

# LINCOLN UNIVERSITY

COLLEGE OF GRADUATE AND UNDERGRADUATE STUDIES



## 2024 – 2025 ACADEMIC YEAR CATALOG

August 1, 2024 – July 31, 2025

Lincoln University is located at  
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Revised on: February 20, 2025

# A MESSAGE FROM THE PRESIDENT

This catalog is not simply a list of programs and courses — it is your first step to a brighter, more successful future. By selecting Lincoln University, you are choosing an education that will make possible a life full of opportunities and will give you skills to gain greater control over your own destiny. I would like to personally welcome you aboard and congratulate you on making this important decision.

Lincoln University is a unique institution of higher learning, where educational excellence, professional know-how, and up-to-date standards are combined with individual attention and a friendly atmosphere, giving rise to a world-class education.

At Lincoln, we pride both on the quality of our education and its relevance in today's professional world. Each program within the university is designed to ensure that all of the acquired knowledge and skills will be valuable to its graduates, providing a solid practical foundation for the student's future. We make sure that every part of our education serves a purpose and brings students closer to accomplishing their goals.

Since its founding in 1919, around the same time as many of America's top schools, the university has chosen to deliver the best, custom-fit education to the select few, rather than provide the widest range of subjects and cater to the widest possible audience. Lincoln begins with a highly competent faculty and mentors each student all the way to graduation. Our students' success proves that we make the right choices.

A multicultural student body and faculty make Lincoln University a truly global school. Located in a powerful international hub — the San Francisco Bay Area, it provides invaluable learning opportunities. A successful career in the 21st century requires deep understanding of international relations and the impact of globalization; Lincoln is well positioned to give its students such an advantage in professional fields worldwide.

I invite you to discover for yourself the unique character of Lincoln University. Our excellent and rigorous curriculum, outstanding faculty, and convenient facilities provide all the necessary components to ensure our students' path to a successful future.

Dr. Mikhail Brodsky, President

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**JOSEPH TANIOS**

Lincoln University is a private, non-profit, non-sectarian educational institution based in Oakland, California. It was founded in 1919 in San Francisco. In 1950, the University became a non-profit tax-exempt institution under the United States Internal Revenue Code, Section 501 (c) (3).

# ADMINISTRATION

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*Administrative Vice-President*

**Dr. THEMISTOCLIS PANTOS**  
*Dean of Business Studies*

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*Director of Diagnostic Imaging Program*

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**MARINA KAY**  
*Director of Diagnostic Imaging Laboratory*

**Dr. ALEXANDER ANOKHIN**  
*Director of Quality Assurance and Accreditation Compliance*

**REENU SHRESTHA**  
*Assistant to the President*

**Dr. ALEXANDER GOLOVETS**  
*Attorney*

**MIKK TEEVEER**  
*Campus Maintenance Manager*

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PhD Russian Academy of Sciences

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MS Iowa State University  
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# ACADEMIC CALENDAR

## FALL 2024

Semester begins; placement tests .....	August 21
Academic advising and registration .....	August 22-23
Classes begin .....	August 26
Labor Day (Holiday) .....	September 2
Last day classes may be added/dropped without academic penalty .....	September 9
Veterans Day (Holiday) .....	November 11
Fall recess .....	November 26-30
Classes resume .....	December 2
Final examinations .....	December 10-16
Fall semester ends .....	December 16

## SPRING 2025

Semester begins; placement tests .....	January 22
Academic advising and registration .....	January 23-24
Classes begin .....	January 27
Last day classes may be added/dropped without academic penalty .....	February 10
Presidents' Day (Holiday) .....	February 17
Spring recess .....	March 18-22
Classes resume .....	March 24
Final examinations .....	May 12-17
Spring semester ends .....	May 17
Commencement .....	May 31

## SUMMER 2025

Session begins; placement tests .....	June 5
Academic advising and registration .....	June 5-6
Classes begin .....	June 9
Last day classes may be added/dropped without academic penalty .....	June 16
Independence Day (Holiday) .....	July 4
Seven-week summer session ends .....	July 26

## FALL 2025

Semester begins; placement tests .....	August 20
Academic advising and registration .....	August 21-22
Classes begin .....	August 25
Labor Day (Holiday) .....	September 1
Last day classes may be added/dropped without academic penalty .....	September 8
Veterans Day (Holiday) .....	November 11
Fall recess .....	November 25-29
Classes resume .....	December 1
Final examinations .....	December 8-13
Fall semester ends .....	December 13

# GENERAL INFORMATION

## MISSION OF LINCOLN UNIVERSITY

The mission of Lincoln University is to provide affordable educational programs in selected fields of study, delivered by experienced educators, and leading to outstanding employment opportunities for American and international students. Undergraduate, Masters, and Doctor degree programs are utilizing practical experience of instructors and geared to give students tools for successful professional careers.

## LINCOLN UNIVERSITY OBJECTIVES

The basic objectives of Lincoln University are: 1) to assist students in the development of their analytical capacity; 2) to provide the necessary knowledge of the selected subject areas; 3) to instill the values of personal responsibility leading to commitments to equity and inclusion and good citizenship in a global society; and 4) to provide a terminal degree to the motivated and capable students.

## LINCOLN UNIVERSITY INSTITUTIONAL LEARNING OUTCOMES (ILOs)

Lincoln University (LU) Institutional Learning Outcomes (ILOs) express a shared, campus-wide articulation of expectations for all degree recipients. Success in all disciplines taught at Lincoln University requires knowledge, curiosity, imagination, creativity, collaboration, and analytic abilities that serve to extend our understanding of the world. ILOs define the broad areas of knowledge, skills, abilities, and values that graduates are expected to develop as a result of general education, major studies, and co-curricular activities. Graduates of Lincoln University are able to:

### **Recognize problems, think critically, apply analytical reasoning, and propose solutions (ILO 1).**

This entails:

- a) For BA/BS students: ability to develop habits and skills necessary for processing information based on intellectual commitment and applying these skills to guide behavior.
- b) For MBA/MS students: ability to recognize and work with the components of reasoning and problem solving; ability to understand concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
- c) For DBA students: ability to incorporate various modes of thinking including scientific, economic, mathematical, historical, anthropological, and moral ones.

### **Communicate ideas, perspectives, and values clearly while respectfully listening to others (ILO 2).**

This entails:

- a) For BA/BS students: ability to raise important questions and problems and formulating them clearly and precisely in oral or written communication.
- b) For MBA/MS students: ability to gather and assess relevant information, use abstract ideas to interpret the information effectively, develop well-reasoned conclusions and solutions, and test them against relevant criteria and standards.
- c) For DBA students: ability to operate within alternative systems of thought; recognize and assess the needs with related assumptions, implications, and practical consequences; and communicate results effectively with others in figuring out solutions to complex problems.

### **Display professional behavior and act responsibly at local, national, and global levels (ILO 3).** This entails:

- a) For BA/BS students: ability to act with dignity and follow the principles concerning the quality of life of all people, recognize an obligation to protect fundamental human rights, and respect the diversity of all cultures.
- b) For MBA/MS students: ability to be exemplary business professionals and ensure that the products of their efforts are used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare.
- c) For DBA students: as exemplary business professionals, ability to challenge existing standards to minimize the possibility of indirectly harming others at local, national, or international levels; ability to assess the likelihood of physical and social consequences of any developed product's harm to others.



**Work collaboratively and respectfully as members of diverse teams (ILO 4).** This entails:

- a) For BA/BS students: ability to focus on individual and organizational needs; communicate to co-workers and company's leadership to facilitate a collaborative environment; be honest and transparent with regard to their work and respect the work of others.
- b) For MBA/MS students: ability to lead by example and to create highly collaborative organizational environment; ability to develop and use strategies to lead and encourage employees at all organizational levels.
- c) For DBA students: ability to integrate collaboration into organizational workflows, create a supportive environment for successful teamwork, and lead by example.

**Demonstrate leadership skills through the ability to set directions and motivate others (ILO 5).**

This entails:

- a) For BA/BS students: ability to display sincerity and integrity in all their actions based on reason and moral principles; ability to inspire others by showing mental and spiritual endurance.
- b) For MBA/MS students: ability to set goals and have a vision of the future; as effective leaders, ability to habitually pick priorities stemming from their basic values.
- c) For DBA students: ability to have perseverance to accomplish a goal despite potential obstacles and risk, use sound judgments to make right decisions at a right time, and make appropriate changes in thinking, planning, and methods when achieving organizational goals.

**Apply creativity and innovation in their field of study (ILO 6).** This entails:

- a) For BA/BS students: ability to show creativity by thinking of new and better goals, ideas, and solutions to problems; ability to become a resourceful problem solvers.
- b) For MBA/MS students: ability to continually seek, develop, and offer new or improved services; ability to use original approaches when dealing with problems in the workplace.
- c) For DBA students: ability to set up realistic goals for the organization, encourage innovative strategies, and convey a clear sense of future direction to employees.

