Applied Mathematics in Telecommunications

Credits - 3

Pre-requisite - None

This course covers elementary discrete mathematics for computer science and engineering. It emphasizes mathematical definitions as well as applicable methods. Topics include formal logic notation; sets, functions, relations; elementary graph theory; Number theory; growth of functions; permutations and combinations, counting principles; discrete probability. Further selected topics may also be covered, such as state machines and invariants.

TCOM 503 - Introduction to TCP/IP

Credits - 3

Pre-requisite – Admission to the program

The Internet is also one of the world's most powerful communication tools. This course will discuss and present the underlying applications, components and protocols of TCP/IP and its necessary link to the Internet. The Introduction to TCP/IP course will help participants learn how to identify TCP/IP layers, components and functions. Navigation tools, TCP/IP services and troubleshooting methodologies are also covered in this course.

TCOM 511 - Internet Technologies

Credits - 3

Pre-requisite - None

The Internet Technologies course begins with an overview of the Internet, its history, organization and structure. Once the general structure is understood, we look at different ways to access the Internet, both as an individual user and as a group of users. Areas such as copyrights issues, bandwidth considerations, portal development, practical research using the internet, FTP and electronic mail, HTML, web servers, graphics, scripts, tables, audio, video and security are covered.

TCOM 512 - Introduction to Networks

Credits - 3

Pre-requisite - None

This course introduces participants to the key concepts of data communications, telecommunications, networking, technologies, components, and protocols used in local area networking (LAN) and wide area networking (WAN) environments. Students will learn

about the popular LAN protocols of Ethernet, Token Ring, and asynchronous transfer mode (ATM), with emphasis on all speeds of Ethernet. This course also introduces the most widely used network operating systems.

TCOM 513 - Information Technology (IT) Project Management

Credits - 3

Pre-requisite – Admission to the program

Information Technology (IT) Projects are major organizational investments. In today's Global Economy the level of success of these projects is paramount to Enterprise Sustainability and continued business. This class will concentrate on providing not only the basic PM skills but will concentrate on the particular techniques designed for technology-based projects, ITPM. It will discuss and explain PMBOK techniques (Project Management Body of Knowledge), the ITPM cycle, tools and processes, scope definition, verification and control. ITPM estimation techniques, risk management, analysis, assessment, monitor and control methods will be covered also. Implementation, closure and evaluation techniques specifics for ITPM projects will also be presented and discussed.

TCOM 514 - Telecommunications Governance I

Credits - 3

Pre-requisite - None

IT governance is an integral part of the business and an integral part of corporate governance. IT governance consist of the leadership, organizational structures and processes that ensure that the organization's IT sustains and extends the organization strategies and objectives. The key goal of technology governance is enterprise sustainability. This series of two courses will cover the framework elements, areas of focus, risk management, strategic alignment, performance measures, IT value delivery and resource management in the design of an effective IT governance plan and strategy. This first course will focus on the basics of IT governance including the legal framework, global standards and considerations, governance archetypes and will study practical cases in various organization types.

TCOM 515 - Telecommunications Governance II

Credits - 3

Pre-requisite – TCOM 514

IT governance is an integral part of the business and an integral part of corporate governance. It governance consist of the leadership, organizational structures an processes that ensure that the organization's IT sustains and extends the organization strategies and objectives. The key goal of technology governance is enterprise sustainability. This series of two courses will cover the framework elements, areas of focus, risk management, strategic alignment, performance measurements, IT value delivery and resource management in the design of an effective IT governance plan and strategy. This second course will focus on the mechanisms for implementing IT governance, linking strategies and performance, leadership principles, business intelligence, real time business intelligence, changing landscape of the telecommunications industry. Multiple cases will be presented, and the students will create a BI based strategy and roadmap.

TCOM 516 - Telecommunications Management & Policy

Credits - 3

Pre-requisite – TCOM 513

This course presents and discuss the most relevant aspects of the telecommunications sector from policy, business and technology perspectives. It presents and studies the driving forces behind the changes in the telecommunications policy and the significant impact of legal and regulatory changes on business operation. It focuses on the globalized enterprise challenges, opportunities and threats. Such key issues as global economy and its impact on information and communications technologies (ICT´s), enterprise strategy and telecommunications, standards, ISO´s and good practices, challenges and risk involved in information and telecommunications management are thoroughly covered. The role of ICT´s in innovation, value creation and global strategic positioning are also presented through actual cases.

TCOM 521 - Networking Fundamentals

Credits - 3

Pre-requisite - As required by advisor

This course introduces participants to the key concepts of data communications, telecommunications, networking, technologies, components, and protocols used in local area networking (LAN) and wide area networking (WAN) environments. Students will learn about the popular LAN protocols of Ethernet, Token Ring, and asynchronous transfer mode (ATM), with emphasis on all speeds of

Ethernet. This course also introduces the most widely used network operating systems. Basic network design and security concepts are discussed.

TCOM 523 - Wireless Networks

Credits - 3

Pre-requisite – TCOM 503

This course covers fundamental concepts related to wireless networks including wireless channel characteristics, wireless data transmission, multiple access protocols, error control, wireless standards, and cellular concepts and resource allocation. It provides a broad understanding of modern wireless networks, in particular local area networks and cellular networks. Students are exposed to design and analysis concepts that are essential in the development of wireless networks.

TCOM 524 - Technological & Scientific Innovation

Credits - 3

Pre-requisite – None

Innovation; practical creativity; effective creative scientific thinking methods and procedures; new ideas development are all key elements of a successful scientist. This course will introduce and cover the scientific methods used in innovation and creative thinking. Will introduce innovation from the standpoint of the modern school of innovation scholars such as, Schumpeter, Eric Rogers, Von Hippel, Altshuller (the engineer that created TRIZ or theory of inventive problem-solving), Alex Osborn, Robert Sternberg and others. Will cover innovation toolkits such as Altshuller's innovation pyramid, Burgelman and Seigel's minimum winning game, Osborn and Parnes' creative problem-solving (CPS), Altshuller's TRIZ, Amabile's internal and external motivation, Guilford's convergent and divergent thinking and Ries' build-measure-learn wheel. Will also cover Christensen's disruptive innovation process, Usher's path of cumulative synthesis, Van de Ven's leadership rhythms, d.school's design thinking modes, Henderson and Clark's four types of innovations, Rogers' adoption and diffusion curve, Abermathy and Utterback's three phases of innovations, Chesbrough's open innovation, March's exploration vs exploitation, Powell and Grodal's networks for innovation and Boyd's OODA loop.

TCOM 556 - Design and Configuration of Voice Networks

Credits - 3

Pre-requisite - None

This course explains the structure and design of telecommunication networks, both large and small. It begins with an overview of the public telephone network and describes the large networks and transmission facilities that switch telephone calls. Presents and explains the many and varied techniques, solutions, principles, and challenges both carriers and end users develop, experience, and overcome in implementing Voice-over IP services. Then it focusses the PBX switching systems that are essential to most businesses.

TCOM 606 - Network Design Project

Credits - 3

Pre-requisite - None

Development, analysis, simulation and implementation of a significant design project related to the area of Computer Networks. Discussion of design constraints and manufacturing cost, compatibility with the environment, aesthetics, safety, possible social, political, or ethical implications. Development of a prototype including discussion of the design cycle and experimental verification or simulations. A detailed written report and final presentation are required.

TCOM 609 - Thesis, Continuation

Credits - 3

Pre-requisite – Permission of project advisor

The purpose of this course is to establish the relationship and working environment between the student and thesis advisor. The student must select a subject matter and obtain advisor's approval. The thesis advisor will provide feedback and guide the student through the process of writing his thesis including guiding the student through the investigation proposal and process and is course studies the principles and methods and techniques of scientific investigation and proper academic redaction. At the end of the course the student will have the written thesis proposal. Of not finishing it he will be to register the course again to culminate properly his proposal. For more details on the matter the student will have to be read to the Graduate Catalog and Academic Norms.

Master in Communications with specialization in Public Relations

The **Master in Communications with specialization in Public Relations** prepares comprehensive public relations, able to build and maintain relationships between organizations and their audiences, with the knowledge about the new digital platforms existing in the field of communications. It offers students the knowledge of new trends in the field of public relations, focused on a globalized and changing world. Curriculum design focuses on theory and practice.

Core Courses			
Course	**Title**	**Credits**	**Pre-requisites**
COMM 510	Contemporary Theories of Communication	3	
COMM 515	Research Methods in Communication	3	COMM 510
COMM 517	Communications and New Media	3	
COMM 511	Development and Management of Media Enterprise	3	
COMM 520	Advanced Writing for the Media	3	
	TOTAL	**15**	
Specialization Courses			
Course	**Title**	**Credits**	**Pre-requisites**
COMM 530	Identity and Corporate Image	3	COMM 510
COMM 535	Crisis Communication	3	COMM 510
COMM 537	Strategic Communication in Public Relations	3	COMM 510, COMM 520
COMM 538	Strategic Management of Public Relations and Digital Convergence	3	COMM 510, COMM 520
COMM 550	Project	3	All courses of the program
	TOTAL	**15**	
Electives (Select one)			
Course	**Title**	**Credits**	**Pre-requisites**
COMM 543	Journalism and Public Affairs	3	COMM 510
COMM 531	Strategies for Public Relations	3	COMM 510, COMM 520
COMM 512	Legal and Ethics Aspects of Communications	3	COMM 510
	TOTAL	**3**	
	TOTAL CREDITS	**33**	

Rev. 2015

- Requires a bachelor's minimum GPA of 3.00 in a scale of 4.00.

COMM 510 – Contemporary Theories of Communication

Credits - 3

Pre-requisite – None

Study of concepts, models and communication epistemology and the history of the theories of communication as foundations of contemporary communication. Application of contemporary paradigms of theories of communication to the communication disciplines. Study of the principal theories of communication in organizations and analysis of applications of the theories studied in multimedia journalism and / or public relations.

COMM 511 – Development and Management of Media Enterprise

Credits - 3

Pre-requisite – None

The course provides students with the theoretical frameworks on management of mass media; organization and behavior of firms (newspapers, magazines, radio, television, film, music); industry analysis and market structure, and business challenges presented by the Internet and media convergence.

COMM 512 – Legal and Ethics Aspects of Communications

Credits - 3

Pre-requisite – COMM 510

The course addresses the relationship between law, ethics and communications in the context of the Information Society. The course presents the theory about information rights, intellectual property and communication rights.

COMM 515 – Research Methods in Communication

Credits - 3

Pre-requisite – COMM 510

Study of scientific knowledge and research and its applications to communication sciences. Analysis and application of different types of communication research. Development of the theoretical framework for communication research. Study of the quantitative and qualitative communication research, and the design and implementation of these techniques. Analysis of the concepts of universe, reliability and representativeness of the samples. Application of different methodologies to conduct communications research. Design of communication research projects, principally in multimedia journalism and public relations.

COMM 517 - Communications and New Media

Credits - 3

Pre-requisite - None

Study of the concepts of globalization, the information society and that of the postindustrial society as the social context of the new media. Study of the INTERNET as a communication's new media and of postmodernism as the cultural logic of the information society, its postindustrial expression, globalization and the new media. Presentation of the history of the society of information and the turn of the XX Century as the catalytic of the new media and its cultural and social logics.

COMM 520 - Advanced Writing for the Media

Credits - 3

Pre-requisite - None

The course studies the particularities of traditional and new media and its impact on writing for the media. The new demands in the digital era are also explored. The course studies the structures for news, press releases, speeches and messages for social networking. It also discusses the changes in the distribution and consumption of these products by the audience.

COMM 530 - Identity and Corporate Image

Credits - 3

Pre-requisite – COMM 510

The course studies the components of identity and corporate image, as well as steps for developing the brand that distinguishes the organization are studied. The socio-historical development of the image, identity and reputation like its evolution in the digital era is analyzed. The interaction of different disciplines that interact and collaborate in the process of building identity and corporate image is also studied.

COMM 531 – Strategies for Public Relations

Credits - 3

Pre-requisite – COMM 510, COMM 520

The course studies the strategies and techniques for public communication. Also analyzes the platforms that exist to disseminate and project messages and efforts of the organizations, their advantages and disadvantages.

COMM 535 – Crisis Communication

Credits - 3

Pre-requisite – COMM 510, COMM 520

The course studies the public relations crisis experienced by organizations. Also, analyze the causes and steps to create a communication plan to run during crisis and how to learn from past crisis. The course also studies strategies to prevent crisis, including the use of digital platforms as part of the plan.

COMM 537 – Strategic Communication in Public Relations

Credits - 3

Pre-requisite – COMM 510, COMM 520

The course studies the components for the development of a strategic communications plan for an organization, using research and selecting targets and precise tactics to various audiences, including the media. Also studies how to identify a spokesperson for the organization as well as the skills necessary to be an effective communicator for the entity.

COMM 538 – Strategic Management of Public Relations and Digital Convergence

Credits - 3

Pre-requisite – COMM 510, COMM 520

Study of the components of public relations and digital convergence. Audits of public relations as a basis for conventional and digital strategic direction. Application of digital techniques and traditional communication in public relations. Design and development of a strategic public relations plan, with emphasis on digital convergence.

COMM 550 – Project

Credits - 3

Pre-requisite – all courses of the program

In the course, students will conduct a research project according to their specialty area (Mutimedia Journalism or Public Relations), integrating the knowledge, abilities and skills acquired at the University during his graduate studies.

COMM 543 – Journalism and Public Affairs

Credits - 3

Pre-requisite – COMM 510

This course studies the media coverage of public policies of the government of Puerto Rico, and the United States government. Also studies the Constitutions of both countries and them political and democratic development. Explore the current challenges for the reporter who covers government sources.

Master in Public Affairs with specialization in Criminal Justice

Graduates of the **Master's in Public Affairs with specialization in Criminal Justice** will be trained to administer, design and evaluate service programs within the components of the Criminal Justice System of Puerto Rico related to prevention, security, protection and investigation of crime and delinquency.