**Demonstrate expertise and integration of ideas, methods, theory, and practice in a specialized discipline of study (ILO 7).** This entails:

- a) For BA/BS students: ability to define and explain the boundaries, divisions, styles, and practices of the field; ability to define and properly use the principal terms in the field.
- b) For MBA/MS students: ability to demonstrate fluency in the use of tools, technologies, and methods in the field; ability to evaluate, clarify and frame complex questions or challenges using perspectives and knowledge from the business discipline.
- c) For DBA students: ability to formulate and arrange ideas, designs, or techniques and apply them to specific problems; ability to adopt current research, skills, and techniques to issues in the field study.

## **PROGRAM OVERVIEW**

Lincoln University offers the following degree programs (all instructions are conducted in English):

**The Doctor of Business Administration (DBA) Degree** with concentrations in **International Business, Finance and Investments, and Human Resources Management;**

**The Master of Business Administration (MBA) Degree (on campus and distant)** with concentrations in **International Business, Finance Management and Investments, General Business, Human Resources Management, Management Information Systems, Marketing Management, and Executive;**

**The Master of Science (MS) Degrees** in **(1) International Business** and **(2) Finance Management;**

**The Bachelor of Arts (BA) Degrees (on campus and distant)** in **(1) Business Administration (BA)** with concentrations in **International Business, Marketing, Entrepreneurship, Management Information Systems;**

**The Bachelor of Science (BS) Degree in Diagnostic Imaging (DI)** with concentrations in **Sonography and Echocardiography.**

## **HISTORY**

Lincoln University (LU) is a private, non-profit, non-sectarian educational institution based in Oakland, California. It was founded in 1919 in San Francisco by Dr. Benjamin Franklin Lickey. In 1950, the University became a non-profit tax-exempt institution under the United States Internal Revenue Code, Section 501 (c) (3).

From the school's founding, Lincoln University has placed its focus on adult education while keeping an international character. These features became distinguishing marks of the institution. It was among the first post-secondary educational institutions in California to offer programs for working adults. The emphasis was further refined to meet the demands of international students. Constant academic development became a characteristic of the school. In the 1960s - 70s, the University offered a curriculum of outstanding well-balanced Business Administration programs with special emphasis to Master of Business Administration degree accompanied by a variety of concentration areas. The business curriculum was finalized in 2009 by the creation and approval of the Doctor of Business Administration Degree. In 2005, strong Diagnostic Imaging program was developed and resulted in the Bachelor of Science degree in 2012. In 2014, the university introduced the Master of Science Degrees in International Business and Finance Management.

## **ACCREDITATION AND RECOGNITIONS**

**Lincoln University is accredited by the WASC Senior College and University Commission (WSCUC), 1001 Marina Village Parkway, Suite 402, Alameda, CA 94501, tel. 510-748-9001.**

**The Business Studies Unit at Lincoln University received specialized programmatic accreditation through the International Accreditation Council for Business Education (IACBE) located at 11960 Quivira Rd, Suite 300, Overland Park, KS 66213 for the following business programs: Doctor of Business Administration, Master of Business Administration, Master of Science in Finance Management, and Master of Science in International Business.**

**Lincoln University is authorized under Federal law to enroll nonimmigrant students.**

**Lincoln University is included in the U.S. Department of Education Database of Accredited Postsecondary Institutions and Programs.**

## **AFFILIATIONS**

Lincoln University is an institutional member of the Council for Higher Education Accreditation (CHEA), CHEA International Quality Group (CIQG), American Association of Collegiate Registrars and Admissions Officers (AACRAO), and the National Association of Independent Colleges and Universities (NAICU).

## **EDUCATIONAL PHILOSOPHY**

Lincoln University's educational approach combines a continuously evolving up-to-date curriculum development with the recruiting of established, professional faculty who can provide state-of-the-art education. Lincoln University developed a perspective built upon institutional goals and learning outcomes. Our success can be measured in part by the number of individual lives the University helped to shape. Most of our students attribute their achievements to education received in the school. Our university plays a vital role in students' life by providing an educational setting where students can foster quality education, good citizenship, personal involvement, and contribution to the world community.

The University is conducive to building students' confidence and active participation during individualized faculty-student interaction. The diversity of cultural backgrounds on campus exposes our students and faculty to life stories from all over the world and enhances students' social skills and presents a great opportunity for personal growth. The following values summarize our philosophy: partnership, accountability, compassion, excellence, effectiveness, and inclusiveness.

We are committed to students' development of personal competency by providing educational experience to aid the students in the realization of personal goals; serving the students by offering programs in which an integral component will focus on international and cross-cultural dimensions. The University strives to give students a background in general studies as well as specialized knowledge in a chosen field. While the University offers its students a wealth of valuable knowledge, it believes that its primary task is to teach students not only concepts but also the process of discovery, analysis, and

successful applications. Thus, our programs encompass a foundation of concepts and theory, blended with real-life applications.

## **DIVERSITY AND INCLUSIVE EXCELLENCE**

Diversity is the core value of Lincoln University. Our school is its people—all its people. We aim to attract bright and motivated students from all over the world and give them every opportunity to thrive. We rely on engaged faculty who are passionate about their teaching and scholarship to deliver quality education. We depend on talented staff to support the operation and mission of Lincoln University.

Diversity is also a defining feature of Lincoln University's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more the university has been established in Northern California. The diversity of the people of the area has been the source of innovative ideas and creative accomplishments throughout the history into the present.

In an organization, creating a diverse and inclusive community is not only the right thing to do; it is critical to the successful implementation of its mission. The greatest challenges facing us in the century ahead are incredibly complex and will require diverse teams who can work collaboratively and innovatively. Actively seeking a student body and a faculty and staff who represent the diversity of our region, nation and world is necessary to prepare our students for an increasingly globalized and connected world.

As Lincoln University is looking into the future and prepares to meet the exciting challenges of the growing, thriving and remarkably diverse State of California, in which we live, as well as the needs of a changing nation, we will continue to be guided by the principles of inclusive excellence. We must continue to strive for a community that embraces all its members, provides equality of opportunity for all, and actively encourages all voices to be heard. Everyone must be welcomed and treated with dignity and respect, and every person's story must be honored. Lincoln University celebrates different cultures, engages in clamorous debates, and cultivates the individual and collective flourishing of all of us.

## **INTERNATIONAL EMPHASIS, INDIVIDUAL ATTENTION**

Lincoln University has maintained an interracial and intercultural orientation. The geographical and historical influence of the San Francisco Bay Area has brought students from many nations, especially the Pacific Rim countries. Accordingly, the University has sought to provide an international setting for its students. The students are encouraged to be intellectually curious, understanding of cultural differences and similarities, and serious in efforts to find solutions to the problems of the world today. In recent years, students from more than 60 countries have been enrolled at the University. It is a community of learning whose members including administration, faculty, and students are international in origin and in outlook. The curriculum is grounded in general studies and is designed to encourage individual exploration of advanced studies. The University provides educational opportunities for all students, regardless of their country of origin, economic level, and racial, ethnic, or religious background. The University holds a policy of open admission to all qualified students.

Each student is a separate and unique individual who is respected as such. One of the objectives for each faculty member is to respect and to enhance the dignity and worth of each student. The services provided by the University are distinguished by their specific ability to meet the needs of students in reaching their goals. To this end each faculty and staff member contributes to the process of guidance and counseling.

## **GRADUATE CULTURE AT LINCOLN UNIVERSITY**

The majority of Lincoln University students are enrolled in its graduate programs. Thus, maintaining a healthy and engaged graduate culture is vital to the success of the school. For all the formal requirements that it entails, graduate education goes far beyond the curriculum - it fosters a specific culture of interaction and communication among students, among faculty, and across these two groups. Its primary feature is collegiality and support for innovative thinking and research. Graduate school culture implores faculty members to encourage students who exhibit creativity and ambition, and to assist them in setting up seminars and conferences where they can present their projects and broader intellectual agenda. The university encourages students to become a part of an intellectual community by providing the space and resources, for their scholarly activity.

Very significant is the development of an advisory relationship between faculty and students. Graduate school is a time of active exploration and experimentation - not just didactic learning. Our faculty members provide guidance and advice to the students whose work they supervise; they also share their own research and academic and/or professional agendas. Graduate students' innovative approaches and "fresh eyes" might - and often do - contribute to the development of this research and agenda in dramatic and unexpected ways.

A separate facet of the graduate school culture is the necessity to sustain and increase collegial exchange among faculty members: public talks about one's current research, regular round-table discussions on key topics of interest with the participation of graduate students, a line-up of relevant guest-speakers - all these initiatives greatly enrich and improve the culture of graduate education, and the work and careers of both faculty and the students. This happens during regular faculty meetings, student projects discussions, seminars, and thesis defenses.

Mentorship is an essential part of the graduate experience. Faculty are expected to guide students by providing clear expectations of program requirements, offering guidelines for writing a thesis or dissertation, evaluating work regularly, and encouraging open exchange of ideas. Faculty also inspire professional development by exhibiting high ethical standards, participating in professional activities, and offering career guidance. Many Lincoln University faculty members are successful field experts who bring their practical knowledge to the classroom as well as to their relationships with students. Students gain working knowledge and are better prepared for entry into a professional field or to enhance their careers. Teaching Assistant (TA) positions offer graduate students' additional opportunities to learn from faculty, to become mentors, and to grow academically and professionally.

One benefit of being a small university is that students, faculty, and staff get to know each other well. To facilitate interactions and create a sense of community on campus, the Admissions Department, Student Services Department, and Lincoln University Student Association (LUSA) plan many events throughout the year, and faculty and administrative staff are highly encouraged to participate.

The Library and the Computer Lab provide graduate students with the space for collaborative learning, access to resources that support academic research, and assistance with educational tools. Lincoln University's Multidisciplinary Research Center (MRC) provides interested students with a forum to investigate, discuss and present research topics. The goal of the MRC is to apply a multidisciplinary approach to solve complex problems, focusing on both fundamental and applied research. In addition, some instructors work with graduate students to conduct, publish, and present research projects for peer reviewed and non-peer reviewed forums.

Lincoln University wants to maintain our commitment to scholarship and research, and to build a stronger community of student scholars and a more fully developed graduate culture. To do this, Lincoln University will explore: (1) adopting practices that encourage graduate students and faculty to interact more on campus and through technology; (2) conducting more workshops to improve research and writing skills; (3) providing additional TA training; (4) encouraging greater participation in the MRC; (5) increasing professional development opportunities by advocating for greater student participation at conferences and professional speaker events; and (6) offering more financial scholarships to students for publishing and participating in conferences and workshops.

## **INSTITUTIONAL POLICIES ON FREEDOM OF EXPRESSION**

At Lincoln University, members of the University community have the right to present their ideas in the spirit of the development of knowledge and the journey for truth. Freedom of expression includes debates, speeches, symposia, posting of signs, petitioning, information dissemination, the formation of groups and participation in group activities, and the invitation of guest speakers to speak on topics related to academic coursework. The school believes that an educated student graduate from Lincoln University should be equipped with not only the education and knowledge to develop and articulate a point of view but to sustain it in the face of contrary opinions. Lincoln University recognizes this view of education as a critical component of its vision, mission, and values, including as core values a commitment to:

1. Encourage the freedom and responsibility to pursue truth and follow evidence to its conclusion.
2. Encourage the diversity of perspectives, experiences, and traditions as essential components of a quality education in our international context.

Therefore, Lincoln University affirms the right of every member of its community to free expression and association. It is understood that the positions or views expressed by some members of the University community or speakers themselves do not necessarily reflect the views of the school

administration. In general, Lincoln University shall not impair or abridge the foregoing freedoms beyond the regulations of the time, place, and manner of their expression, except as to such speech, expression, or association that is outside protection by the U.S. Constitution. Students and student groups are guaranteed the freedom to examine and to discuss questions of interest, and to express their opinions publicly and privately.

Lincoln University also recognizes its obligation to protect its property and processes from individual or collective actions that are malicious, or that disrupt this institution, or that obstruct, restrain, or interfere with activities of members of the University community.

#### **POLICIES:**

1. Lincoln University students, faculty, employees are free to organize or join associations whose stated purposes are consistent with the University's Mission to promote their common interests.
2. All these groups are required to register with the University through the Office of Student Services. This registration of a student group carries with its certain rights, responsibilities, and privileges. Information required for registration will include the following: the name of the group; a statement of the general purpose of the group; the names, student identification numbers, and the names of all officers and/or directors of the group; and any other information required by the administration. Registration of student groups shall be freely permitted, subject to the limitations set forth herein. Registration of the groups does not in any way suggest or imply that the Lincoln University approves, supports, or sponsors such groups, or the points of view espoused thereby.
3. Membership in student groups must be open to all registered students at the University.
4. All registering student groups will agree, at the time of registration with the University, to the policies and procedures promulgated herein relating to their activities on campus.
5. Information disseminated by any registered student group shall contain the following statement: "The views presented herein do not necessarily reflect the position of Lincoln University."
6. Registered student groups may use the University facilities and resources with the prior approval from the Administrative Vice President, and if the use does not interfere with campus operations.
7. Lincoln University faculty and students can be members of the same student group and are subject to the same requirements listed above. In addition, students are not allowed to place themselves in a position where the faculty member of this group is any way involved in evaluating the academic performance of any student members of the group for the duration of his or her studies at Lincoln University. If the student group involves any financial obligation or financial risk, members of the group are required to file a signed statement with the Chief Financial Officer acknowledging understanding of their personal financial risk and that Lincoln University is not responsible.
8. Lincoln University shall have the right to regulate the time, place, and manner of all on-campus expression, and to prohibit any speech and expression which creates a clear and present danger of: generating excessive noise; or interfering with or disrupting classes or other ongoing Lincoln University events or activities. In addition, Lincoln University shall have the right to prohibit, prevent or stop expression which, by its content: is itself illegal or advocates a clear and present danger of causing violence or illegal action; advocates the physical harm, coercion, intimidation or other invasions of personal rights of individual Lincoln University students, faculty, staff, administrators or guests; or advocates willful damage or destruction or seizure of campus facilities or other property, or destruction of or interference with ongoing classes, events or activities.
9. Lincoln University shall have the right to impose appropriate discipline upon any student or faculty member whose expression goes beyond that which is protected hereunder and/or comes within the purview of activities outlined above.

#### **DISABILITY POLICY**

Lincoln University is committed to making its educational and employment opportunities accessible to qualified individuals with disabilities in accordance with Sections 503 and 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA). It is the University policy not to discriminate against qualified individuals on the basis of sex, race, creed, color, religion, age, national and ethnic origin, or handicap in reference to its educational programs and activities, employment, and admission. Under the ADA, a qualified individual with a disability is defined as an individual with a disability who meets the skills, experience, education, and other job-related requirements of a position held or desired and who, with or without reasonable accommodations, can perform the essential functions of a job. Similarly, under

the ADA and Section 504, a qualified student must meet the general admission criteria of the University and upon admission, must be offered an accessible academic environment.

### **REASONABLE ACCOMMODATION PROCEDURE**

A reasonable accommodation includes, but not limited to, a modification or adjustment the educational environment, a policy or practice, or the way work is usually done that enables a qualified individual with a disability to enjoy equal educational opportunity. The University is not obligated to provide an accommodation if it is fundamentally altering the nature of the program, if it would be unduly burdensome, either financially or administratively, to the University or if it would result in lowering academic and other essential performance standards. Students with disabilities who require accommodation must contact Student Services Department as soon as possible.

To request reasonable accommodation, a student with a disability should submit a written request to the Director of Student Services. The student must provide pertinent information from an appropriate health care professional demonstrating that he or she is eligible for reasonable accommodation. The Dean of Students will review the request. In order to evaluate the information provided by the student, the University may, to the extent permitted by law, consult with the individual's health care provider. If the University determines accommodations other than the one requested by the student to be reasonable, the University may consider the student's preference. The final decision of the reasonable accommodation to be implemented will be made by the University administration.

### **CONFIDENTIALITY**

All information obtained, reviewed and/or prepared in connection with a request for reasonable accommodation will be maintained separately from the individual's other records. Information about individual's impairment, disability, medical condition and status, request for a reasonable accommodation and the University's response to the request shall be maintained as confidential information. Confidential information shall not be disclosed to any individual except on a need-to-know basis.

### **COMPLIANCE AND GRIEVANCES**

All statements in this publication are announcements of present policies and are subject to change at any time without prior notice. They are not to be regarded as offers to contract. Lincoln University is in compliance with Titles VI, VII, and IX of the Civil Rights Legislation. Lincoln University does not discriminate on the basis of sex, race, creed, color, religion, age, national and ethnic origin, or handicap in reference to its educational programs and activities, employment therein, and admission thereto.

It is the policy of Lincoln University to keep the University community as a place of work and study free from sexual harassment. Sexual harassment is prohibited on campus and in all university programs. The University does not tolerate sexual harassment and will take immediate action against any university employees, officers, and students who violate this policy. The University is committed to protecting victims of sexual harassment and will not retaliate against individuals because they report sexual harassment or take part in the investigation of sexual harassment complaints. If the University learns that any employee or student has engaged in retaliation, that individual will be disciplined. The University, however, may take action against individuals who make intentionally false sexual harassment complaints. Sexual harassment is not only a violation of University policy but is also a violation of Title VII of the Federal Civil Rights Act and of California's Fair Employment and Housing Act.

All grievances with regard to discrimination on the basis of sex, race, creed, color, religion, age, national or ethnic origin, or handicap should be submitted in writing to the Office of the University President, 401 15th Street, Oakland, CA 94612, telephone (510) 208-2803, fax (510) 208-2826, or to the Office for Civil Rights, Department of Education, San Francisco, CA 94102.

Students who believe that the University has acted unlawfully or have questions regarding this catalog that have not been satisfactorily answered by the institution may address grievances the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the bureau's internet website [www.bppe.ca.gov](http://www.bppe.ca.gov) or to WASC Senior College and University Commission, 1001 Marina Village Parkway, Suite 402, Alameda, CA 94501, tel. 510-748-9001.