Core Courses			
Course	**Title**	**Credits**	**Pre-requisite**
MSPA 500	Theory, Practice and Change in the Administration of Public Policy	3	
MSPA 505	Computer Education for Public Administrators	3	
MSPA 510	Research and Quantitative Methods in Public Administration	3	
MSPA 520	Administrative Law and Ethics	3	
MSPA 530	Planning and Evaluation: Theories, Methods, and Techniques	3	MSPA 510
MSPA 540	Seminar: Planning, Development and Evaluation of Human Resources	3	MSPA 520
MSPA 550	Fiscal Resources Management	3	MSPA 530
	TOTAL	**21**	
Specialization Courses			
Course	**Title**	**Credits**	**Pre-requisite**
CRJU 500	Foundations, Practice and Changes in the Administration of the Criminal Justice System	3	MSPA 500
CRJU 520	Philosophy of Punishment	3	MSPA 500
CRJU 565	Seminar: Program Design and Evaluation in the Criminal Justice System	3	MSPA 530
CRJU 715	Seminar: Special Situations in the Administration of Correctional Programs	3	
MSPA 710	Research Seminar	3	MSPA 510 + 24 crs
	TOTAL	**15**	
Electives			
Course	**Title**	**Credits**	**Pre-requisite**
CRJU 505	Fundamental Principles of Law	3	
CRJU 510	Law and Society	3	
CRJU 540	The Police and Juridical Changes	3	
CRJU 575	Rehabilitation and Delinquent Treatment Programs	3	
CRJU 600	Seminar: Crime, Victims and Society	3	
CRJU 630	Organization and Administrative Techniques of the Police System	3	
CRJU 635	Mental Health and the Law	3	
CRJU 640	Addiction: Legal and Psycho-Social Aspects	3	
CRJU 645	Comparative Correctional Systems	3	
CRJU 650	Special Law in Criminal Justice Administration	3	
CRJU 730	Criminality, Crime Control and Criminal Justice	3	
MSPA 600	Seminar: Special Topics in Public Affairs	3	
	TOTAL	**3**	
	TOTAL CREDITS	**39**	

CRJU 500 - Foundations, Practice and Changes in the Administration of the Criminal Justice System

Credits - 3

Pre-requisite – MSPA 500

Theoretical, judicial and practical principles inherent in the criminal justice system in Puerto Rico. Students will be involved in problem-solving situations which will permit them to analyze, evaluate and propose alternative solutions to practical administrative problems.

CRJU 505 - Fundamental Principles of Law

Credits - 3
Pre-requisite - None
Constitutional rights with an emphasis on civil rights, penal rights and criminal procedures in Puerto Rico. It will also include the sources of positive right, the Constitution and jurisprudential decisions.

CRJU 510 - Law and Society

Credits - 3
Pre-requisite - None
The course deals with the relationship between law and society. It centers a theoretical and investigative vision of our legal systems and procedural and substantive aspects of the legislative process. A discussion of the influence of social factors in the approval process of the law, vis-a-vis the influence of the law on societal changes will be included.

CRJU 520 - Philosophy of Punishment

Credits - 3
Pre-requisite - MSPA 500
Meaning on punishment throughout history, theories on its origin, its cultural relativity and dominant philosophies. Students will view the different arguments proposed historically to defend or reject punishment, social protection and rehabilitation, among others, and the alternative methods of punishment.

CRJU 540 – The Police and Juridical Changes

Credits - 3
Pre-requisite - None
Study of the dynamics involved in the functioning of the police as it is impacted by changes operating at the legislative level and subsequent judicial interpretations. The course will analyze the effects that these have on criminal investigations and how they affect the rights of delinquent persons.

CRJU 565 - Seminar: Program Design and Evaluation in the Criminal Justices Systems

Credits - 3
Pre-requisite – MSPA 530
Various aspects of administrative programing and evaluation will be examined. The course involves theoretical and research concepts and problems analysis related to programming and program evaluation in the criminal justice system. It also includes design and study of evaluation instruments for police correctional and criminal justice administration programs. Students will engage in analysis and management of strategies for operationalizing objectives, decision-making and problem-solving.

CRJU 575 - Criminal Teatment and Rehabilitation Programs

Credits - 3
Pre-requisite - None
Analysis of the corrective philosophy and existing public policy regarding the rehabilitation of criminals and the relevant legal and constitutional dispositions. It will also analyze the different treatment and rehabilitation programs currently in effects at the various penal institutions in response to public policy. Treatment and rehabilitation models proposed and or currently operating in Puerto Rico, the United States and other countries; their expectations, findings, and scientific groundings. Students will also look at trends and reforms in rehabilitation programs for inmates.

CRJU 600 - Crime Victims and Society

Credits - 3
Pre-requisite - None
Analysis of the responsibility of the state in protecting the life and property of its citizens. It will examine the possibility of the state compensating the victim of a crime for damages resulting from the criminal act. It will also look at the doctrine of restitution, compensation for damages by the offender, as part of a sentence intended to alleviate the impact of the damages and as part of the rehabilitation process of the criminal. Policies and practices regarding this issue in other jurisdictions will be comparatively analyzed.

CRJU 630 – Organization and Administrative Techniques of the Police System

Credits - 3
Pre-requisite - None
Study of the organization and administration of the Puerto Rican police force. Emphasis is given to organizational theory, administrative techniques, procedures, and police administration and supervision programs. It analyzes the alternative objectives, strategies, programs, institutional approaches, roles, perspectives and interagency relations of the police.

CRJU 635 – Mental Health and the Law

Credits - 3
Pre-requisite - None
The course centers on analysis of the relationship between the mental health system and the law. It includes an in-depth look at the application of behavioral sciences techniques to the legal framework. Discussion concerning such as diagnosis, risk, treatment, hospitalization, and mental disability viewed from a psycho-legal perspective, as well as the rights and responsibilities of institutional clients, their employees and the state, will also be included.

CRJU 640 – Addiction: Legal and Psych- Social Problem

Credits - 3
Pre-requisite - None
Study of the medical-legal aspects of drug addiction and alcohol abuse. It includes an analysis of the legal structure, from the framework of state and federal laws in the use and abuse of drugs and alcohol. It also discusses legislation, treatment and prevention programs.

CRJU 645 – Comparative Correctional Systems

Credits - 3
Pre-requisite - None
The course consists of a comparative study of correctional systems in Europe, United States, Canada, Latin America and Japan. The study will be carried out from the perspectives of historical development, administrative organization, correctional development, administrative organization, correctional philosophy, human resources, and treatment and rehabilitation programs for inmates. It will also consider the administrative and judicial mechanism to protect the rights of inmates as well as post- prison assistance. Trends and prison reforms in each country will also be reviewed.

CRJU 650 – Special Law in Criminal Justice Administratiion

Credits - 3
Pre-requisite - None
Analysis of the special laws which regulate our legal conduct, including the basis for their creation, enforcement techniques, and jurisprudence. Students will discuss laws relating to weapons, confiscation, explosives, controlled substances, illegal numbers games electoral law, transit vehicles, and mortgage institutions, among others.

CRJU 715 – - Seminar: Special Situations in the Administration of Correctional Programs

Credits - 3
Pre-requisite - None
The course focuses on an analysis of the correctional scenario including the psychological, administrative, and disciplinary perspectives. Students will explore the subculture of the penitentiary and how it is manifested. This course will focus on themes, situations, controversies, and problems inherent this scenario, scientific findings, programs dynamics and decisions or legislation which impacts the correctional system.

CRJU 730 – Criminality, Crime Control and Criminal Justice

Credits - 3
Pre-requisite - None
Critical analysis of criminality from a sociological perspective. Particular emphasis is placed on the relationship of public policy, and the criminal justice administration: decision-making; programs implementation and evaluation of police participation. Students discuss different strategies and models to reduce crime as well as the new tendencies toward privatization of criminal justice services.

MSPA 500 - Theory Practice Change in the Administration of Public Policy

Credits - 3

Pre-requisite - None

This course deals with modern age theories and ideologies which guide and shape the development, administration and evaluation of public policy. It Focuses on and under-standing of the concepts of individualism, collectivity and community development by behavioral philosophers and scientists. It provides for a planning, as well as its methods and application the course also present a critical analysis of the various models which translate public policy and its application to specific approaches and concrete actions.

MSPA 505 - Computer Education for Public Administrators

Credits - 3

Pre-requisite - None

The course covers basic knowledge in the use of computers (computer literacy three basic areas are developed: (1) the ability to use the technological innovations, (2) the ability to incorporate the technological innovations in to particular area of interest and (3) the ability to implement strategies and policies geared to the improvement of the administration team.

MSPA 510 - Reseach and Quantitative Methods in Public Administration

Credits - 3

Pre-requisite - None

This course deals with the concepts in research methodology and the statistic related to the process which are applicable to the Public Affairs program. A multidisciplinary approach appropriate for the Public Affairs professions will be presented. The course will also develop in students the capacity for objective decision making with a minimum of prejudice and subjectivity. The course emphasizes practical elements of methodology and applied statistics will be emphasized.

MSPA 520 - Administrative Law and Ethics

Credits - 3

Pre-requisite - None

Students become familiar with the set of legal norms and regulations concerning the various organizations, institutions, and public agencies, as well as with the justice system, the ordinances of services legally pertaining to these agencies, and the relations between these agencies and the individuals receiving those services. It includes the study of the dispositions which govern administrative processes, as well as ethical models in public administration.

MSPA 530 - Planning and Evaluation in Public Administration: Theories Methods and Techniques

Credits - 3

Pre-requisite - MSPA 510

The purpose of this course is to prepare students to deal with problems management, solutions and evaluate outcomes once one of the alternative studied was implanted. It is assumed that the student taking the course has not theoretical basic on the subject to be studied so that a panoramic view of the theories of the alternatives. The main approach of the course is strategic planning, which in recent decades has become the practice in all organizations, both public, private and nonprofit. The student will learn to think strategically to address the challenges of public organizations, the nonprofit and the communities.

MSPA 540 - Seminar: Planning, Development and Evaluation of Human Resources

Credits - 3

Pre-requisite - MSPA 520

The course will cover (1) concepts and theories on communication, leadership, human motivation, perception, emotions, personality of organization and Administration in Puerto Rico Analysis of the components with comprise: the Administration of Human Resources such as: recruitment and selection of personnel, job classification and evaluation, personnel training, retirement, motivation and human relations in Public Administration as well as pattern of individuals and group associations in the organizational scene.

MSPA 550 - Fiscal Resources Management

Credits - 3

Pre-requisite - MSPA 520

Study of the fiscal administration and formulation in the public sector and in nonprofit organizations. Analysis and evaluation of concepts, theories, models, scopes and strategies in the budgetary process.

MSPA 600 – Seminar: Special Topics in Public Affairs

Credits - 3

Pre-requisite - MSPA 510 + 24 crs.

Analysis and discussion of current issues and trends related to public affairs. Emphasis is placed in critical reading and analysis of case studies.

MSPA 710 - Research Seminar for Public Affairs

Credits - 3

Pre-requisite - MSPA 510 + 24 crs.

The seminar offers students the opportunity to carry out an investigation integrating the knowledge obtained through the analysis of administrative systems and their contingent functions and how they affect public and private institutions. Students will analyze planning, organizational, and design activities and the decision-making process in the organization.

Master of Science in Nursing with specialization in Executive Nursing

In the **Master of Science in Nursing with specialty of Executive Nursing**, the graduate may exercise leadership in his role as administrator, in diverse health scenarios, in a precise, effective and ethically responsible manner. He will be an administrator capable of assimilating the transformations in the health industry to convert current and future challenges into opportunities by making appropriate decisions, both for the administration and the patient. It will promote the union of thought and action of the members of the nursing or multidisciplinary team that it leads, around the projects and processes necessary to respond to the vision and business opportunities.

Core Courses			
Course	**Title**	**Credits**	**Pre-requisites**
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
HESM 520	Fundamentals of Accounting and Finance in Health Services	3	
HESM 560	Applied Biostatistics	3	
HESM 570	Fundamentals of Epidemiology	3	
MGMT 530	Human Resources Management and Handling Diversity	3	
HEMG 610	Ethical and Legal Aspects in Health Care Services Management	3	
	TOTAL	**21**	
Specialization Courses			
Course	**Title**	**Credits**	**Pre-requisites**
NURS 600	Health Policy, Finance and Regulatory Environments	3	
STMG 601	Strategic Management	3	
MANA 625	Total Quality Management	3	
NURS 601	Quality Assurance and Risk Management in Healthcare Organizations	3	
NURS 602	Management and Leadership in Nursing Seminar	3	
	TOTAL	**15**	
Electives (Choose one)			
Course	**Title**	**Credits**	**Pre-requisites**
STMG 608	Strategies for Change, Professional and Entrepreneurial Development	3	
HEMG 600	Fundamentals in the Evaluation of Health Services	3	
PRMG 600	Operation Management	3	
	TOTAL	**3**	
	TOTAL CREDITS	**39**	

ADMI 500- Managing Organizations

Credits - 3

Pre-requisite - None

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

HESM 520- Fundamentals of Accounting and Finance in Health Services

Credits - 3

Pre-requisite - None

This course explores the essential practices of accounting and finance applied to the health sector. The student will apply the concepts learned from the environment of healthcare settings, including costs, forecast, future costs, direct and indirect costs, "ratios", patient's day's costs, case mix, productivity, inventory analysis, balance sheet, EBITDA, among others. It will focus on the development and interpretation of daily and monthly financial reports as a measure of risk prevention and institutional stability.

HESM 560- Applied Biostatistics

Credits - 3

Pre-requisite - None

Study of the principles and basic concepts of applied statistics and inferential analysis principles in health services. Emphasis is placed on the assessment and analysis of descriptive statistics, hypothesis testing and estimation. It covers the basics of inferential statistics applied to hypothesis testing, mean proportions and variances in the process of health management and evaluation. Identify and recognize the importance of regression and correlation analysis.

HESM 570- Fundamentals of Epidemiology

Credits - 3

Pre-requisite - None

It emphasizes the importance of the manager and evaluator of health services and its importance as a leader in creating solutions that meet the needs of communities. Application of the epidemiological method in the management of health services. It will take into account the principles of epidemiology as a control and eradication of diseases to solve the health problems of the population. The course describes the natural history of the disease and the inclusion of statistics strategies for health promotion and disease prevention. It also discusses the advantages and limitations of various epidemiological designs.

HESM 600- Fundamentals in the Evaluation of Health Services

Credits - 3

Pre-requisite - None

Discussion of the development of the discipline, the scope, effectiveness and efficiency of the evaluation of health services. After completing the course, the student will demonstrate the added value of discipline, the importance of the specialty and the models of greater relevance in health services. We will study the components of planning, institutional goals, budget development, strategic thinking and continuous qualitative and quantitative monitoring mechanism in the healthcare scenario.

HESM 610- Ethical and Legal Aspects in Health Care Services Management

Credits - 3

Pre-requisite - None

The course will train students in the knowledge related to the legal and ethical issues in research and evaluation in the health sector in Puerto Rico and the United States. Will prepare the student to exercise control in matters relating to patient rights, risk management, ethics and compliance. Meet specific regulations, Patients' Rights HIPAA Law, Federal Law 45 CFR 46 Parts A, B, C and D and biosafety principles. As an educational resource, case studies will be included.

ITMA 501 - Technology and Information Management

Credits - 3

Pre-requisite - None

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

MANA 625 – Principles of Total Quality

Credits - 3

Pre-requisite - None

Analysis and discussion of the elements of total quality management, change and its effects on organizational behavior. Also, the course examines the effects of changes in management of organizations in general, the responsibilities of the manager, and the behavior of the employees in the organization.

MGMT 530 – Human Resources Management and Handling Diversity

Credits - 3

Pre-requisite - None

Study of models and strategies of management and human resource development from the perspective of diversity in the workplace. Analysis and evaluation of basic fundamentals in strategic planning of human resources to promote and ensure the inclusion of a diverse workforce in all aspects of organizational life. Implementation of theories and strategies of human resources linked to recruitment, selection, training and development, compensation, benefits and incentives, retention and succession of a diverse workforce, aligned to the objectives and business results, changes in the labor market, globalization and competitive advantage.

NURS 600 – Health Policy, Finance and Regulatory Environments

Credits - 3

Pre-requisite - None

The purpose of this course is to examine the fundamentals of health policy, the financial structure of the health systems, and regulatory environments that have an impact on nursing practice and care to the individual, family, and community as patients, while emphasizing on those issues affecting the health policy and the focus on the influence of the nursing profession in policy matters and regulations.

NURS 601 – Quality Assurance and Risk Management in HealthcareOrganizations

Credits - 3

Pre-requisite - None

In this course students examine healthcare quality assurance and risk management and the methods that are utilized to achieve improvements in healthcare organizations. Topics include the link between patient safety and legal and regulatory compliance; the role of accreditation organization requirements in patient safety; evidence-based outcomes and standards of care; the development and archiving of reports, data, and device evidence in medical error situations; and managing patient safety compliance through credentialing of healthcare professionals.

NURS 602 – Management and Leadership in Nursing Seminar

Credits - 3

Pre-requisite - None

In this course, the student will analyze the fundamentals of leadership and management in health services. Emphasis is placed on the application of advanced communication skills in collaboration with the multidisciplinary team. The different types of leadership, the characteristics of a leader, and organizational changes for a better teamwork will be discussed. They will also evaluate the leadership theories and models to foster safe environments and effective work. Through the seminar, they will apply the problem-solving step methods to address complex issues within health organizations.

PRMG 600 – Operation Management

Credits - 3

Pre-requisite - None

This course will introduce concepts and techniques for coordination and planning to manage and control manufacturing and service operations. In general, the course provides definitions of operations management terms, tools and techniques for analyzing operations, and strategic context for making operational decisions. The content is organized in five modules: Operations Analysis, Coordination and Planning, Quality Management, Project Management and Supply Chain Management.

STMG 601 - Strategic Management

Credits - 3

Pre-requisite - None

In Analysis and application of concepts such as ethics and social responsibility. Evaluation and application of elements related to identifying opportunities and analysis of business strengths and weaknesses. Emphasis in the application of the vision, mission, goals and objectives for the development of strategies in the planning process. Development of a strategic plan that includes identification and evaluation of alternatives for its control. This course is targeted to the development and application of analytical skills related to strategic planning.

STMG 608 - Strategies for change, professional and entrepreneurial development

Credits - 3

Pre-requisite - None

Strategic analysis of topics in the areas of power relations and resistance to change, motivation, and human behavior. Tolerance and respect for diversity and group dynamics. Evaluation and design of strategies for the development of a world-class organizational culture. Emphasis in environmental and structural forces within the organization. Appraises the different variables related to the organizational capacity for managing change and the development of plans and strategies.

Master of Science with a specialization in Nutrition Sciences

The program of **Master of Science with a specialty in Nutrition Sciences** is designed for students who are interested in advanced academic training in food and nutrition in order to enhance their health-related profession. Program graduates will be able to assume a variety of careers in health care, community, entrepreneurship, as well as education.

Core Courses			
Course	**Title**	**Credits**	**Pre-requisite**
MSNT 500	Sports and Exercise Nutrition	3	
MSNT 510	Lifecycle Nutrition	3	
MSNT 520	Health Communication	3	
MSNT 530	Nutrition for Health	3	
ENTR 602	Business Plan Development	3	
	TOTAL	**15**	
Specialty Courses			
Course	**Title**	**Credits**	**Pre-requisite**
ENTR 603	Design and Organizational Structure for Business	3	
MSNT 550	Epidemiology of Public Health for Health Professionals	3	
MSNT 560	Nutrition and Disease Prevention	3	
MSNT 570	Nutrition in Alternative and Complementary Medicine	3	
MSNT 592	Research Methodology	3	
MSNT 540	Nutritional Problems: A Global Perspective	3	
	TOTAL	**18**	
Elective (Choose one)			
Course	**Title**	**Credits**	**Pre-requisite**
PSYC 510	Motivation and Learning	3	
MHSA 674	Human Development	3	
	TOTAL CREDITS	**36**	

Minimum graduation GPA of 3.0

ENTR 602 - The Business Plan

Credits - 3

Pre-requisite - None

Planning in emerging ventures has many purposes and uses. Firstly, planning serves as a mechanism to guide the entrepreneurial intentions and behavior, while monitoring the expected versus actual results. Secondly, access to finance requires the preparation of formal written plans that allow investors to see a glimpse of the yet inexistent venture. Throughout this module, planning in nascent firms will be discussed from the perspective of nascent entrepreneurs and potential investors. At completion of this module, the students are expected to have prepared a formal business plan ready for soliciting finance or venture capital. Therefore, the course dynamic will take an action learning approach in which the students will be writing their business plan as they are being introduced to different concepts. The development of the formal business plan will be aided using business planning software.

ENTR 603 - ORGANIZATIONAL STRUCTURE AND DESIGN FOR PYMES

Credits - 3

Pre-requisite - None

This course is to help students obtain in-depth understandings of organizations through good comprehension of central theoretical perspectives and paradigms. This course will focus on determinants of an organization's success, focusing particularly on structure and design issues, as well as external environmental factors that impact organizational structure and functioning. A systems theory approach will be taken, making links to the strategic management, power and control literatures, as well as different forms of organizing (rational to natural organizing). Finally, the effect of macro-level factors on individual decisions and behaviors, and thus organizational effectiveness, will examined from a multiple levels-of-analysis perspective.

MSNT 500 - Sports and Exercise Nutrition

Credits - 3
Pre-requisite - None
The course integrates nutrition principles, standards and guidelines, focusing on understanding how dietary needs have implications in sports and exercises. The content gives students comprehensive knowledge of nutrition and how it supports training, recovery and performance in sports and exercises, taking into account diet plans, supplements, eating disorders and exercise patterns, among others.

MSNT 510 - Life Cycle Nutrition

Credits - 3
Pre-requisite - None
The course will enable students to explore the role of nutrition from preconception until the older adult stage. Each life cycle is discussed taking into account physiological changes, as well as lifestyle factors and nutritional requirements. The content includes the study of special nutritional needs, aspects about physiology, and health concerns. Physical growth, eating problems and other nutrition-related conditions are examined for each stage of life. Recommendations for improving the nutritional well – being of individuals throughout the life cycle will be discussed.

MSNT 520 - Health Communication

Credits - 3
Pre-requisite - None
Comprehensive overview of health communication that addresses different forms of delivering high quality health promotion messages at the individual, family, professional, organizational and societal level. Discussion includes various communication methods, mass media, the art of public speaking and social marketing, in order to persuade, influence, empower and support. Health communications includes how messages from interpersonal, organizational, cultural and media sources affect health behaviors, attitudes, actions of individuals and beliefs, in a variety of settings.

MSNT 530 - Nutrition for Health

Credits - 3
Pre-requisite - None
This course emphasizes the role of nutrition and lifestyle choices in promoting optimal health. Discussion of how dietary intake influences health and wellbeing. The content integrates aspects of food choices and health, and nutrition principles in the life cycle.

MSNT 540 - Nutritional Problems: A Global Perspective

Credits - 3
Pre-requisite – None
The course will focus on nutrition issues and problems related to global health inequality. Students will explore the nature and extent of global inequalities, according to health and nutrition, as well as the implications of the health crisis that afflicts countries, with special attention to problems such as food habits, malnutrition and food security. The content includes the discussion about how to improve health and well-being to reduce observed disparities.

MSNT 550 - Epidemiology of Public Health for Health Professionals

Credits - 3
Pre-requisite - None
This course presents the basic tenets of epidemiology of public health for health professionals. Emphasis will be on definition, identification and prevention of nutrition related disease, as well as improving health of a population by improving nutrition. Malnutrition will be discussed on an environmental, economic and societal level to equip students with the necessary knowledge to explain, communicate and apply the basic principles of epidemiology in their professions and how their disciplines contributes to public health goals.

MSNT 560 - Nutrition and Disease Prevention

Credits - 3
Pre-requisite – None
Discussion of the etiology of major nutrition problems in different populations, the role of the diet in disease prevention and treatment, and the promotion of health through nutrition. The course focuses on improving food choices, dietary intake, and

nutritional status. Students will examine nutrition issues facing at-risk populations, including pregnant and lactating women, infants, children, adolescents, adults and the elderly.

MSNT 570 - Nutrition in Alternative and Complementary Medicine

Credits - 3

Pre-requisite - None

This course discusses the vole of nutrition in alternative and complementary medicine. Evidence based recommendations will be presented for the use of alternative and complementary medicine the wide range of approaches to health and well – being will be emphasized. The most commonly used therapies will be discussed as an adjunct to conventional medical care.

MSNT 592 – Research Methodology

Credits - 3

Pre-requisite - None

This course presents the principal methods of human nutrition research with focus on the role of the nutritionist as part of a research team. Qualitative and quantitative research, research ethics, quality control, selection of dietary assessment methodology and sources of founding are discussed. A research study is conducted as part of this course and results are shared with other students and faculty members. The students will have the opportunity to analyze research articles from well-recognized journal of nutrition topics.

MHSA 674 – Human Development

Credits - 3

Pre-requisite - None

The course deals with theories of human development. It includes an analysis of the relationship among physical, intellectual, and social influences on all stages of human development.

PSYC 510 – Motivation and Learning

Credits - 3

Pre-requisite - None

This course focuses on different theories concerning motivation and learning processes. Their scope, importance and relation to human behavior will be discussed.

Doctor of Business Administration with specialization in Management

The doctoral program in Management is designed to provide a theoretical basis applied to enhance managerial decision making. The program encourages theoretical and applied research on the fundamental aspects of business management. It is designed to prepare students for careers in performance management, teaching and research and consulting. It encourages research and publication of articles focused on solving organizational problems. The student has the opportunity to be exposed to a variety of international management models allowing them an overview of management.

Core Course			
Code	**Course name**	**Credits**	**Prerequisites**
ECON 760	Economic Analysis	3	STAT 555 or equivalent
MANA 750	Advanced Statistical Methods	3	STAT 555 or equivalent
MANA 754	Business Research Methods	3	
MANA 762	Management Science	3	
INBU 764	International Business Management	3	
MAIS 835	IT Policy & Strategy	3	
		18	
Specialization Required*			
Code	**Course name**	**Credits**	**Prerequisites**
MANA 800	Business Data Analysis	3	STAT 555 or equivalent
MANA 802	Corporate Finance	3	
MANA 804	Strategic Management	3	
MANA 806	Organizational Design	3	
ENTR 842	Entrepreneurship Management	3	
		15	
Specialization Elective Courses (Choose three courses)			
MANA 808	Business Consulting	3	
MANA 810	Negotiations Strategies	3	
MANA 820	Management of Innovations and Technology	3	
MANA 822	Project Management in Business	3	
MANA 824	Risk Management	3	
MANA 830	Advanced Human Resources Management	3	
MANA 832	Training & Human Resources Management	3	
MANA 834	Seminar in Leadership	3	
MANA 840	Management in the Service Industry	3	
MANA 844	Managing Professional Service Organization	3	
MANA 850	Strategic Planning in Public Organizations	3	
MANA 852	Project Planning and Programming	3	
MANA 854	Management and Budgeting in Government	3	
MANA 857	Special Topics in Entrepreneurship & Management	3	
		9	
Research Courses			

RESM 862	Seminar in Management I *	3	Advisor approval
RESM 864	Seminar in Management II *	3	Advisor approval
RESM 866	Dissertation I	6	TEST 800-A Comprehensive Test
RESM 867	Continuation Dissertation I **	3	RESM 866
RESM 868	Dissertation II	6	RESM 866
RESM 869	Continuation Dissertation II **	3	RESM 868
		18	
	TOTAL CREDITS	**60**	

*Enrollment in the elective courses and research seminars require advisor approval. Revised 2015

** Optional course 3 Contact Hour

ECON 760 – Economic Analysis

Credits - 3

Pre-requisite - STAT 555or equivalent

In the first part basic concepts of international macroeconomics will be discussed. Specifically, topics such as national accounts, balance of payments, exchange rate, capital mobility, monetary policy, and fiscal policy will be explained. The second part of the course discuss will discuss the decision-making under Asymmetric Information and Uncertainty and discuss basic notions of Game Theory. The third part will discuss the Optimization Theory using the Linear Programming. The fourth part of the course will discuss The Gravity, Comparative Advantage, and Economies of Scale Models.