# **STUDENT SERVICES AND LIFE**

The Student Services Office (SSO) is dedicated to helping students grow and develop intellectually, physically, culturally, and socially by structuring the campus environment in ways that will give each student the opportunity and potential for such personal growth. The SSO provides information on housing, career counseling, job placement and part-time employment that will help each student make the most of the programs and assistance available from the University. References for professional counseling are provided for students experiencing personal difficulties. Academic counseling is available in cooperation with the Office of Provost, Office of President, and faculty mentors.

## **CAREER SERVICES AND INTERNSHIPS**

While Lincoln University makes no explicit or implied guarantee of job placement for graduates, it does provide career guidance. Each semester, the Director of Student Services conducts workshops on job search skills, including resume-writing and job interview techniques.

By arriving at an early decision regarding career directions, students are able to make the most of their academic programs. Students get individual help in career exploration, advice, and critique on resumes, and help in determining job objective. Students also have an opportunity to practice and improve their interview skills utilizing immediate video feedback on presentation.

The SSO posts full-time and part-time job opportunities on the University bulletin boards. All international students must comply with the United States Department of Homeland Security (DHS) regulations and should consult a designated school official or the Director of Admissions and Records before accepting any internship (paid or unpaid) opportunities.

## **PERSONAL COUNSELING**

On occasion, some students feel the stress of personal problems. Such stress can interfere with academic success. Student Services Office provides confidential and personalized help in referral assistance to professional counselors for students experiencing emotional difficulties.

## **COUNSELING FOR ACADEMIC PROBLEMS**

Student Services Office in cooperation with Provost Office and faculty members provides academic counseling including tutoring, program planning and optimal selection of courses leading to graduation. The office provides help for students in academic difficulty in cooperation with the faculty mentors, who are introduced and offered to new students. Teaching assistants and senior graduate students provide tutoring advised by instructors and requested from student services.

Students with excessive absences, low grades at midterm examinations or at the end of the term, and students indicating an intention to withdraw from the University are strongly advised to seek counseling. Every effort is made to assist students in identifying and resolving areas of difficulty.

## **HOUSING**

The Student Services Office assists students in finding housing for students but cannot guarantee satisfaction of everyone. SSO posts notices about current rental options on a housing board and refers students to various sources of temporary housing until students acquire their own accommodations. Currently, the university may help in renting affordable shared apartments in the city of Alameda. Alameda is a safe community located on an island south of downtown Oakland. The rent for a shared apartment starts from \$750 monthly per person. These apartments are not owned by the University; however, are maintained and furnished by it. The monthly rent includes utilities, high-speed internet, and renter's insurance. The apartment complex offers controlled access, a pool, fitness center, laundry facilities, and is located near a bus stop with a short commuting distance to Lincoln University.

Some students choose to utilize housing websites and independent rental agencies to find apartments, share with other students, or live with relatives or friends. The rent for shared housing ranges from about \$750 to \$1,000 per person, and a single studio apartment starts around \$1,850 per month.

## **STUDENT HEALTH INSURANCE**

All international students who enter the University must carry student health insurance. A fee in the range of \$700 – \$1,200 (prices in 2024-2025, contingent upon the age of the insured) may cover the cost of insurance for one full academic year. Students receive a brochure at registration concerning the extent of the plan's coverage. Students in need of medical attention can consult with Student Services Office for referral to an appropriate medical facility. It should be noted that the student health insurance does not cover dental and optical work. Students are advised to have any necessary dental work and glasses or lenses taken care of by their own dentists and optometrists. Students who are covered by other appropriate health insurance plans valid in the Bay Area, and who can supply appropriate documentation as a proof of the insurance, may be exempted from the student health insurance purchase requirement.

## **STUDENT GOVERNMENT**

Lincoln University Student Association (LUSA) represents the students in matters of self-government and problems of mutual interest to the student body and the University. Its purpose is to initiate student activities and to help promote the student's welfare on the campus. LUSA provides a forum for the free exchange of ideas that is essential to the vitality of the academic environment to which students are exposed. This continued freedom of expression is not only vital to any democratic society, but also serves as a directive force in many University programs.

The Lincoln University Student Association is composed from representatives of the various organizations and departments on campus, as well as at-large members and officers elected by the student body every Fall Semester. The Association, in cooperation with other organizations on campus, strives to develop and present varied activities that will meet the social, cultural, and academic needs of the student. Whether held on or off campus or involving a large or small segment of the student body, they reflect the personal orientation of the University.

The Student Association is run by officers elected every Fall Semester.

## **STUDENT ACTIVITIES AND TOURS**

The Lincoln University Student Association and other organizations on campus are constantly striving to develop and present varied activities, which will meet the student's social, cultural, and academic needs. Lectures by recognized authorities are held at various times throughout the academic year and are sponsored by the student government. Student parties are given at selected times, especially during holiday periods and at the end of the terms. These activities also help highlight the attention of the University on its students' individuality.

Various on-campus organizations and academic departments conduct student tours for co-curricular enhancement. Tours include excursions to cultural, social, and educational institutions in the San Francisco Bay Area.

## **THE CAMPUS**

The University is situated in the center of a vibrant, innovative, growing city of Oakland and provides attractive environment for its students. The University's main facility is in a beautiful historic building at 15th and Franklin Streets in downtown Oakland, in the heart of the San Francisco Bay Area. It houses classrooms, administrative offices, an auditorium, a computer lab, a study zone, cafeteria, and a student lounge. Additional space within the vicinity of the main building, located at 416 - 420 15th Street, houses the University library, an auditorium, a classroom, and offices, Diagnostic Imaging Laboratory and Athletic Department. Bay Area Rapid Transit (BART) and many bus routes are nearby.

## **THE LIBRARY**

The Library is closely coordinated with the curriculum. Acquisition of resources adapts to the changing needs of programs and courses offered by Lincoln University.

The Library has about 13,000 volumes in its physical collection, and access to the following databases and online resources that contain articles, videos, reference material, and over 130,000 e-books: *Academic Search Elite*; *Business Insights: Essentials*; *Business Source Premier*; *eBrary Academic Complete*; *Encyclopedia Britannica*; *English Language Learner Reference Center*; *ERIC*; *Films on Demand – Business & Economics Collection and Health & Medicine Collection*; *Health Source – Consumer Edition*; *Health Source – Nursing/Academic Edition*; *Journal of Diagnostic Medical*



*Sonography; LexisNexis Academic; Medical Imaging in Video; Newspaper Source; Plunkett's Research Online; Privco; Proquest Dissertations & Theses Database; PsycARTICLES; PsycINFO; RDS Business Suite; Regional Business News; Small Business Reference Center, Statista; and US Newsstream.*

The library maintains a collection of resources that instructors use in the classroom or they want to make available to students in its Reserve section. Students borrow a Reserve item for 2-hour loan and may renew it if another student does not request the item. Instructors may access material from the library's main collection and electronic databases to support their curriculum. Students can borrow items from the main collection for 1-3 weeks and have continuous access to the electronic databases.

Students pursuing advanced research benefit from the proximity to world-class research collections at the University of California, Berkeley, and Stanford University, as well as those of the San Francisco and Oakland Public Libraries. Lincoln University Library is a member of the Statewide California Electronic Library Consortium (**SCELC**), which includes an Inter-Library Loan (ILL) agreement with other member institutions. The University encourages students at the graduate level to obtain a San Francisco Public Library card, and tours are arranged each semester to visit the SF Public Library. Graduate students are also encouraged to visit UC Berkeley and Stanford libraries, and take advantage of on-campus access to their resources. Lincoln students can purchase a UC Berkeley library card for \$100 per year. The card grants access to all libraries on UC Berkeley campus except for Moffitt Library, Media Resources, and the Law Library. Card holders may have up to 20 items out at any one time. The general loan periods for non-UCB affiliated users are 1 month for monographs and 1 week for serials. Students who purchase a UC Berkeley library card will have their Library fee waived for up to two semesters.

Library orientations are conducted at the beginning of each semester and are an essential introduction to the range of materials and services available through the Library. The librarian is available to visit classes and assist individual students during office hours and by appointment.

## **COMPUTER AND DIAGNOSTIC IMAGING LABORATORIES**

The Computer Laboratory is open for all students during hours of the university operations. The lab is equipped with Intel Core i5 computers running Windows 10 Pro operating system; standard software packages such as MS Office 365, Adobe Acrobat Reader, Media Player; and Specific software such as MS Visio 2016, MS Project 2016, Wonderware, and SPSS. The Computer Lab provides high-speed wireless Internet through the access points installed throughout all three University buildings. The laboratory has been constantly upgraded to contain more application programs available. All students are provided with Lincoln University email addresses. The students use single sign-on software to access the computer system, file server, and any other resources that may be used for educational purposes.

The Diagnostic Imaging Lab at Lincoln University is equipped with a state-of-the-art ultrasound unit of instruments, which are used for various medical imaging applications; the following models are currently present: LCD Acuson Sequoia 512, including 15L8W (linear) for small parts, breast and musculoskeletal, 4C1 (curved linear array) for OB/GYN, fetal and general abdominal, 4V1C (phased array/sector) for vascular, cardiac and transcranial, and 2.0 CW Pedoff for echo scanning. A 12-lead Hewlett Packard machine and a Schiller ECG machine are used to perform the echocardiogram study. Students' lab practice is guided and supervised by qualified technicians.

## **MULTIDISCIPLINARY RESEARCH CENTER**

The goal of the Multidisciplinary Research Center (MRC) at Lincoln University is to introduce students to applications of the multidisciplinary approach to complex problem solving by focusing on both fundamental and applied research. The MRC brings together academic researchers and talented students with representatives from the business world searching for a broader analysis of their problems. Both sides benefit from the interaction; participants from the business world acquire useful analysis, which raises their problem-solving capabilities, while academic researchers and students acquire an ever-growing knowledge of the real world problems with which companies are faced in our quickly changing economy. The MRC welcomes all individuals interested in multidisciplinary collaboration, and all businesses that wish to bring their problems for multidisciplinary analysis and creative solutions. *The MRC does not just solve problems for you; it solves your problems together with you.*

# ADMISSION

Lincoln University welcomes applications for admission from students of serious purpose who are qualified to study in their fields of interest. Admission is based on a review of all credentials presented by an applicant, but in no case, admission can be denied due to race, color, national origin, sex, age, or handicap. The Admissions Committee considers scholastic background of each applicant, along with his/her personal qualifications and aptitude. Individual applications are accepted for Fall and Spring Semesters and Summer Sessions. Prospective students may visit the campus before applying, and communicate with the President, Provost, Dean, Program Directors, or professors in their field of interest.

Applicants may be admitted to the University in **regular, conditional, or unclassified statuses**. Applications are evaluated when all documents are received, then the applicants are notified of their admission status. All application documents used for admission process become the university property independent of the admission result. The documents cannot be returned.

All accepted students are required to sign **an enrollment agreement** before registration. Students are encouraged to review this catalog prior to signing the enrollment agreement.

To apply for admission to the University, prospective students should submit the following items.

## GENERAL ADMISSION REQUIREMENTS

1. **The application for admission completed online or on a paper form.**
2. A photocopy of the passport, ID, or equivalent document demonstrating the home country residence;
3. A passport-size photograph;
4. A non-refundable application fee of \$95;
5. For applicants who attended other postsecondary educational institutions, official transcripts from postsecondary programs from which applicants wish to transfer credits;
6. A one-page essay to explain the applicant's interest in a Lincoln University program.

## UNDERGRADUATE PROGRAMS ADMISSION

**High school graduation or its equivalent is required for entering undergraduate (BA and BS) programs at Lincoln University.**

1. Original high school diploma, or an equivalency certificate for a secondary education attestation accompanied with the official transcripts; or their notarized copies; or other documentation to prove high school graduation or its equivalent. The high school level General Education Development (GED) or similar tests is accepted in lieu of high school graduation. For applicants in the last year of their high school studies, transcripts including the last completed semester or a school letter indicating graduation confirmation with the applicant's GPA are acceptable;
2. A cumulative grade point average (CGPA) of 2.0 (C) or better (on a 4.0 scale) on the high school graduation transcripts or the GED or an equivalent test. The Provost or President may grant regular admissions to students with high school CGPA 1.9 based on progress of their last two semester GPAs and recommendation letters;
3. Conditional acceptance may be granted to the applicants with CGPAs of 1.7 – 1.9. Conditionally accepted students will receive the regular undergraduate status after completing a minimum of 12 units of coursework during one term **or** at least 18 units of coursework in two consecutive terms with CGPA of 2.3 or better. Conditional status may be given for two terms only;
4. For students applying after postsecondary education, the high school CGPA may be substituted by the CGPA of the last transcripts of at least 4 courses of 12 units with letter grades;
5. Admission to the BS degree program also requires the following: **a)** The Scholastic Level Examination (SLE) with a passing score above 21 (this requirement is waived for applicants with a bachelor's degree) and **b)** Interview with the DI Program Director.

## **GRADUATE PROGRAMS ADMISSION**

**A bachelor's degree or its equivalent is required for admission to the graduate (MBA, MS, and DBA) programs.**

### **MBA AND MS ADMISSION REQUIREMENTS**

1. A bachelor's degree or its equivalent with a CGPA of 2.7 (B-) or better on a 4.0 scale;
2. A resume with summary of all work, extracurricular activities, and educational history;
3. Conditional admission to MBA and MS programs may be granted to applicants with CGPA less than 2.7, and is based on the students' personal statement, letters of recommendation, and detailed review of their prior academic transcripts. Conditionally admitted students will be granted the regular graduate status after achieving at least 3.0 GPA in a term with 9 units or in two consecutive terms with the total of at least 15 units. Conditionally admitted students with CGPA 2.5 and 2.6 are allowed to take MBA courses if they do not need prerequisites. Undergraduate courses are given for students conditionally accepted with CGPA 2.0 – 2.4 before receiving regular status. Students with first term GPA below 2.5 are subject to dismissal. Students with CGPA of 2.5 – 2.9 can continue with a conditional status for one more term. The conditional status can be given for two consecutive terms only. Based on extra curriculum results, the Provost may grant a student the regular graduate status based on GMAT or GRE scores, summary of work experience, research projects, or publications;
4. MBA Executive concentration (EMBA) requires three years of managerial work experience.

#### **For MS programs only**

1. Two letters of recommendation, at least one from a faculty member attesting the applicant's qualification for MS study (the requirement is waived for applicants with LU BA or MBA degrees);
2. A GMAT score of at least 500 or an equivalent GRE score (this requirement is waived for applicants having a master's degree with a CGPA of 3.2 or above);
3. Conditional admission may be given to students missing GMAT/GRE test scores and/or recommendation letters. The regular status will be granted after - (1) achieving a GPA of 3.2 or above during a first term of 9 units minimum **or** (2) submitting required GMAT/GRE results and/or recommendation letters. These deficiencies should be removed during the first term of study.

### **DBA ADMISSION REQUIREMENTS**

1. A bachelor's or master's degree with a CGPA of 3.0 (B) or above on the scale of 4.0;
2. A resume and an application statement with the applicants' objectives for seeking a doctorate in business including intellectual curiosity, interest in pursuing academic research, and relevance of their academic, research, or professional experience and future career;
3. Three letters of recommendation. The letters should evaluate the applicant's capacity to do research and successfully complete the requirements of the DBA program (the requirement is waived for applicants with LU BA or MBA degrees);
4. A GMAT (550 minimum score) or an equivalent GRE score. This requirement is waived for applicants having a master's degree with a CGPA 3.3 or above;
5. Interview with the Provost, Dean, or a person designated by the President.
6. Conditional admission to the DBA program may be granted to an applicant who shows high promise but having CGPA less than 3.0 or missing requirements 3 and/or 4 stated above. Determination of high promise can be made by the Provost and is based on the applicant's personal statement, resume, recommendation letters, GMAT or GRE scores, or academic transcripts. Conditionally accepted students with CGPA between 2.6 and 2.9 will be granted the regular graduate status after achieving a cumulative GPA of 3.5 or better during the first two consecutive terms of the program (15 units minimum). Students with first term GPA below 3.0 are subject to dismissal. Students with GPA of 3.0 and above in the first term continue with the conditional status for one more term. The conditional status can be given for two consecutive terms only. The Provost may grant a student the regular graduate status based on LU faculty recommendations, research activities, and/or publications. Students missing GMAT/GRE test scores and/or recommendation letters are granted regular status after (1) achieving a GPA of 3.5 or above during a first term (9 units minimum) or during the first two consecutive terms (15 units minimum) **or** (2) submitting required GMAT/GRE results and/or letters during the first term.

## INTERNATIONAL STUDENTS ADMISSION

Students are encouraged to visit their country-specific U.S. Embassy website or [www.travel.state.gov](http://www.travel.state.gov) for F-1 student visa requirements. The Admissions Office and Designated School Officials (DSOs) assist international students with the process of acquiring and maintaining F-1 visa status free of any charges. **All documents in foreign languages must be accompanied by notarized English translation.**

### International applicants are required to provide the following additional documents:

1. An applicant's declaration of finances or sponsor's affidavit of support with a bank statement or a verification letter from an officer of the bank or other financial institution giving the present balance, which must equal or exceed the amount required for one year of study (**\$20,065**). This document is waived for LU students with a good payment history applying for another university program and distant education students.
2. Applicants with prior education abroad should provide the transcripts evaluation by a member of American Association of Collegiate Registrars and Admissions Officers (can be done at LU);
3. Proof of English proficiency is required for all students from schools where English is not the educational language. Applicants should provide results of either TOEFL or IELTS tests with TOEFL (Internet Based) scores of **59** for **BA and BS** programs; **69** for **MBA** program; and **79** for **MS** programs or with IELTS overall band scores of **5.5** for **BA and BS** programs; **6.0** for **MBA** program; and **6.5** for **MS** and **DBA** programs. Equivalent results of other commonly recognized tests are also acceptable. If test results are not available, proficiency may be evaluated on campus or online. For proper students' placement, the University uses the following tests: **a)** Michigan Test of English Language Proficiency (MTELP); **b)** Comprehensive English Language Test Structure (CELT-SA); **c)** Comprehensive English Language Test Listening (CELT-LA); **d)** composition writing; **e)** personal interviews. The tests are scheduled prior to registration.