INBU 764 - International Business Management

Credits - 3

Pre-requisite - None

This course provides an overview of the particular aspects of doing business in a global context. It includes a discussion of the importance of the global business, the selection of countries as markets, and the development of a coordinated international business strategy in the marketing, human resources, accounting, and financial functions of a business entity.

MAIS 835 - Information Technology Policy and Strategy

Credits - 3

Pre-requisite - None

This course provides students the opportunity to develop an understanding of the strategic use of information technology from a business perspective at the enterprise level. It emphasizes the development and implementation of policies and plans to achieve organizational goals. Includes defining the systems that support the operational, administrative, and strategic needs of the organization, its business units, and individual employees. Study of the approaches to managing the information systems function and the dual challenges of effectively controlling the use of well-established information technologies, while experimenting with selected emerging technologies.

MANA 750 - Advanced Statistical Methods

Credits - 3

Pre-requisite – STAT 555 or equivalent

The course consists in four divisions: descriptive statistics, probability, statistical inference, and multivariate analysis. Include the study of probability distributions and hypothesis testing; regression analysis, lineal correlation, ANOVA, simultaneous equation models, quantile regression, binary regression models, time series analysis, and panel data analysis.

MANA 754 - Business Research Methods

Credits - 3

Pre-requisite – None

In this age of knowledge and information, much information comes from research results from different parts of the world. The student must develop the skills to evaluate and understand the results of academic research and in the same way must develop their own research and publications. At this doctoral level, it is a requirement for students to frequently evaluate research and for

this reason it is imperative to develop research skills to be successful in their respective disciplines. This course is based on discussion of topics on research methodology. It is critical for doctoral students to read the required readings before classes and have time to think about the implications of these readings, both individually and in aggregate. These readings will give important insights into the research methodology. Each student will have to complete a final manuscript of a new investigation. This manuscript should establish the background of the research, the problem, the objectives, literature review, methodology, analysis of the results, discussion of the results and conclusion. Students will present their research in the final sessions of the course

MANA 762 - Management Science

Credits - 3

Pre-requisite – None

The purpose of this course is to provide students an inventory of theories to address key issues in Management and Organizational Research. The objectives of the course are: (1) to understand the role of theories in the development of scientific research; (2) identify and describe theories to analyze contemporary management and organizational issues; (3) compare and contrast the underlying assumptions of management and organizational theories; and (4) apply deductive and inductive models in management and organizational research.

MANA 800 - Business Analysis Data

Credits - 3

Pre-requisite – STAT 555 or equivalent

The course includes the tools of managerial data analysis to transform raw business data regarding management process and markets into organized information to identify meaningful patterns and relationship useful to interpret and perform analysis. This process provides useful knowledge for improved decision making. The course stresses the theoretical development and the practical application of each technique. The student may integrate the use of statistical analysis capabilities of pc-based computer software, summarize raw data and interpret patterns in those data, make and interpret statistical inferences, execute and interpret rudimentary regression analysis and recognize limitations of statistical analyses and identify pitfalls in their interpretations.

MANA 802 - Corporate Finance

Credits - 3

Pre-requisite – None

Comprehensive study of theoretical and empirical research on financial decisions; valuation of debt and assets; risk analysis and management. Investment decisions; capital and cost of capital budget decisions; decisions of corporate finance and financial markets; policy dividends and capital structure decisions; interactions of investment and financial decisions. derived values, options, guarantees and convertible; consolidations, corporate governance, restructuring; international financial management.

MANA 804 - Strategic Management

Credits - 3

Pre-requisite – None

Introduction to the theoretical perspectives and the analytical tools on complex case studies. Includes empirical findings in the strategic management process. The course will explore diagnosing the firm's current situation and the development of solutions to strategic and organizational problems. It will study how the organization builds sustainable competitive advantage in their respective industries.

MANA 806 - Organizational Design

Credits - 3

Pre-requisite – None

This course is designed to train theorist/researchers, practitioners in the design, redesign and implementation of effective organizations. It will focus on the analysis, planning, implementation, and evaluation of both the social and technical systems of organizations with emphasis on the structural changes necessary to improve and maintain productivity and the quality of work life. The course will bring emphasis on the integration of diverse theoretical perspectives.

MANA 808 - Business Consulting

Credits - 3

Pre-requisite – None

This course provides and in-depth understanding of strategy consulting. Course explores dimensions of defining and understands the strategy consulting assignment, client relationship management, work methodology, value creation, and presentation and

follows up. It examines individual, interpersonal, and organizational theories of development and of intervention effectiveness. It will develop an understanding of how internal and external consultants add value to the organization.

MANA 810 - Negotiations Strategies

Credits - 3

Pre-requisite – None

This course includes the uses of the theory and research on effective negotiation strategies to build student understanding of, and skills for, managing differences and negotiation situations. The emphasis is on developing practical skills for effective negotiations that can be applied to concrete situations. Students should be prepared to learn from their own experiences and practice in this course.

MANA 820 - Management of Innovation and Technology

Credits - 3

Pre-requisite – None

This course recognizes the importance of technology in the organizations. It considers the issues associated with introducing new technology into organizations, also covers the management of various types of technology and its role in the organizations in the 21st century.

MANA 822 - Project Management in Business

Credits - 3

Pre-requisite – None

This course provides the theoretical knowledge and presents the best industry practices and techniques, for project management. The students can help business organizations to meet their goals and expectations by the use of strategies to manage the process of planning, development and control of projects.

MANA 824 – Risk Management

Credits - 3

Pre-requisite – None

This course includes a comprehensive study of methods available for controlling risk and limiting financial exposure. Topics include insurance, underwriting, self-insurance, loss control, insurance fraud, workers compensation, government regulations and an examination of current issues in the insurance industry.

MANA 830 - Advanced Human Resource Management

Credits - 3

Pre-requisite – None

Advanced studies in Human Resources Management. Topics include employee selection, performance appraisal, compensation, training and development, human resources policy and strategy, and other areas of human resource management.

MANA 832 - Training & Human Resources Development

Credits - 3

Pre-requisite – None

This course explores the roles of training and organizational development in the growth, development, and success of organizations. Organizational development is examined in terms of its history, underlying assumptions, characteristics, components, and different types of interventions. Topics include effective training, need assessment, program development, instructional design, delivery, evaluation, and the determination of the return of investment (ROI).

MANA 834 - Seminar in Leadership

Credits - 3

Pre-requisite – None

This course will examine organizational leadership and its relationship to organizational development and change. This includes leadership and ethical behavior, inter and intra organizational leadership strategies, management theory and practice and organizational culture.

MANA 840 - Service Management

Credits - 3

Pre-requisite – None

This course provides an overview of management principles applied in the service industry. It includes the application of management theories, effective characteristics, problems, communications, leadership, and particular management problems in service industries.

MANA 844 - Managing Professional Services Organization

Credits - 3

Pre-requisite – None

This course addresses the critical needs of the professional services organizations. The course is valuable for those planning on entering the professional service in a management role, including such activities as consulting, financial advice, accounting, the law and other aspects of service industries.

MANA 850 - Strategic Planning in Public Organizations

Credits - 3

Pre-requisite – None

In this course the students will explore the theory and practice of the Strategic Planning Paradigm. As a tool for public administration, the students can learn how to apply the strategic planning like mission and vision statements, environmental scanning, identification of strengths and weakness, strategic policies and others.

MANA 852 – Project Planning and Programming

Credits - 3

Pre-requisite – None

Most of the public work is developed by projects and using specific budgets. In this course the students will learn how to develop project planning and how to use different tools for the programming of the projects like Precedence Diagram Method (PDM), Arrow Diagramming Method (ADM), Conditional Diagramming Method (ej. GERT), Expert Judgement and others.

MANA 854 – Management and Budgeting in Government

Credits - 3

Pre-requisite – None

This course addresses the theory of public management and budgeting spending and explores past and present applications in the federal government and Puerto Rico. The course also integrates experiences of management and budgeting in other countries in a way that the students can compare different scenarios.

MANA 857 – Special Topics in Entrepreneurship and Management

Credits - 3

Pre-requisite – None

This course is designed to promote the discussion of changing and emerging topics in the field that could not otherwise be effectively captured in the curriculum. Two alternatives are available: (1) lectures from visiting professors and (2) participation in international conferences or seminars. Visiting professors must prepare the course guidelines under the name Special Topics in Entrepreneurship and Management and a subtitle that refers to the topic. All proposed topics or participation in conferences must be approved by the DBA coordinator prior enrollment.

RESM 862 – Research Seminar I

Credits - 3

Pre-requisite – Advisor approval

The primary objective of this doctoral seminar is to survey the major theoretical perspectives and issues studied in organization and management research. Organization theory is currently one of the liveliest areas in all of social sciences in part because of the importance of understanding organizations. The course is designed to present and discuss the key domains in organization and management research. Also, students will learn how to write research proposals (grant writing) related to the discipline.

RESM 864 – Seminar in Management II

Credits - 3

Pre-requisite – Advisor Approval

This course presents the fundamental techniques in business research integrating the most effective research design in a changing environment. The course includes the topics of design, configuration, measurement scaling and sampling. It addresses quantitative research using survey instruments, focuses strictly on qualitative research data collection procedures. It deals with the issues of planning for data analysis, model building and the data analysis process considering current developments in the field of modeling. It also deals with the issue of research reporting and evaluation, with contemporary ethical considerations in business research.

RESM 866 - Dissertation I

Credits - 3

Pre-requisite – TEST 800-A Comprehensive Test

This is the first of two required courses of dissertation writing and was designed to help the student to produce a research proposal. This research proposal must have at least three (3) chapters as follows: Problem statement, Literature review and Methodology. This proposal should be the input for the second dissertation course.

RESM 867**- Continuation of Dissertation I **

Credits - 3

Pre-requisite – RESM 866

This is the continuation of the first of two required courses of dissertation writing and was designed to help the student to produce a research proposal. This research proposal must have at least three (3) chapters as follows: Problem statement, Literature review and Methodology. This proposal after approval by the Dissertation Proposal Committee, will be the input for the second dissertation course. The student has up to a maximum of three (3) attempts, any exceptions must be discussed with the Dean.

RESM 868 – Dissertation II

Credits - 3

Pre-requisite – RESM 866

The purpose This is the second of the two required courses of dissertation writing and was designed to help the student to produce the dissertation. This document must be the result of the research developed by the student and must comply with the requirements established in the Dissertation Manual of the School of Business. This course should finish with the oral defense of the dissertation made by the student.

RESM 869** – Continuation of Dissertation II **

Credits - 3

Pre-requisite – RESM 868

This course was designed to allow the student to continue the process of producing the dissertation. This document must be the result of the research developed by the students and must comply with the requirements established in the Dissertation Manual of the School of Business Administration. The course ends with the oral defense of the dissertation.

Doctor of Business Administration with specialization in Management of Information Systems

The doctoral program in Management Information Systems is designed to provide a theoretical basis used to improve the knowledge of management information systems. This specialization allows students to concentrate on the meaning of information systems in various management scenarios. The program encourages theoretical and applied research, which results in the improvement of services in computers and information systems company. The program is designed to prepare students for careers in performance management, teaching and research, involving the design, analysis, implementation and operation of computerized information systems associated with economic and organizational issues.

Core Course			
Code	**Course name**	**Credits**	**Prerequisites**
ECON 760	Economic Analysis	3	STAT 555 or equivalent
MANA 750	Advanced Statistical Methods	3	STAT 555 or equivalent
MANA 754	Business Research Methods	3	
MANA 762	Management Science	3	
INBU 764	International Business Management	3	
MAIS 835	IT Policy & Strategy	3	
		18	
Specialization Required*			
Code	**Course name**	**Credits**	**Prerequisites**
MAIS 810	Information Systems Modeling	3	
MAIS 815	Telecommunications Management	3	
MAIS 820	Decision Support Systems	3	
MAIS 825	Information Security Management	3	
MAIS 830	Web-Based Information Architectures	3	MAIS 825
		15	
Specialization Elective Courses (Choose three courses)			
MAIS 827	Data Warehousing Management	3	
MAIS 832	Knowledge Management	3	
MAIS 842	Web Services	3	MAIS 830
MAIS 847	Special Topics in Information Security	3	
MAIS 852	Multimedia Systems	3	MAIS 830
MAIS 857	Special Topics in Computer Information Sys.	3	
MAIS 858	Data Mining	3	
MAIS 859	Service Oriented Architecture	3	
		9	
Research Courses			
RESM 850 *	Seminar in Information Systems I *	3	Advisor approval
RESM 860 *	Seminar in Information Systems II *	3	Advisor approval
RESM 866	Dissertation I	6	TEST 800-A Comprehensive Test
RESM 867**	Continuation Dissertation I **	3	RESM 866
RESM 868	Dissertation II	6	RESM 866
RESM 869**	Continuation Dissertation II **	3	RESM 868
		18	
	TOTAL CREDITS	**60**	

*Enrollment in the elective courses and research seminars require advisor approval.Revised 2015

** Optional course 3 Contact Hour

ECON 760 – Economic Analysis

Credits - 3

Pre-requisite - STAT 555or equivalent

In the first part basic concepts of international macroeconomics will be discussed. Specifically, topics such as national accounts, balance of payments, exchange rate, capital mobility, monetary policy, and fiscal policy will be explained. The second part of the course discuss will discuss the decision-making under Asymmetric Information and Uncertainty and discuss basic notions of Game Theory. The third part will discuss the Optimization Theory using the Linear Programming. The fourth part of the course will discuss The Gravity, Comparative Advantage, and Economies of Scale Models.