**Foreign applicants applying from within the United States** must also submit the following items:

1. Copies of the U.S. visa and I-94 Arrival-Departure record;
2. Copies of all relevant documents from schools previously attended in the United States, including official transcripts of all academic work taken there.

## TRANSFER OF CREDITS

Lincoln University welcomes applicants transferring from other institutions of higher education and/or having previous program related professional experience. LU allows transfer of credits earned from colleges accredited by a recognized accrediting agency, licensed by a state authority, or foreign institutions approved by a local Department or Ministry of Education or may grant credits for prior learning received through work experience, in-service training, involvement in professional organizations, and non-credit coursework.

For transfer of credits taken earlier an applicant should submit official transcripts of all university courses taken at a university or college she/he studied before. Credits may be granted for coursework with a satisfactory grade taken at an academic institution offering programs similar to the one at LU and are applicable to the student's curriculum at LU, as determined by the Registrar.

Credits received from institutions using other than semester academic calendars are recalculated to semester units. So, one (15-week) semester unit may be equated to 1.5 (10-week) quarter units.

Prior learning (PL) is learning acquired outside of conventional academic environment. This learning is not reflected in transcripts from institutions of higher education. Lincoln University may grant credit for *learning* from experience; however, the experience itself does not guarantee the granting of credit. Students interested in receiving Credits for prior learning (CPL) must contact the Registrar Office and provide learning materials detailing the content learned (i.e., hours, subjects, texts, completed work, etc.). PL are evaluated by the Registrar Office in consultation with an academic advisor who determines the appropriate way of evaluating prior learning, which may include standardized exams, third-party evaluations, oral interview/examinations, portfolios, and projects, and individualized assessments). Prior learning must be deemed college level by the faculty and must meet or exceed the "C" level work. The process ends with the interview with the Provost, who makes the final determination. CPL is not used in calculations of academic progress or to satisfy requirements for letter-grade work (i.e., a student is not eligible to claim prior learning to receive credit for the letter-grade course or its elements in which the student is enrolled). If awarded, credit for prior learning will be indicated as a transfer credit with a "CR"

(credit) grade. To qualify for CPL transfer, a student must be enrolled in a degree program.

High school AP courses can be transferred to satisfy General Education requirements of LU undergraduate programs provided a student passed the relevant AP exam with a score of at least 3 out of 5. The syllabus of the course is required to verify the course content and level.

Credit units transferred to LU from other universities or colleges or credited for PL are recorded, but quality points and grades from other institutions are omitted. Transfer of credits after enrollment to the university or cross enrollment is not allowed without a valid reason and should be approved by the Provost. Students who seek to earn an additional degree at LU and wish to use a part of credit units received at LU earlier are treated as students transferring credit from other schools, however the number of credits accepted for the new degree is to be determined but not restricted.

## LIMITATION FOR CREDIT TRANSFERS

A maximum of 92 academic semester units of transfer credit with passing grades “C” or better may be applied to the BA degree. A maximum of 72 educational and 6 externship credit units with passing grades “C” or better (as evaluated by the Registrar) can be transferred to the BS degree.

A maximum of 12 and 33 units of graduate work with a grade of “B” or better from recognized schools may be accepted as transfer credit for the Master’s and Doctor’s degrees respectively. In some cases, additional graduate credits may be transferred at the discretion of the Chief Academic Officer or for courses taken from affiliated institutions / articulation partners or cooperation programs.

Credits earned more than 10 years prior to matriculation at LU cannot be transferred. Exemptions may be granted to students with college degrees for general education or foundation courses. CPL can be granted to the bachelor level courses only.

All credits transferred from other institutions of higher learning or accepted for prior learning through work experience should be evaluated during the admission process and included into students’ enrollment agreements prior to the registration. The maximum time for transferred students to complete a degree program is evaluated and reflected in the student satisfactory academic progress (SAP).

## NOTICE ON TRANSFERABILITY OF CREDITS EARNED AT LINCOLN UNIVERSITY

The transferability of credits earned at LU is at the complete discretion of an institution to which the student may seek to transfer. LU does not imply, promise, or guarantee that any credit earned at the University will be transferable or accepted by other institutions. The student is responsible for contacting an institution to which he/she is transferring, after attending LU, to determine if credits are transferable.

## DISTANT EDUCATION OPTIONS

Lincoln University offers an option to take its BA in Business Administration and MBA programs outside of the campus (distant) online or as a hybrid. The distant programs have same admissions requirements, learning outcomes, program composition, courses contents, academic progress, and graduation requirements as the on-campus BA and MBA programs. The distance education mode in the US is available for California residents only.

Distantly delivered courses can be taught as synchronous and asynchronous online learning, their hybrids, and as a hybrid with in-class instruction. A course composition of a specific course may vary based on instructional needs.

## EXAMPLE OF A COURSE COMPOSITION FOR ONLINE TEACHING

<i>45 hours of instructor-led learning:</i>
<ul style="list-style-type: none"><li>• 15 hours of live sessions</li><li>• 7.5 hours of asynchronous content with assessment</li><li>• 22.5 hours of online discussions based on asynchronous content and assigned reading moderated by an assistant instructor</li></ul>
<i>90 hours of out-of-class work:</i>
<ul style="list-style-type: none"><li>• 30 hours of reading</li><li>• 37.5 hours of homework</li><li>• 22.5 hours of research/project preparation</li></ul>

The content of each topic is introduced through eLearning modules (recorded video/presentations and online assessment) developed, sequenced, and led by course instructor, approximately 0.5 hour per topic. It is presented via PowerPoint style visual presentation accompanied by recorded explanations by the instructor. The modules contain frequent understanding checks and assessment activities, the results of which inform instructors about the quality of learning.

For each topic, the instructor assigns approximately 2 hours of reading (from textbook and additional materials). The information learned through eLearning modules and additional reading is then practiced and discussed via online forum-style discussions. Students post their responses to the prompt and comment on responses of their classmate.

The finer details, case study discussions, and applications of learned material are discussed during live sessions with the instructor (1 hour per topic). Then students have an opportunity to receive clarifications, ask questions, and discuss material with their classmates and an assistant instructor.

Students dedicate approximately 2.5 hours per topic to the completion of assignments. The assignments are designed to give students an opportunity to practice the application of the material discussed in course. Instructors provide detailed feedback to the submitted assignments.

Approximately 1.5 hours per topic of out-of-class study time is dedicated to the group or individual work on preparing the course project. The course project constitutes a major part of the course grade and culminates in online presentation.

### **COHORT PROGRAMS**

The LU distant BA and MBA programs may be offered as cohort track programs that are different from the on-campus version as a modular vs semester teaching with some admission procedures and required course sequencing. Modular programs may be also offered on-campus for cohort groups. A cohort is a group of students who follow the same course sequence taking the same courses together at the same time. The courses are taught sequentially one course after another and a cohort may start at any time when enough students enroll. When applying to an online program, students select the cohort to join. Cohorts may have different start dates, application deadlines, and concentrations offered. Students must familiarize themselves with the schedule, course progression, and submit application by the cohort-specific deadline.

Lincoln University may postpone the cohort start date if the number of students in a cohort is below 12. If a module is canceled due to low number of enrolled students, the students are notified of the module cancellation and offered alternative module start dates.

Students may defer enrollment of a module. To do this, students should notify the Registrar Office 2 weeks before the module start date. Students may select another module start date if available. If alternative module start dates have not been scheduled at the time of deferral, students are put on a module waitlist and notified of new module start dates as soon as it becomes available. If a course is not passed or missed and needs to be retaken, the program director should approve the revised schedule.

# REGISTRATION

## ACADEMIC YEAR

The regular on campus academic year consists of a Fall Semester, a Spring Semester, and a Summer Session. The University operates under a 16-16-7-week calendar, which allows a full-time student to complete Bachelor's degrees in four years, Master's degrees in two years, and Doctor's degree in five or three (after MBA) years. For cohort groups, the calendar can be customized.

Online, evening and weekend classes may be offered on campus to meet the needs of individuals who seek university-credit courses but are unable to pursue class work during the day session. These courses are of the same caliber as those offered in the day session.

The seven weeks long Summer Session is an integral part of the regular university organization with the same academic standards. Six units of credit during a Summer Session are considered full-time. The courses are planned to enable students to accelerate and enrich their university program, as well as enable certain students to make up deficiencies.

## REGISTRATION

Upon acceptance, the Admissions Office will inform each student that they are permitted to register. New and returning students should register before the beginning of each term and get pre-registration consultation on specifically announced days. The Registrar consulting with Deans, program directors, and/or Provost must approve the appropriate courses for each student's program. A student may not attend classes unless registered. **A student's registration is finalized in the accounting office by the payment of the full tuition or arrangement and signing of a deferred payment plan.**

## CHANGE IN REGISTRATION

The student's choice of courses, once selected and filed, is expected to be permanent for the term. However, students may change the term schedule before the last date when classes can be added/dropped without penalty as indicated in the academic calendar. Courses added later must be approved by the instructor and the Provost or President before the Registrar makes registration changes.

## WITHDRAWAL FROM THE UNIVERSITY

Students withdrawing from the university submit a withdrawal form to the Admissions and Records Office. Refunds to withdrawing students are made in accordance with the policy stated on page 24.

## FULL-TIME ENROLLMENT

Undergraduate students taking at least 24 units per year or graduate students taking at least 18 units per year are considered full-time.

For financial aid and immigration purposes, a student is considered to be full-time in a term if he or she is registered in:

1. At least 12 units for undergraduate or 9 units for graduate students in a regular semester;
2. At least 6 units for undergraduate and graduate students during a Summer session;
3. Any number of units in the final term of a program; including internships/externships, project, thesis, and dissertation courses taken after all other academic requirements of a program are satisfied.

## COHORT PROGRAM REGISTRATION

During the cohort track program admission process, students select a preferred module start date from available options. Once admitted, students are registered for the indicated module. The registration is completed with the payment of tuition no later than one week before the module start date. Students are notified of the subsequent modules as soon as the schedule becomes available.

The following is the process for module registration:

1. Students are notified about the module start date as soon as the schedule becomes available
2. Student must complete tuition payment for a module one week before the start date.
3. Students will receive course access information three days before the start of the instruction.

# FEE SCHEDULE\*

**APPLICATION FEE** (non-refundable) on campus / distant ..... \$95/\$50

**TUITION**

MATH 5, SOC SCI 5, and ENG 2-9 .....	\$300	per unit*
BA 10-290, DI 10-199, and general education courses.....	\$525	per unit*
BA 298-299 and DI 200-290.....	\$565	per unit*
BA 300-396, BA 400-480, BA 490, and DI 291-295.....	\$595	per unit*
BA 397-399 and BA 481-484 .....	\$625	per unit*
BA 500-599 .....	\$690	per unit*

**SEMESTER REGISTRATION FEE**.....\$275 (non-refundable)

**SUMMER SESSION REGISTRATION FEE**.....\$175 (non-refundable)

**SPECIAL FEES**

Student Identification Card.....	\$25	first and for each replacement
Late Registration Fee (charged after the last add/drop day)		
a) Returning Students.....	\$60	per term
b) New Students .....	\$20	per term
Diagnostic Imaging Lab Use Fee .....	\$50	per lab unit
Returned Check Payment Fee.....	\$40	per transaction
Change in Registration Fee**/Late Fee (after add/drop date) .....	\$20/\$50	per transaction
Deferred Payment Fee.....	\$50	per note
Deferred Payment Adjustment Fee/Late Payment Fee.....	\$25/\$35	per transaction
Externship Insurance Fee .....	\$30	per unit
Diploma Replacement Fee / Additional Transcripts Fee .....	\$75/\$8	per application
Commencement Ceremony Fee: Before/After the Deadline .....	\$150/\$250	per application
Verification Letters .....	\$20	per letter
English Placement Test Fee .....	\$20	per test
MBA Comprehensive Exam Retake Fee.....	\$625	per retake
DBA Qualifying Exam Retake Fee .....	\$690	per retake
DBA Dissertation Defense Retake Fee .....	\$690	per retake
Pre-application Transcripts Evaluation Fee***.....	\$95	per evaluation
Airport Pickup Fee.....	\$95	per trip
Housing Placement Fee.....	\$95	per placement
Health Insurance Plan (estimate).....	\$700 – \$1,200	per year
Past Due Balance Interest.....	0.05%	of the balance per day
Wire Transfer Fee: In/Out.....	\$15/\$40	per transaction
International Credit Card Convenience Fee .....	\$10	per transaction

Students are responsible for all bank charges and fees related to their payments.

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\* *Fee Schedule, including tuition rates, is effective Fall Semester 2024. Term is a semester or a summer session.*  
 \*\* *Non-refundable after the first-class session or seventh day after the classes begin, whichever is later.*  
 \*\*\* *The fee is waived if the student later applies to Lincoln University.*

**PERSONAL EXPENSES** (conservative estimates, not including miscellaneous personal expenses)  
 Room and board: \$900 per month, transportation: \$60 per month, textbooks: \$200 per term.



# REFUND POLICY

Students who withdraw from a course or a program before 75% of a term is completed may be eligible to receive refunds for a part of the tuition. To cancel a registration or enrollment agreement and obtain a refund, students should submit a Withdrawal Form to the Admissions and Records Office. Only when the completed withdrawal form has been submitted, the withdrawal becomes official. Students, who simply absent themselves from classes without filing the withdrawal form, may receive the failing grade (F) or other appropriate non-credit grades or symbols. The effective date to determine a refund of fees will be based and calculated from the last day of attending classes. This determination is based on the instructor's attendance form. A student granted a leave of absence is refunded in the same way as withdrawn from the University. If the student drops out without official withdrawing, the University will designate the student's withdrawal date at the end of the enrollment period for which the student has been charged, at the end of the current academic year, or at the end of the educational program, whichever is earliest. The University may accept medical or legal records in lieu of timely withdrawal paperwork in determining an earlier withdrawal date, as established on a case-by-case basis. There are no monetary refunds for LU scholarships, waivers, or discounts.

Refunds are made within 30 days of official withdrawal, or 30 days of the date of the last day of attendance as reflected in the instructor's attendance records, or the end of the term in which the withdrawal occurred, whichever is sooner. The refund distribution will be handled as prescribed by federal and state laws and accrediting body regulations. The refund procedure is uniformly applied to all students regardless of the form of tuition payment. In case of conflicting laws and/or regulations, Federal and/or State regulations will take precedence in that order. Students may receive refund checks only if the refund amount exceeds the balance, he/she owes to the University. Formulas for refunds are as follows:

Students who cancel the registration and withdraw from the University before the first course session or the seventh day after enrollment, whichever is later are eligible for the full refund of the term charges.

$$\text{All Term Charges} = \text{Refund Amount}$$

Students who withdraw from the University after the second course session or the fourteenth day after the classes begin, whichever is later but before completion of 75% of the term are entitled to a refund on a prorated basis.

$$\text{Tuition} \times (\text{Hours Left to be Completed} / \text{Total Term Hours}) = \text{Refund Amount}$$

In case of program changes, students dropped or withdrawn some course units must be compared to added courses' units to determine if a refund is due. If due, the refund amount would then be determined on a prorated basis.

$$(\text{Net Change of Program}) \times (\text{Hours Left to be Completed} / \text{Total Term Hours}) = \text{Refund Amount}$$

If the University cancels or discontinues a course, students will receive a full refund of all tuition and applicable fees for that course. Refunds will be paid within 30 days from the date of cancellation. Students whose checks are returned due to insufficient funds or whose credit card payments failed are subject to cancellation of their registration and to the Returned Payment Fee per transaction.

## UNPAID BALANCE

Students who have an unpaid balance with the University may not be allowed to register for subsequent terms and may not receive grades.

Students with unpaid balances will not be allowed to register for their final term until the balance is paid in full. Students can apply for a repayment promissory note in the amount of the unpaid balance, which would allow a student to register for courses in the final term. The Chief Financial Officer (CFO) or President determines if the applicant is eligible for a promissory note.

# SCHOLARSHIPS AND FINANCIAL AID

## STUDENT SCHOLARSHIPS AND DISCOUNTS

### General Information

Lincoln University scholarships, discounts, and waivers have no monetary value and are not redeemable for cash. They are intended to cover a student's tuition and fees and housing in exceptional cases. All LU scholarships, discounts, and waivers are term (semester or summer session) based and require reapplications for following terms.

### The Board of Trustees Scholarship

Continuing students with superior academic records are eligible to apply for a Board of Trustees Scholarship. This scholarship is awarded from funds provided by the University. The application procedure involves submission of the Scholarship Application Form (can be found on the website), two letters of recommendation, and a brief essay to the Registrar's Office. The awards will be given based on academic excellence and potential to become an outstanding student at Lincoln University. Students must submit all required documentation at least one month before the beginning of a term. The university Scholarship Committee will interview applicants, select winners, and announce them before the term begins. Students' application for a scholarship may not be granted, but some discount may substitute it.

### Discounts and Waivers

Lincoln University administration has established tuition discounts / waivers policy (see <https://admissions.lincolnuca.edu/policy-for-need-based-discount/>) from the University funds to selected students based on their financial need (such as health problems, family issues, stimulation for future studies, loss of financial support/sponsor, nature disasters) or merit. The discounts are awarded for a specific academic term and cover a part of a student's tuition. The student may be re-awarded for continuing academic terms after assessment as to whether the specified criteria are still in place. A student, requesting the discount, must submit his/her formal application, a letter explaining the circumstances along with the supporting documents (if any) to the President's Office. The President may award discounts or waivers at his own discretion. The discount amount is related to the number of units a student plans to take during a semester. If later the student drops some units in the term, the discount will be reduced accordingly.

### The Leadbetter and Other Scholarships

Through a contribution of Judge Phillip and Mrs. Ruth Leadbetter, a scholarship fund in their name has been established. A scholarship of \$500 is awarded to a selected student who is entering the senior year of the Lincoln University undergraduate program. The application procedure is the same as above.