INBU 764 - International Business Management

Credits - 3

Pre-requisite - None

This course provides an overview of the particular aspects of doing business in a global context. It includes a discussion of the importance of the global business, the selection of countries as markets, and the development of a coordinated international business strategy in the marketing, human resources, accounting, and financial functions of a business entity.

MAIS 810 - Information Systems Modeling

Credits - 3

Pre-requisite - None

The course provides an understanding of the complexity of establishing information requirements in enterprise wide applications, and the process of translating these requirements into global design architecture. Students have the opportunity to compare different methodologies for requirements analysis. Database architecture modeling in the design process is emphasized. The students explore several approaches for completing design specifications that satisfy existing information requirements.

MAIS 815 - Telecommunications Management

Credits - 3

Pre-requisite - None

The course will help students to understand the fundamentals necessary for the effective management of organizations that develop, operate, and/or use telecommunications. Topics will include the underlying technical aspects of voice and data networks, the protocols and services, industry and regulatory structures and practices, and practical questions that arise from these issues. The management perspective is emphasized.

MAIS 820 - Decision Support Systems

Credits - 3

Pre-requisite - None

This course will explore and discuss the development, implementation, and application of Decision Support Systems (DSS), how these systems can be applied to current business problems, as well as organizational issues associated with the implementation and usage of these systems. The course will consist of four main components: decision making, data management for DSS, Modeling techniques for DSS, and Collaborative Computing.

MAIS 825 - Information Security Management

Credits - 3

Pre-requisite - None

The course will help students to understand the fundamentals necessary for the effective management of organizations that develop, operate, and/or use telecommunications. Topics will include the underlying technical aspects of voice and data networks, the protocols and services, industry and regulatory structures and practices, and practical questions that arise from these issues. The management perspective is emphasized.

MAIS 832 - Knowledge Management

Credits - 3

Pre-requisite - None
This course is designed to gain knowledge and critical thinking to achieve success in modern business administration, help students become familiar with current theories, practices, tools and techniques in knowledge management (KM), and guide students. Students to pursue a career in the information systems sector within nonprofit organizations, as well as develop the analytical skills of the participants in Knowledge Management and Knowledge Management Systems. The revised technologies will include intranets, groupware, weblogs, instant messaging, content management systems and email in individual and organizational contexts. Students will use these technologies, review case studies, investigate knowledge organization methods and analyze and design Knowledge Management processes and systems.

MAIS 827 - Data Warehousing Management

Credits - 3
Pre-requisite - None
This course will introduce the student to the major activities involved in a data warehousing project. We'll begin by learning what data warehousing is and how it differs from other database systems. We'll move into creating a database model that is specifically optimized for data warehousing. From there, we'll look at what is involved in moving data from a source database to a warehouse. We'll then learn about the different tools an end user can use to access the data in a warehouse and have hands-on experience with a tool. We'll discuss organizational and management issues and look at the common applications in which warehousing is being used today. Finally, we'll take a specific look at the kinds of support the Oracle DBMS provides for data warehousing.

MAIS 830 - Web-Based Information Architectures

Credits - 3
Pre-requisite – MAIS 825
Study of the design, creation, and usage of web sites and related software. The course focus on how to use search engines optimally, how to design e-business sites, how to analyze competition, and how to archive page access paths in service of successful e-commerce infrastructures. The course addresses issues related to the creation of search engines, and web-based information architectures.

MAIS 835 - Information Technology Policy and Strategy

Credits - 3
Pre-requisite – None
This course provides students the opportunity to develop an understanding of the strategic use of information technology from a business perspective at the enterprise level. It emphasizes the development and implementation of policies and plans to achieve organizational goals. Includes defining the systems that support the operational, administrative, and strategic needs of the organization, its business units, and individual employees. Study of the approaches to managing the information systems function and the dual challenges of effectively controlling the use of well-established information technologies, while experimenting with selected emerging technologies.

MAIS 842 - Web Services

Credits - 3
Pre-requisite – MAIS 830
In this course the students will explore, and construct web services designed for use in other servers over the Internet. Standing from a solid understanding of the state of the arts, and using relational databases, we will design and implement new services that facilitate collaboration and education. Participants will design, develop, and deploy web services. If appropriate, the web services created will be chained together to demonstrate the concept of web service supply chains.

MAIS 847 - Special Topics in Information Security

Credits - 3
Pre-requisite – None
This course examines the characteristics of highly distributed applications, limitations of traditional security approaches, new alternatives now being developed, and implications for critical infrastructures. Topics of current interest include secure operating systems and networks, intrusion detection, cryptographic theory and applications, vulnerability analysis, and deceiving code detection.

MAIS 852 - Multimedia Systems

Credits - 3

Pre-requisite – None
Study of theoretical and practical issues in designing multimedia systems. Topics include introduction to multimedia systems, compression techniques, synchronization, user interface, storage, and operating system support for digital audio and video, as well as network and transport protocols for multimedia.

MAIS 857 - Special Topics in Computer Information Systems

Credits - 3
Pre-requisite – None
Major elective course that provides an advanced introduction to enterprise information systems, primarily covering the managerial issues related to investing in, implementing, and customizing enterprise systems, with a goal to develop perspectives in the students about leveraging enterprise systems for strategic intents of a firm.

MAIS 858 - Data Mining

Credits - 3
Pre-requisite – None
This course introduces data mining as a tool for support to the decision-making process in base of the analysis of data obtained from informatic systems. During this process all the stages of the data mining process will be aborded: collection and aggregation of data for the creation of a data warehouse, warehouse cleaning and processing in order to create a minable data view; application of data mining techniques per se (association rule, Bayesian methods, support vector machines, artificial neural networks, fuzzy techniques, statistical modeling, etc.); evaluation of interpretability and the quality of the knowledge gained, and, finally, dissemination and the use of that knowledge.

MAIS 859 - Service Oriented Architecture

Credits - 3
Pre-requisite – None
This course will explore and discuss the design principles and application of Service-Oriented Architecture (SOA), how these architectures can be applied within multiple business domains, current business problems, as well as organizational issues associated with the implementation of information systems through SOA. The course will cover three main aspects of this important trend in software engineering: design, modeling, and simulation.

MANA 750 - Advanced Statistical Methods

Credits - 3
Pre-requisite – STAT 555 or equivalent
The course consists in four divisions: descriptive statistics, probability, statistical inference, and multivariate analysis. Include the study of probability distributions and hypothesis testing; regression analysis, lineal correlation, ANOVA, simultaneous equation models, quantile regression, binary regression models, time series analysis, and panel data analysis.

MANA 754 - Business Research Methods

Credits - 3
Pre-requisite – None
In this age of knowledge and information, much information comes from research results from different parts of the world. The student must develop the skills to evaluate and understand the results of academic research and in the same way must develop their own research and publications. At this doctoral level, it is a requirement for students to frequently evaluate research and for this reason it is imperative to develop research skills to be successful in their respective disciplines. This course is based on discussion of topics on research methodology. It is critical for doctoral students to read the required readings before classes and have time to think about the implications of these readings, both individually and in aggregate. These readings will give important insights into the research methodology. Each student will have to complete a final manuscript of a new investigation. This manuscript should establish the background of the research, the problem, the objectives, literature review, methodology, analysis of the results, discussion of the results and conclusion. Students will present their research in the final sessions of the course

MANA 762 - Management Science

Credits - 3
Pre-requisite – None
The purpose of this course is to provide students an inventory of theories to address key issues in Management and Organizational Research. The objectives of the course are: (1) to understand the role of theories in the development of scientific research; (2)

identify and describe theories to analyze contemporary management and organizational issues; (3) compare and contrast the underlying assumptions of management and organizational theories; and (4) apply deductive and inductive models in management and organizational research.

RESM 850 *- Seminar in Information Systems I *

Credits - 3

Pre-requisite – Advisor approval

In this course we examine the scope and role of research in management information systems. An exploration of theoretical foundation underlies the course. Information systems (IS) support the making and communication of decisions. Thus, this course highlights the role of IS research in the decision theory and other managerial frameworks. The course seeks to develop an understanding of the rather unique interdisciplinary nature of information systems research and its application and integration to other organizational disciplines. It is specifically designed for students to develop the necessary knowledge and ability to understand and evaluate current research in the field. This course will also allow you to make progress on your research in a structured way and to help fulfill program requirements, and two, to present professionalization information crucial to success in the field.

RESM 860 - Seminar in Information Systems II

Credits - 3

Pre-requisite – Advisor approval

This course presents the fundamental techniques in business research integrating the most effective research design in a changing environment. The course includes the topics of design, configuration, measurement scaling and sampling. It addresses quantitative research using survey instruments, focuses strictly on qualitative research data collection procedures. It deals with the issues of planning for data analysis, model building and the data analysis process in light of current developments in the field of modeling. It also deals with the issue of research reporting and evaluation, with contemporary ethical considerations in business research.

RESM 866 - Dissertation I

Credits - 3

Pre-requisite – TEST 800-A Comprehensive Test

This is the first of two required courses of dissertation writing and was designed to help the student to produce a research proposal. This research proposal must have at least three (3) chapters as follows: Problem statement, Literature review and Methodology. This proposal should be the input for the second dissertation course.

RESM 867**- Continuation of Dissertation I **

Credits - 3

Pre-requisite – RESM 866

This is the continuation of the first of two required courses of dissertation writing and was designed to help the student to produce a research proposal. This research proposal must have at least three (3) chapters as follows: Problem statement, Literature review and Methodology. This proposal after approval by the Dissertation Proposal Committee, will be the input for the second dissertation course. The student has up to a maximum of three (3) attempts, any exceptions must be discussed with the Dean.

RESM 868 – Dissertation II

Credits - 3

Pre-requisite – RESM 866

The purpose This is the second of the two required courses of dissertation writing and was designed to help the student to produce the dissertation. This document must be the result of the research developed by the student and must comply with the requirements established in the Dissertation Manual of the School of Business. This course should finish with the oral defense of the dissertation made by the student.

RESM 869 – Continuation of Dissertation II **

Credits - 3

Pre-requisite – RESM 868

This course was designed to allow the student to continue the process of producing the dissertation. This document must be the result of the research developed by the students and must comply with the requirements established in the Dissertation Manual of the School of Business Administration. The course ends with the oral defense of the dissertation.

Doctor of Education with specialization in Curriculum, Teaching and Learning Environments

The **Doctoral program in Education with specialization in Curriculum, Teaching and Learning Environments** has the purpose to prepare a professional with the theoretical and practical knowledge that will allow him to apply the principles and foundations of the curriculum in the design, implementation and evaluation of educational programs. The learning environments in this doctoral program provide an approach to the curricular aspects that affect the training of the curriculum specialist in the selected study environment.

Social Context of Education Component (Select 9 credits)			
Course	**Title**	**Credits**	**Prerequisites**
EDUC 714	Historical and Philosophical Perspectives in Education	3	
EDUC 715	Social, Cultural and Political Dimensions of Educational Organizations	3	
EDUC 716	Contemporary Problems & Issues	3	
EDUC 717	Legal Issues in Education	3	
EDUC 718	Ethics and Education	3	
Specialization Courses (27 credits)			
Teaching (9 credits)			
EDUC 812	Teaching, Learning, and Cognition	3	
EDUC 813	Models and Styles of Teaching and Learning	3	
EDUC 809	Instructional Systems Design	3	
Curriculum (9 credits)			
EDUC 814	Curriculum Theory and Design	**3**	
EDUC 815	Curriculum Planning and Development	**3**	
EDUC 803	Evaluation of Instructional Programs: Theory and Application	**3**	EDUC 814, EDUC 815
Learning Environments (9 credits) Must select one of the tracks			
EDUC 816	Creating Learning Environments for Diverse Students	**3**	
EDUC 817	Behavior Modification in the Classroom	**3**	
EDUC 818	Early Identification of At-Risk Students	**3**	
Learning Environment: Second Language Acquisition			
EDUC 819	Language Development Issues in the Curriculum of Puerto Rico's Public and Private Schools	3	
EDUC 820	Teaching in Multicultural Environments	3	
EDUC 821	Research on Second Language Acquisition and Bilingualism	3	
Learning Environment: Technology and Education			
EDUC 808	Educational Technology	3	
EDUC 810	Technology and Media in Education and Training	3	
EDUC 811	Theory and Practice of Distance Education	3	
Learning Environment: Library and Information Systems			
EDUC 822	Electronic Databases and Information Systems	3	
EDUC 823	Advanced Organization of Bibliographic Resources	3	
EDUC 824	Seminar: Special Topics in Librarian and Information systems	3	
Learning Environment: Arts, Culture and Education			

EDUC 825	Anthropological and Cultural Concepts in the Puerto Rican Curriculum	3	
EDUC 826	Educational Research on the Teaching of Fine Arts and Popular Arts	**3**	
EDUC 827	Artistic and Cultural Expressions in Latin America and the Caribbean	**3**	
Learning Environment: Children, Families and Society			
EDUC 720	Contemporary Theories of Child Development	3	
EDUC 721	Teaching at the Pre-School/Primary Level 3 Trends & Innovations	3	
EDUC 722	Qualitative Research in Children's Education	3	
Learning Environment: Higher Education			
EDUC 723	Organization and Governance on Higher Education	3	
EDUC 724	Student Services on Higher Education Institutions	3	
EDUC 800	Higher Education Leadership and Administration	3	
Optional Course Learning Environments			
EDUC 828	Seminar and Practicum in University Curriculum and Teaching	3	
Research Courses (15 credits)			
EDUC 901	Research Methods in Education	3	
EDUC 902	Statistical Methodology in Education	3	
EDUC 903 o EDUC 904	Descriptive Research Methods Or Experimental Research Methods	3	EDUC 901, EDUC 902
EDUC 905*	Dissertation I*	3	
EDUC 906*	Dissertation II*	3	
	Total Credits	**51**	

Revised 2015

* Dissertation courses are one semester duration each one. To enroll in these courses, student must have approved the Comprehensive Test.

EDUC 714 - Historical and Philosophical Perspectives in Education

Credits - 3

Pre-requisite – None

Examination of the historical and philosophical bases of education in the context of Puerto Rico, the United and other countries, and how they relate to the decisions taken by leaders in educational institutions. Special is given to defining a personal philosophy of education and identification of the philosophies that permeate in the different institutions represented by the participants in the class.

EDUC 715 - Social, Cultural and Political Dimensions of Educational Organization

Credits - 3

Pre-requisite - None

This course will examine the process of learning through the ages by critically examining cross-cultural research and developmental theories designed to describe and interpret the physical, social, emotional, intellectual and psychological processes involved. Emphasis will be placed on the range of individual, familial, environmental and cultural factors that may enhance or inhibit human growth and development, and on the critical role that human relationships play in the lifelong interactive processes of learning and growth. Through multifaceted inquiry utilizing self-reflection, case studies, theorical analyses and child assessment and observation, participants will consider the implications for their work as educational leaders in approaching current challenge with students, parents, community, and teachers and in creating schools that will foster society change to support the healthy development of children

and youth.

EDUC 716 - Contemporary Problems and Issues in Education

Credits - 3

Pre-requisite - None

Problems and issues that relate to the present and the future of public and private education are the core of the course. They are identified in a forum that brings experiences and current methodology together to address problems that faced by course participants as educators. Long range and short-range problem-solving strategies directed toward increasing the scope of curriculum options and expanding the broad applicability of instructional resources are addressed in terms of current situational models.

EDUC 717 - Legal Issue in Education

Credits - 3

Pre-requisite - None

Discussion of a wide variety of legal issues related to the leading learning process involving teachers, administrators, school board members, parents and students. Topics will include hearing class, rows issues, certification, supervision, evaluation, tenure, due process rights, discipline, child abuse and special education. Students will be expected to read and discuss a wide variety of court cases and primary source materials so as to extract important and practices which will then be applied to hypothetical problems.

EDUC 718 - Ethics and Education

Credits - 3

Pre-requisite - None

This course examines ethical issues that impact effective relations between teachers and students. The methodology used includes case studies dealing with the teaching-learning process such as evaluation, diversity, integrity, plagiarism, technology and sociology. Other ethical issues discussed deal with school organization such as discrimination, sexual harassment, concepts of reward and punishment, teacher hiring and evaluation processes.

EDUC 720 - Child Development Current Theories

Credits - 3

Pre-requisite - None

The study of the complexity of child development through examining physical, and social theories, as well as empirical studies from conception to early years. The emphasis is on the development theories and the importance for the learning process in the child; there will be pertinent literature search, discussion and critique. topics also include the impact of culture and diversity on learning child ecology, and family and communication media.

EDUC 721 - Preschooler/Primary Teaching in the 21st Century: Tendencies and Innovations

Credits - 3

Pre-requisite - None

This course examines the mainstream and innovative thought in Child Education for the 21st Century. How are we thinking about teaching, how do we put it into action in order to prepare the students for the challenges to come and how can we translate all this into an efficient curriculum. There will be lectures in a seminar setting that will provide the doctoral candidate with a solid base to analyze the different and newer tendencies in the field. This setting will also allow the student to develop their own positions, to defend them as well as appreciate and utilize viewpoints different from their own.

EDUC 722 - Qualitative Research and Practice in Child Education

Credits - 3

Pre-requisite - None

This course will make the student familiar with Qualitative Research in Child Education. It will focus on methodology, analysis and data interpretation. Based on the lectures we will offer the opportunity to discuss teaching strategies as

well as research/investigation related to the child that age.

EDUC 723 - Organization and Governance in the Higher Education Institutions

Credits - 3

Pre-requisite - None

This course has been designed for doctoral students who work or intend to work in higher education institutions. Themes to be discussed and analyzed will be the organizational structure, and governance procedures used in higher education in Puerto Rico. To be discussed will be the duties and responsibilities of the different governing positions and bodies; and how the incumbents are appointed. The role of accrediting agencies will be examined Research activities related to both academic and administrative governance will be required.

EDUC 724 - Student Services in Higher Education Institutions

Credits - 3

Pre-requisite - None

The course focuses on the analysis of theories, origin and practices related to student services in higher education institutions. The theoretical background, roles and responsibilities of student services personnel, organizational structures and relevant issues of this field are some of the topics to be analyzed.

EDUC 800 - Leadership and Administration in Higher Education

Credits - 3

Pre-requisite - None

This course, Leadership and Administration in Higher Education, will explore leadership in higher education and considerations related to the future status of higher education. The primary focus of the course is the study of the complexity of governance and structures in Higher Education. Contemporary issues affecting Higher Education will also be addressed. The examination of characteristics of successful leaders will occur through readings and personal interactions.

EDUC 803 - Evaluation of Instructional Programs: Theory and applications

Credits - 3

Pre-requisite - EDUC 814, EDUC 815

Examination of evaluation strategies, techniques and models applicable to the instructional programs. Study of the application of objectives to evaluation development of evaluation designs, systematic approaches to assessment, problems of implementation and accountability. The course allows students to analyze and design appropriate strategies for evaluating curriculum. The course emphasizes applications in fieldwork settings.

EDUC 808 - Educational Computing

Credits - 3

Pre-requisite - None

The various uses of computers in education are examined in depth as participants are introduced to a wide variety of educational software and the Internet, and explore pedagogical issues raised by the use of computers for students, teachers and school administrators. These include the consequence for learning problem solving, organizing data, creativity and an integrated curriculum. Finally, the course looks at ways in which technology may be used as a tool to facilitate changes in the ways teachers teach and students learn.

EDUC 809 - Instructional Systems Design

Credits - 3

Pre-requisite - None

This course introduces the principles of instructional design with emphasis on the role of learning technology-based tools. Discussion of instructional design concepts that are fundamental for educators, including school psychologists, curriculum designers, special education teachers, administrators, and counselors. Students are introduced to different models of instructional design as a systematic planning of learning activities in which information is transferred to a

learner. Students will complete a series of instructional design assignments using both traditional teaching tools and modern technology-based tools.

EDUC 810 - Technology Media in Education and Training

Credits - 3

Pre-requisite - None

The course introduces skills, knowledge, and hands on experience that are necessary to integrate educational technology in a natural, meaningful, and relevant way into the learning environment. The course provides a foundation for understanding ways technologies might address different learning styles, as well as an understanding of the rapidly changing field of educational technology, and the implication of these changes on the culture of the classroom and the roles of the teacher and the student. Also, the course includes the development of skills necessary to make the student a competent user of computer and communications technologies both as productivity tools and a standard tool for teaching and learning in the classroom.

EDUC 811 - Theory and Practice of Distance Education

Credits - 3

Pre-requisite - None

Study of the theory and practice of distance education and its application to the planning, development, utilization and evaluation of distance education systems in educational environments.

EDUC 812 – Teaching, Learning and Cognition

Credits - 3

Pre-requisite - None

This course examines the theoretical and empirical research on human learning and information processing. It emphasizes current perspectives on the nature of mind, brain-based learning, academic learning, and implications for teaching. Analysis will center on processes underlying cognition.

EDUC 813 - Models and Styles of Teaching and Learning

Credits - 3

Pre-requisite - None

This course examines research findings related to effective teaching practices. Students analyze the instructional models and strategies of teaching and probe the theories and research applicable to the different models. They also consider how students' diverse learning styles can be affected by the dichotomy between the research of teaching and the practice of teaching.

EDUC 814 - Curriculum: Theory and Design

Credits - 3

Pre-requisite - None

Discussion and analysis of theoretical assumptions underlying curriculum designs. To be discussed are decision making skills needed to determine a curriculum design, problems related to curriculum design, strategies for constructing, developing and implementing curriculum that is consistent with specific theoretical principals.

EDUC 815 - Curriculum Planning and Development

Credits - 3

Pre-requisite - None

This course is designed to analyze the influence of contemporary society and government agencies on curriculum planning and development. The historical context in which curriculum is developed and modified is examined as well as theories related to the purposes of education and curricular expectations. Other themes to be discussed and analyzed are learning theories as related to curriculum development and evaluation, the environmental factors as they influence curriculum planning, the impact of technological innovations on curriculum development.

EDUC 816 - Creating Learning Environments for Diverse Students

Credits - 3

Pre-requisite - None

Examination and discussion of the complexities of teaching. Discussion of the powerful impact of classroom environment behavior and maturation upon learning. The course examines topics such as student perceptions about the classroom and their learning necessary for anticipated learning to occur, ways teachers use to learn about their students, approaches to student motivation, and the concept of effective classroom instruction

EDUC 817 - Behavior Management in the Classroom

Credits - 3

Pre-requisite - None

Study and analysis of approaches management and motivational strategies that will enhance student behavior and performance. Topics to be discussed include applied behavior analysis, behavior analysis techniques, criteria and procedures for selecting, defining and measuring behavior, and behavior modification. Technology as a tool for behavior management is discussed and applied.

EDUC 818 - Early Identification of At-risk Students

Credits - 3

Pre-requisite - None

This course delineates at-risk behaviors of youth of today, including substance abuse, teen pregnancy, and delinquency, violence, and youth suicide. Data on the five at-risk categories, treatment approaches and prevention strategies that focus on the family, the school and the individuals are presented. Legal issues and concerns for human service professionals are also to be examined.

EDUC 819 - Language Development Issues in the Curriculum of Puerto Rico's Public and Private Schools

Credits - 3

Pre-requisite - None

This course will focus on a range of issues related to the teaching and learning of Spanish and English in Puerto Rico's public and private schools. It will analytically examine education paradigms, language teaching methodologies, policies, and practices, as compared to bilingual education models in the United Sates and other parts of the world. The course will also examine language teacher education and teacher training in addition to the sociopolitical climate for language teaching on the Island.

EDUC 820 - Teaching in Multicultural Environments

Credits - 3

Pre-requisite - None

The course focuses on issues related to cultural diversity and the implications for curriculum development within a multicultural dimension of culture, essential historical and sociopolitical backgrounds represented by the school populations of Puerto Rico and language. The appropriate use of instructional strategies for integrating language teaching within the content areas will also be emphasized. The course will enhance participants awareness of differing educational systems by exploring the dimensions of culture, essential historical and sociopolitical backgrounds represented by the school populations of Puerto Rico and the United States.

EDUC 821 - Issues in Writing in English as a Second Language (ESL)

Credits - 3

Pre-requisite - None

Discussion and analysis of theoretical assumptions and research literature in the processes of ESL writing. The nature of writing, as well as the linguistic and cognitive problems faced by ESL writers, are examined in this course. Teaching implications and research issues in ESL writing are also discussed.

EDUC 822 - Electronic Database and Information Services

Credits - 3
Pre-requisite - None
Development and use of on-line, e-books and CD – ROMS information services. Study of available databases in different field. Emphasis is placed in strategies for the use of thesaurus as a research tool. It includes Boolean Search Strategies and online Data Base topics. Includes conducting on-line and CD-ROMS searches, client interview, developing, promoting and evaluating on-line services; current trends.

EDUC 823 - Advance Organization of Bibliographical Resources

Credits - 3
Pre-requisite - None
Study of information resources organization in automated environments. Different classifications system and cataloging processes will be studied and analyzed using automated library systems and electronics resources. Emphasis will be given to workshops using computerized systems in information centers.

EDUC 824 - Seminar: Special topics in Library and Information Sciences

Credits - 3
Pre-requisite - None
Discussion of advanced topics trends and problems in library and Information services. Students will be required to investigate selected topics related to their field and the education in Puerto Rico.

EDUC 825 - Anthopological and Cultural Concepts in the School Curriculum of Puerto Rico

Credits - 3
Pre-requisite - None
Study and analysis of the most outstanding themes of cultural anthropology, folk arts and their relationship with the elementary and secondary school curriculum in Puerto Rico. Emphasis will be given to themes related to culture, religion, religious beliefs, myths, time and space, and the occurrence of these themes in folk arts of Puerto Rico.

EDUC 826 - Research in Folk Arts and Fine Arts Education

Credits - 3
Pre-requisite - None
The course is designed to provide doctoral students tools to develop research projects in themes related to the use of folk and fine arts in teaching other subjects, such as ethnomusicology, new discoveries of the effects of teaching arts on cognitive learning, folk arts as teaching strategies, the aesthetic and educational quality of artistic expressions, implications of high technology for teaching arts, and others. The student will design and complete a research paper related to one of the areas discussed in the class.

EDUC 827 - Artistic and Cultural Expressions in Latin American and Caribbean Education

Credits - 3
Pre-requisite - None
Study of one or more cultures of the Caribbean and/ or Latin America from the perspective of popular arts and their effect on the education of each country studied. A one week or longer trip to one of the countries selected will be organized o share experiences with teachers, students and artisans. Cultural and educational materials from Puerto Rico will be shared with the host country. A web of communication with other cultures and educational systems will be established. Upon returning, a conference will be organized to share experiences and knowledge with the students on campus. Each student will be responsible for trip expenses, unless as a group they have been able to raise funds to pay for the trip. Students who are not able to make the trip, will develop a virtual trip/investigation to be presented at the conference held by the group.

EDUC 828 - Seminar and Practicum in Curriculum and Teaching

Credits - 3
Pre-requisite - None

This course offers the opportunity to put knowledge, skills and professional skills into practice in educational and / or community settings. The theories, models and designs used for the teaching and / or administration of educational programs and projects are applied. It develops, in a practice setting, a project that depends on the priorities and needs of the same. Among the teacher's quasi-administrative tasks are: developing a new program, project or course, evaluating existing programs or courses, offering training workshops, writing a proposal for external funds, etc. The criteria of confidentiality and teamwork skills are applied to prepare the doctoral student for future professional experiences.

EDUC 901 - Research Methods in Education

Credits - 3

Pre-requisite - None

Basic concepts, methods, and problems in educational research are considered: discovering the periodicals in one's fields, steps in the research process, developing research questions, design of instruments, methods of data collection and analysis, interpreting results, and writing research reports.

EDUC 902 - Statistical Methods in Education

Credits - 3

Pre-requisite - None

Course designed to equip doctoral students with the essential statistical concepts for developing statistical designs in their own research. In addition to the fundamental principles of descriptive and inferential statistics, students will learn to use computers to compute data and to interpret computer-generated results produced by statistical software (SPSS). Course topics include measurements of central tendency, variability, relative position, and correlation; sampling and probability distributions; tests of significance; t-tests; analysis of variance; chi-square tests; and regression analysis. Analysis of data with SPSS.

EDUC 903 - Qualitative Research Seminar

Credits - 3

Pre-requisite - EDUC 901, EDUC 902

This course focuses on the principles, theories, structure and processes of qualitative research. Different research methods such as focus groups, case studies, ethnographical and phenomenological studies are analyzed. In depth discussion of techniques for collecting and analyzing data for qualitative research is emphasized.

EDUC 904 - Quantitative Research Seminar

Credits - 3

Pre-requisite - EDUC 901, EDUC 902

The course focuses on the structure and process of quantitative research in education. Concepts of probability, cause and effect, internal and external validity, sampling techniques, data gathering and analysis and methodology for quantitative research are discussed in this course. Topics related to computerized applications for data analysis and ethical considerations are also discussed.

EDUC 905 - Dissertation I

Credits - 3

Pre-requisite – Approve a comprehensive test

The first of three required courses of dissertation writing is designed, to aid the student in producing a sound proposal that will include the review of the literature. The proposal will then be submitted to the dissertation committee who must notify the doctoral candidate and the Faculty of the School of Education, in writing, that the proposal has been accepted.

EDUC 906 - Dissertation II

Credits - 3

Pre-requisite – Approve a comprehensive test

The second of three required blocks of dissertation writing is designed to produce an introduction, a review of the literature, a conceptual framework that will justify his/her investigation and a description of the methodology for the dissertation. Student should have started the collection of data for the investigation proposed. It is completed with the successful completion of the first three chapters of the dissertation as evidenced by the approval by the candidate's dissertation committee.

Doctor of Education with specialization in Educational Leadership

The **Doctoral program in Education with a specialty in Educational Leadership** aims to prepare a professional with the theoretical and practical knowledge that allows him to apply organizational processes and leadership theories that promote the development of strategies, mental habits and values for creative leadership and highly effective in an educational institution.

Social Context of Education Component (Select 9 credits)			
Course	**Title**	**Credits**	**Prerequisites**
EDUC 714	Historical and Philosophical Perspectives in Education	3	
EDUC 715	Social, Cultural and Political Dimensions of Educational Organizations	3	
EDUC 716	Contemporary Problems & Issues	3	
EDUC 717	Legal Issues in Education	3	
EDUC 718	Ethics and Education	3	
Specialization Courses (27 credits)			
Organizational Processes (9 créditos)			
EDUC 801	Project Management in Education	3	
EDUC 802	School Finance	3	
EDUC 803	Evaluation of Instructional Programs: Theory and Application	3	
Leadership (12 credits)			
EDUC 804	Leadership: Models and Strategies	3	
EDUC 805	Instructional Leadership	3	
EDUC 806	Leading Organizational Change	3	
EDUC 807	Leadership, Community Relations and Partnerships	3	EDUC 804, EDUC 805, EDUC 806
Elective Courses (Select two courses for 6 credits)			
EDUC 720	Contemporary Theories of Child Development	3	
EDUC 721	Teaching at the Pre-School/Primary Level 3 Trends & Innovations	3	
EDUC 722	Qualitative Research in Children's Education	3	
EDUC 808	Educational Technology	3	
EDUC 810	Technology and Media in Education and Training	3	
EDUC 811	Theory and Practice of Distance Education	3	
EDUC 816	Creating Learning Environments for Diverse Students	**3**	
EDUC 817	Behavior Modification in the Classroom	**3**	
EDUC 818	Early Identification of At-Risk Students	**3**	
EDUC 819	Language Development Issues in the Curriculum of Puerto Rico's Public and Private Schools	3	
EDUC 820	Teaching in Multicultural Environments	3	
EDUC 821	Research on Second Language Acquisition and Bilingualism	3	
EDUC 824	Seminar: Special Topics in Librarian and Information systems	3	
EDUC 825	Anthropological and Cultural Concepts in the Puerto Rican Curriculum	3	
EDUC 826	Educational Research on the Teaching of Fine Arts and Popular Arts	**3**	
EDUC 827	Artistic and Cultural Expressions in Latin America and the Caribbean	**3**	
EDUC 723	Organization and Governance on Higher Education	3	

EDUC 724	Student Services on Higher Education Institutions	3	
EDUC 800	Higher Education Leadership and Administration	3	
EDUC 828	Seminar and Practicum in University Curriculum and Teaching	3	
Research Courses (15 credits)			
EDUC 901	Research Methods in Education	3	
EDUC 902	Statistical Methodology in Education	3	
EDUC 903 o EDUC 904	Descriptive Research Methods Or Experimental Research Methods	3	EDUC 901, EDUC 902
EDUC 905*	Dissertation I*	3	
EDUC 906*	Dissertation II*	3	
	Total Credits	**51**	

Revised 2015

* Dissertation courses are one semester duration each one. To enroll in these courses, student must have approved the Comprehensive Test.

EDUC 714 - Historical and Philosophical Perspectives in Education

Credits - 3

Pre-requisite – None

Examination of the historical and philosophical bases of education in the context of Puerto Rico, the United and other countries, and how they relate to the decisions taken by leaders in educational institutions. Special is given to defining a personal philosophy of education and identification of the philosophies that permeate in the different institutions represented by the participants in the class.

EDUC 715 - Social, Cultural and Political Dimensions of Educational Organization

Credits - 3

Pre-requisite - None

This course will examine the process of learning through the ages by critically examining cross-cultural research and developmental theories designed to describe and interpret the physical, social, emotional, intellectual and psychological processes involved. Emphasis will be placed on the range of individual, familial, environmental and cultural factors that may enhance or inhibit human growth and development, and on the critical role that human relationships play in the lifelong interactive processes of learning and growth. Through multifaceted inquiry utilizing self-reflection, case studies, theorical analyses and child assessment and observation, participants will consider the implications for their work as educational leaders in approaching current challenge with students, parents, community, and teachers and in creating schools that will foster society change to support the healthy development of children and youth.

EDUC 716 - Contemporary Problems and Issues in Education

Credits - 3

Pre-requisite - None

Problems and issues that relate to the present and the future of public and private education are the core of the course. They are identified in a forum that brings experiences and current methodology together to address problems that faced by course participants as educators. Long range and short-range problem-solving strategies directed toward increasing the scope of curriculum options and expanding the broad applicability of instructional resources are addressed in terms of current situational models.

EDUC 717 - Legal Issue in Education

Credits - 3

Pre-requisite - None

Discussion of a wide variety of legal issues related to the leading learning process involving teachers, administrators, school board

members, parents and students. Topics will include hearing class, rows issues, certification, supervision, evaluation, tenure, due process rights, discipline, child abuse and special education. Students will be expected to read and discuss a wide variety of court cases and primary source materials so as to extract important and practices which will then be applied to hypothetical problems.

EDUC 718 - Ethics and Education

Credits - 3

Pre-requisite - None

This course examines ethical issues that impact effective relations between teachers and students. The methodology used includes case studies dealing with the teaching-learning process such as evaluation, diversity, integrity, plagiarism, technology and sociology. Other ethical issues discussed deal with school organization such as discrimination, sexual harassment, concepts of reward and punishment, teacher hiring and evaluation processes.

EDUC 720 - Child Development Current Theories

Credits - 3

Pre-requisite - None

The study of the complexity of child development through examining physical, and social theories, as well as empirical studies from conception to early years. The emphasis is on the development theories and the importance for the learning process in the child; there will be pertinent literature search, discussion and critique. topics also include the impact of culture and diversity on learning child ecology, and family and communication media.

EDUC 721 - Preschooler/Primary Teaching in the 21st Century: Tendencies and Innovations

Credits - 3

Pre-requisite - None

This course examines the mainstream and innovative thought in Child Education for the 21st Century. How are we thinking about teaching, how do we put it into action in order to prepare the students for the challenges to come and how can we translate all this into an efficient curriculum. There will be lectures in a seminar setting that will provide the doctoral candidate with a solid base to analyze the different and newer tendencies in the field. This setting will also allow the student to develop their own positions, to defend them as well as appreciate and utilize viewpoints different from their own.

EDUC 722 - Qualitative Research and Practice in Child Education

Credits - 3

Pre-requisite - None

This course will make the student familiar with Qualitative Research in Child Education. It will focus on methodology, analysis and data interpretation. Based on the lectures we will offer the opportunity to discuss teaching strategies as well as research/investigation related to the child that age.

EDUC 723 - Organization and Governance in the Higher Education Institutions

Credits - 3

Pre-requisite - None

This course has been designed for doctoral students who work or intend to work in higher education institutions. Themes to be discussed and analyzed will be the organizational structure, and governance procedures used in higher education in Puerto Rico. To be discussed will be the duties and responsibilities of the different governing positions and bodies; and how the incumbents are appointed. The role of accrediting agencies will be examined Research activities related to both academic and administrative governance will be required.

EDUC 724 - Student Services in Higher Education Institutions

Credits - 3

Pre-requisite - None

The course focuses on the analysis of theories, origin and practices related to student services in higher education institutions. The theoretical background, roles and responsibilities of student services personnel, organizational structures and relevant issues of this field are some of the topics to be analyzed.

EDUC 800 - Leadership and Administration in Higher Education

Credits - 3

Pre-requisite - None

This course, Leadership and Administration in Higher Education, will explore leadership in higher education and considerations related to the future status of higher education. The primary focus of the course is the study of the complexity of governance and structures in Higher Education. Contemporary issues affecting Higher Education will also be addressed. The examination of characteristics of successful leaders will occur through readings and personal interactions.

EDUC 801 - Project Management in Education

Credits - 3

Pre-requisite - None

This course was developed to provide to the students the group of knowledge, skills and techniques in the project management field. With this body of knowledge, the students can help educational organizations to meet their goals and expectations by the use of strategies to manage the process of planning, development and control of projects.

EDUC 802 - School Finance

Credits - 3

Pre-requisite - None

This course was designed as a general one of school finance. It was divided in three main areas: Context of the School Finance, Strategic Planning as the Base for Budgeting, The Budget Process in Education and Financial Management in Education. The student will have the opportunity to see the school finance as a process in which planning, budgeting and administration are integrated in order to achieve the organizational goals.

EDUC 803 - Evaluation of Instructional Programs: Theory and Applications

Credits - 3

Pre-requisite - EDUC 814, EDUC 815

Examination of evaluation strategies, techniques and models applicable to the instructional programs. Study of the application of objectives to evaluation development of evaluation designs, systematic approaches to assessment, problems of implementation and accountability. The course allows students to analyze and design appropriate strategies for evaluating curriculum. The course emphasizes applications in fieldwork settings.

EDUC 804 - Leadership: Models and Strategies

Credits - 3

Pre-requisite - None

Development and practice of identified leadership skills. A comprehensive study of the theory base for leadership, analysis of leadership and management processes, exploration of individual assets and liabilities of leaders, examination of leadership in groups.

EDUC 805 - Instructional Leadership

Credits - 3

Pre-requisite - None

This course focuses on leadership for the improvement of instruction. It covers current research on school and teaching effectiveness, instructional methodologies, staff development and school climate.

EDUC 806 - Leading Organizational Change

Credits - 3

Pre-requisite - None

Study and analysis of change theories and the role of the educational leader in initiating, developing, managing, and balancing change process in educational institutions. Emphasis will be placed on developing leadership skills for crafting a vision mission, and strategic plans for change, as web as for aligning the work group vend the vision

EDUC 807 - Leadership, Community Relations and Partnerships

Credits - 3

Pre-requisite - EDUC 804, EDUC 805, EDUC 806

This course addresses the identification and utilization of community resources and the creation of partnerships, community linkages and collaborations efforts to provide for best educational practices and opportunities for students. Special attention is focused on the role of school and community leaders in the development and improvement of networks.

EDUC 808 - Educational Computing

Credits - 3

Pre-requisite - None

The various uses of computers in education are examined in depth as participants are introduced to a wide variety of educational software and the Internet, and explore pedagogical issues raised by the use of computers for students, teachers and school administrators. These include the consequence for learning problem solving, organizing data, creativity and an integrated curriculum. Finally, the course looks at ways in which technology may be used as a tool to facilitate changes in the ways teachers teach and students learn.

EDUC 810 - Technology Media in Education and Training

Credits - 3

Pre-requisite - None

The course introduces skills, knowledge, and hands on experience that are necessary to integrate educational technology in a natural, meaningful, and relevant way into the learning environment. The course provides a foundation for understanding ways technologies might address different learning styles, as well as an understanding of the rapidly changing field of educational technology, and the implication of these changes on the culture of the classroom and the roles of the teacher and the student. Also, the course includes the development of skills necessary to make the student a competent user of computer and communications technologies both as productivity tools and a standard tool for teaching and learning in the classroom.

EDUC 811 - Theory and Practice of Distance Education

Credits - 3

Pre-requisite - None

Study of the theory and practice of distance education and its application to the planning, development, utilization and evaluation of distance education systems in educational environments.

EDUC 816 - Creating Learning Environments for Diverse Students

Credits - 3

Pre-requisite - None

Examination and discussion of the complexities of teaching. Discussion of the powerful impact of classroom environment behavior and maturation upon learning. The course examines topics such as student perceptions about the classroom and their learning necessary for anticipated learning to occur, ways teachers use to learn about their students, approaches to student motivation, and the concept of effective classroom instruction.

EDUC 817 - Behavior Management in the Classroom

Credits - 3

Pre-requisite - None

Study and analysis of approaches management and motivational strategies that will enhance student behavior and performance. Topics to be discussed include applied behavior analysis, behavior analysis techniques, criteria and procedures for selecting, defining and measuring behavior, and behavior modification. Technology as a tool for behavior management is discussed and applied.

EDUC 818 - Early Identification of At-risk Students

Credits - 3

Pre-requisite - None

This course delineates at-risk behaviors of youth of today, including substance abuse, teen pregnancy, and delinquency, violence, and youth suicide. Data on the five at-risk categories, treatment approaches and prevention strategies that focus on the family, the school and the individuals are presented. Legal issues and concerns for human service professionals are also to be examined.

EDUC 819 - Language Development Issues in the Curriculum of Puerto Rico's Public and Private Schools

Credits - 3

Pre-requisite - None

This course will focus on a range of issues related to the teaching and learning of Spanish and English in Puerto Rico's public and private schools. It will analytically examine education paradigms, language teaching methodologies, policies, and practices, as compared to bilingual education models in the United Sates and other parts of the world. The course will also examine language teacher education and teacher training in addition to the sociopolitical climate for language teaching on the Island.

EDUC 820 - Teaching in Multicultural Environments

Credits - 3

Pre-requisite - None

The course focuses on issues related to cultural diversity and the implications for curriculum development within a multicultural dimension of culture, essential historical and sociopolitical backgrounds represented by the school populations of Puerto Rico and language. The appropriate use of instructional strategies for integrating language teaching within the content areas will also be emphasized. The course will enhance participants awareness of differing educational systems by exploring the dimensions of culture, essential historical and sociopolitical backgrounds represented by the school populations of Puerto Rico and the United States.

EDUC 821 - Issues in Writing in English as a Second Language (ESL)

Credits - 3

Pre-requisite - None

Discussion and analysis of theoretical assumptions and research literature in the processes of ESL writing. The nature of writing, as well as the linguistic and cognitive problems faced by ESL writers, are examined in this course. Teaching implications and research issues in ESL writing are also discussed.

EDUC 824 - Seminar: Special topics in Library and Information Sciences

Credits - 3

Pre-requisite - None

Discussion of advanced topics trends and problems in library and Information services. Students will be required to investigate selected topics related to their field and the education in Puerto Rico.

EDUC 825 - Anthopological and Cultural Concepts in the School Curriculum of Puerto Rico

Credits - 3

Pre-requisite - None

Study and analysis of the most outstanding themes of cultural anthropology, folk arts and their relationship with the elementary and secondary school curriculum in Puerto Rico. Emphasis will be given to themes related to culture, religion, religious beliefs, myths, time and space, and the occurrence of these themes in folk arts of Puerto Rico.

EDUC 826 - Research in Folk Arts and Fine Arts Education

Credits - 3

Pre-requisite - None

The course is designed to provide doctoral students tools to develop research projects in themes related to the use of folk and fine arts in teaching other subjects, such as ethnomusicology, new discoveries of the effects of teaching arts on cognitive learning, folk arts as teaching strategies, the aesthetic and educational quality of artistic expressions, implications of high technology for teaching arts, and others. The student will design and complete a research paper related to one of the areas discussed in the class.

EDUC 827 - Artistic and Cultural Expressions in Latin American and Caribbean Education

Credits - 3

Pre-requisite - None

Study of one or more cultures of the Caribbean and/ or Latin America from the perspective of popular arts and their effect on the education of each country studied. A one week or longer trip to one of the countries selected will be organized o share experiences with teachers, students and artisans. Cultural and educational materials from Puerto Rico will be shared with the host country. A web of communication with other cultures and educational systems will be established. Upon returning, a conference will be organized to share experiences and knowledge with the students on campus. Each student will be responsible for trip expenses, unless as a group they have been able to raise funds to pay for the trip. Students who are not able to make the trip, will develop a virtual trip/investigation to be presented at the conference held by the group.

EDUC 828 - Seminar and Practicum in Curriculum and Teaching

Credits - 3

Pre-requisite - None

This course offers the opportunity to put knowledge, skills and professional skills into practice in educational and / or community settings. The theories, models and designs used for the teaching and / or administration of educational programs and projects are applied. It develops, in a practice setting, a project that depends on the priorities and needs of the same. Among the teacher's quasi-

administrative tasks are: developing a new program, project or course, evaluating existing programs or courses, offering training workshops, writing a proposal for external funds, etc. The criteria of confidentiality and teamwork skills are applied to prepare the doctoral student for future professional experiences.

EDUC 901 - Research Methods in Education

Credits - 3

Pre-requisite - None

Basic concepts, methods, and problems in educational research are considered: discovering the periodicals in one's fields, steps in the research process, developing research questions, design of instruments, methods of data collection and analysis, interpreting results, and writing research reports.

EDUC 902 - Statistical Methods in Education

Credits - 3

Pre-requisite - None

Course designed to equip doctoral students with the essential statistical concepts for developing statistical designs in their own research. In addition to the fundamental principles of descriptive and inferential statistics, students will learn to use computers to compute data and to interpret computer-generated results produced by statistical software (SPSS). Course topics include measurements of central tendency, variability, relative position, and correlation; sampling and probability distributions; tests of significance; t-tests; analysis of variance; chi-square tests; and regression analysis. Analysis of data with SPSS.

EDUC 903 - Qualitative Research Seminar

Credits - 3

Pre-requisite - EDUC 901, EDUC 902

This course focuses on the principles, theories, structure and processes of qualitative research. Different research methods such as focus groups, case studies, ethnographical and phenomenological studies are analyzed. In depth discussion of techniques for collecting and analyzing data for qualitative research is emphasized.

EDUC 904 - Quantitative Research Seminar

Credits - 3

Pre-requisite - EDUC 901, EDUC 902

The course focuses on the structure and process of quantitative research in education. Concepts of probability, cause and effect, internal and external validity, sampling techniques, data gathering and analysis and methodology for quantitative research are discussed in this course. Topics related to computerized applications for data analysis and ethical considerations are also discussed.

EDUC 905 - Dissertation I

Credits - 3

Pre-requisite – Approve a comprehensive test

The first of three required courses of dissertation writing is designed, to aid the student in producing a sound proposal that will include the review of the literature. The proposal will then be submitted to the dissertation committee who must notify the doctoral candidate and the Faculty of the School of Education, in writing, that the proposal has been accepted.

EDUC 906 - Dissertation II

Credits - 3

Pre-requisite – Approve a comprehensive test

The second of three required blocks of dissertation writing is designed to produce an introduction, a review of the literature, a conceptual framework that will justify his/her investigation and a description of the methodology for the dissertation. Student should have started the collection of data for the investigation proposed. It is completed with the successful completion of the first three chapters of the dissertation as evidenced by the approval by the candidate's dissertation committee.

Faculty

UNIVERSIDAD ANA G. MÉNDEZ

UAGM

Recinto Online

Faculty for Graduate Programs	
Arvelo, Lilliam	MS Environmental Sciences
Barreto, Didier	Master of Business Administration
Borja, Ivan	PHD Agricultural Education
Colón, Victor	PHD Intl Business, minor Human Resourses
Colon Amaro, Milagros	MSN, Nursing
Cruz Caliz, Jose L.	DBA Human Resources
Dávila, Edwin	DBA Entrepreneurial Management
Dragoni Rosado, Jason	PHD. Environmental Sciences
Echevarria, Lourdes	Universidad del Turabo, PR
Figueroa, Domingo	MBA in Marketing
Franceschi, Gino	DBA, Marketing
Lazo, Santiago	PHD Information Systems
Louis, Joveness R.	Master of Business Administration
Martínez Rodríguez, Jackeline	EDD in Teaching, Curriculum & Learning Environments
Masalmah, Yahya	PHD Computer & Information Sciences & Engineering
Morales Figueroa, Lourdes	Doctor of Business Administration
Musa Wasil, Juan	PHD Marine Sciences
Nieves, Angel	Doctor of Business Administration
Ortiz Soto, Maribel	PHD Entrepreneurship
Perez, Rafael	DBA, Management
Rentas, Enid	PhD Educational Leadership
Rivera, Juan	DBA Management

Rivera Perez, Gricelda	DBA Management
Román Rodríguez, José C.	PHD. in Marketing
Román, José	PHD International Marketing and Management
Sánchez, Carlos	DBA Marketing
Sánchez, Carlos	DBA Marketing
Santiago Ríos, Vanessa	PHD Entreprenuer & Management Development; - Human Resources
Sevilla Palma, Joel U.	PHD. Social Sciences, Agricultural Politics & Economy
Sevilla, Joel	PHD Business Administration and Economy
Silva, Daneris	DBA Information Systems
Toledo, Mary Ann	EDD Instructional Leadership, Education Technology
Torres Blay, Oscar J.	Doctor of Business Administration
Torres, Delenise	MS Environmental Evaluation & Protection
Torres Santiago, Sulynet	EDD Instructional Technology
Vázquez, Gabriel M.	Juris Doctor
Yinat Malave, Jorge	PHD in Organizational Management
Yinat, Jorge	PHD Organization and Management

Academic Calendar

UNIVERSIDAD
ANA G. MÉNDEZ

UAGM
Recinto Online

UNIVERSIDAD ANA G. MÉNDEZ
ONLINE CAMPUS
REGISTRAR OFFICE

ACADEMIC CALENDAR 2020-2021
FIRST SEMESTER 2021-31

august 10	Deadline to apply for program, concentration or specialty reclassification effective the second semester 2021-32
september 10	Deadline for students to remove incompletes and reclaim grades Summer 2020-33 PT107.
october 31	Deadline to apply for graduation, student candidates for graduation December 2020.
november 12	Deadline for teachers to remove incompletes and claim grades from 2021-31 PT122

2021-31 PT122 AUGUST 10 TO OCTOBER 4, 2020		2021-31 PT123 OCTOBER 12 TO DECEMBER 6, 2020	
August 10	Classes begin.	**October 12**	Classes begin.
August 10-15	Adjustment to the late enrollment, class relocation and schedule change (drop/add period).	**October 12-17**	Adjustment to the late enrollment, class relocation and schedule change (drop/add period).
August 17-18	Cancellation of registration with 100% refund to students to be admitted during late enrollment.	**October 19-20**	Cancellation of registration with 100% refund to students to be admitted during late enrollment.
August 23	Deadline for census taking.	**October 25**	Deadline for census taking.
August 31	Deadline for students to request reinstatement to the course.	**November 2**	Deadline for students to request reinstatement to the course.
September 30	Deadline for filing parcial withdrawl and total withdrawl with anotation “w” in the registars office.	**December 2**	Deadline for filing parcial withdrawl and total withdrawl with anotation “w” in the registars office.
October 4	Last day of classes (final exams included).	**December 6**	Last day of classes (final exams included).
October 5-7	Deadline for profesors to submit grades at the web for faculty.	**December 7-9**	Deadline for profesors to submit grades at the web for faculty.
**** On September 17, 2020, the Constitution of the United States is celebrated** Calendar subject to change**			

UNIVERSIDAD ANA G. MÉNDEZ
ONLINE CAMPUS
REGISTRAR OFFICE

ACADEMIC CALENDAR 2020-2021 SECOND SEMESTER 2021-32	
January 11	Deadline to apply for program, concentration or specialty reclassification effective the second semester 2021-33
February 11	Deadline for students to remove incompletes and reclaim grades first semester 2021-31 PT123.
March 31	Deadline to apply for graduation, student candidates for graduation may 2021.
April 15	Deadline for teachers to remove incompletes and claim grades from 2021-32 PT122

2021-32 PT122 JANUARY 11 TO MARCH 7, 2021		2021-32 PT123 MARCH 15 TO MAY 9, 2021	
January 11	Classes begin.	**March 15**	Classes begin.
January 11-16	Adjustment to the late enrollment, class relocation and schedule change (drop/add period).	**March 15-20**	Adjustment to the late enrollment, class relocation and schedule change (drop/add period).
January 18-19	Cancellation of registration with 100% refund to students to be admitted during late enrollment.	**January 22-23**	Cancellation of registration with 100% refund to students to be admitted during late enrollment.
January 24	Deadline for census taking.	**March 28**	Deadline for census taking.
February 1	Deadline for students to request reinstatement to the course.	**April 12**	Deadline for students to request reinstatement to the course.
March 3	Deadline for filing parcial withdrawl and total withdrawl with anotation “w” in the registars office.	**May 5**	Deadline for filing parcial withdrawl and total withdrawl with anotation “w” in the registars office.
March 7	Last day of classes (final exams included).	**May 9**	Last day of classes (final exams included).
March 8-10	Deadline for profesors to submit grades at the web for faculty.	**May 10-12**	Deadline for profesors to submit grades at the web for faculty.
Calendar subject to change			

UNIVERSIDAD ANA G. MÉNDEZ
ONLINE CAMPUS
REGISTRAR OFFICE

ACADEMIC CALENDAR 2020-2021 SUMMER SEMESTER 2021-33	
May 24	Deadline to apply for program, concentration or specialty reclassification effective the second semester 2021-33.
May 31	Deadline to apply for graduation, student candidates for graduation summer 2021.
June 24	Deadline for students to remove incompletes and reclaim grades Summer 2021-32 PT123.

2021-32 PT123 MARCH 15 TO MAY 9, 2021	
May 24	Classes begin.
May 24 to 30	Adjustment to the late enrollment, class relocation and schedule change (drop/add period).
May 31 to June 1	Cancellation of registration with 100% refund to students to be admitted during late enrollment.
June 6	Deadline for census taking.
June 14	Deadline for students to request reinstatement to the course.
July 14	Deadline for filing parcial withdrawl and total withdrawl with anotation “w” in the registars office.
July 18	Last day of classes (final exams included).
July 19 to 21	Deadline for profesors to submit grades at the web for faculty.
Calendar subject to change	