Private scholarships from organizations or individuals given to selected students are accepted and welcome. These funds are kept on the University account as restricted funds.

### Athletic Scholarships and Discounts

Lincoln University offers need-based and athletic scholarships and discounts that are available for student-athletes. The funds may cover partial or full tuition for an academic term and in some cases student housing but do not have a monetary value. The application for a scholarship or discount should be submitted to the Director of Athletics.

## PRIVATE COLLEGIATE LOANS FOR LOCAL AND INTERNATIONAL STUDENTS

All local and international students may be eligible to apply for Private loans from U.S. lending and banking institutions. These private banking loans or collegiate student loans must include a U.S. citizen or U.S. permanent resident as co-signer of the loan application. Further information may be obtained from Lincoln University Financial Aid Office.

# ACADEMIC POLICIES AND INFORMATION

## DEGREES OFFERED

Lincoln University offers the following undergraduate degrees:

- Bachelor of Arts in Business Administration (BA in BA)**
- Bachelor of Science in Diagnostic Imaging (BS in DI)**

Students in the **Bachelor of Arts** programs may choose the following optional **18-unit minor**:

- 1) Information Technology**

Lincoln University offers the following graduate degrees:

- Master of Business Administration (MBA)**
- Master of Science in International Business (MS in IB)**
- Master of Science in Finance Management (MS in FM)**
- Doctor of Business Administration (DBA)**

## GRADUATION REQUIREMENTS FOR DEGREES

### Undergraduate Degrees:

- Completion of a minimum of 122 units for BS in DI, or 123 units for BA in BA.
- Cumulative GPA of 2.0 or higher.
- Completion of the required units designated by the major area with a GPA of 2.0 or higher.
- Completion of the general education and externship (for BS) requirements.

### Graduate Degrees:

- Completion of a minimum of 36 units of graduate coursework for MBA, MS in IB, MS in FM, and 93 units for DBA, including core requirements, specific area of concentration requirements, and thesis defense or an examination for MBA or dissertation defense for DBA.
- Cumulative GPA of 3.0 or higher for MBA, MS in IB, and MS in FM; 3.2 or higher for DBA.

All above-mentioned requirements must be verified and approved for a degree completion by the Registrar. Candidates must settle all financial and document obligations before graduation. Students may meet the graduation requirements as stated in the catalog under which they enrolled, provided they maintain continuous enrollment and make normal progress toward a degree. The maximum time permitted for a degree completion (**MTDC**) is (not including transfer and foundation units):

**Bachelor's degree programs:** seven and a half (7.5) years for full-time students (taking 24 units per year at the minimum), twelve (12) years for part-time students.

**Master's degree programs:** three (3) years for full-time students (taking 18 units per year at the minimum), six (6) years for part-time students.

**Doctor's degree program:** eight (8) years for full-time students (taking 18 units per year at the minimum), twelve (12) years for part-time students.

If a student re-enrolls at the University after withdrawal, he/she must follow graduation requirements stated in the catalog current for the re-enrollment. Students who change their program according to a subsequent catalog edition must meet all requirements for graduation as stated in that catalog.

***The US Department of Homeland Security requires foreign students to maintain full-time educational load and to meet the financial obligations during their stay in the United States to qualify for the F-1 visa status.***

## UNIT OF CREDIT

For all Lincoln University programs (bachelor, master's, and doctoral levels), the value of each course is given in semester credit hour units and shown in the description of the courses (see pages 67 – 86). To receive one unit of the credit, students must fulfill the requirements by successfully completing an amount of work represented in intended learning outcomes and verified by evidence of student achievement that reasonably approximates not less than:

1. One hour of classroom or direct faculty instruction (including all teaching methods that are structured, sequenced, and led by instructors) and out of class student work of at least two hours for undergraduate and three hours for graduate courses each week for fifteen weeks in one semester or the equivalent amount of work over a different amount of time; **OR**
2. At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the University including assistant's teaching, lab work, internships/externships, and other academic work leading to the award of credit hours.

### INSTRUCTION TECHNIQUES USED IN CREDIT HOUR CALCULATION

Direct in-person instruction	Synchronous direct online instruction	Asynchronous direct online instruction	Out of class activities
Instructor-led face-to-face class time	Instruction-led online teleconferencing	Video lectures	Reading assignment
Active/Experiential learning	Active/Experiential online learning	eLearning presentations	Research
Presentations	Presentations	Simulations	Writing assignments
Assessment activities	Assessment activities	Online discussions (forum or other tools)	Independent / Group projects
Group discussions lead by instructor	Group discussions lead by instructor	Assessment activities	Office hours participation
			Reviewing lecture notes

Credits are awarded for a course or project that was positively evaluated by the instructor. The policy is the same for courses offered with different modes of delivery: face-to-face, hybrid, online, etc.

### PROCEDURE FOR REVIEWING CREDIT HOURS

Program or course credit hour structure is discussed and approved during the new program approval process, introduction of new courses, program changes, and/or program review. The Provost Office checks the compliance with the credit hour policy each term during the syllabus review process.

### INDIVIDUAL RESPONSIBILITY

Lincoln University relies upon the individual responsibility and a cooperative spirit of the members of our community. The University assumes that our students will follow the standards of maturity, responsibility, and ethics.

The University reserves the right to reject giving a credit, degree, or diploma to students whose dishonesty, violation of the law, or unethical behavior in any form has been confirmed. Any form of dishonesty, irresponsible behavior, or violation of the law will result in punitive action.

The types of action may include **probation**, **suspension**, and **dismissal**. The office of the Registrar imposes an academic probation and then the office of Admissions and Records imposes a suspension if necessary. The Registrar use same punitive actions by a request from an instructor for inappropriate student's behavior in class. The Administrative Vice-President approves dismissals. All these actions may be appealed by procedure described on pages 32-33.

### CONTINUOUS ENROLLMENT

In order to maintain continuous enrollment at Lincoln University, students must register in each successive semester (excluding Summer session) until the degree requirements are completed. Continuous enrollment is required for international students (except due to medical conditions and/or travel to home country for a reason) and students enrolled in cohort groups.

## GRADING, EVALUATION, GRADE POINTS, AND GPA

A letter grade is used in evaluating the work for a course. Grade requirements are announced in the syllabus of each course, and grades are earned based on attendance, written work, and examinations. In all degree programs, the minimum passing grade to receive credit is "D". Grade points are granted corresponding to a letter grade (see chart below) multiplied by the number of units of a course for determining students' academic standing and awarding honors. The **grade point average (GPA)** is the total number of grade points earned for a period of study divided by the total number of units completed with letter grades during the same period.

Credit is given for a symbol-grade (CR); no credit is given for a symbol-grade (NC). These grades and related credit units are not included in the GPA calculations. A student may request a CR/NC grading option instead of a letter grade. BS/BA students may have a CR or NC symbol-grade for a maximum of two times in the entire program and only for general education courses. A regular graduate student may have CR or NC symbol-grades for foundation or special courses that are designed for those grades only.

The grading system is as follows:

Grade	Definition	Number of grade points per course unit
A	Superior	4.0
A-		3.7
B+		3.3
B	Above Average	3.0
B-		2.7
C+		2.3
C	Average	2.0
C-		1.7
D+		1.3
D	Passing	1.0
F	Failure	0.0

No credit is given for the following symbols: withdrawn - W (it can be assigned only before 75% of teaching of a course has been completed); incomplete - I; repeated course - R; no basis for grade - Y; or in progress (IP). These symbols are not included in the GPA calculations.

Symbol	Definition
CR	Credit
I	Incomplete
IP	In Progress
NC	No Credit
R	Repeated
W	Withdrawn
Y	No Basis for Grade

## INCOMPLETE AND IN PROGRESS COURSEWORK

The symbol "I" (Incomplete) denotes that a student's work was of passing quality through at least 75% of the course, but incomplete for a valid, documented reason. Students need to complete missing assignments and tests or retake the course. No tuition is required for completing a course with an "I" symbol. The symbol "IP" (In Progress) denotes that student work needs to be continued in the following semester only for courses allowing such extension. In some cases, it may require registration of additional units. If "I" or "IP" symbols are not converted to a grade during the following semester, the Registrar will change them to "Y".

## **REPEATED COURSES**

A student may repeat a course in which a grade was previously earned. When a course is repeated, the last grade and credit units earned replace the previous grade and units in computing the student's GPA. A designation of "R" will be entered for the previous attempt on the student's academic records.

## **DROPPING A COURSE**

A student, dropping a course before 75% of its completion, will receive "W" symbol and a partial tuition refund following the refund procedure (page 24). Students dropping after the 75% completion deadline and before the final are not eligible for a refund and will receive "Y" symbol. Situations of "I" symbol are not considered dropping. No course dropping is allowed after finals.

## **CHANGE OF GRADE**

Final grades are considered permanent and not to be changed, except in a case of clerical error, making up missing student work, or other circumstances as determined by the instructor, subject to the approval of the Provost and the Registrar. A change of grade must be completed no later than one year following the course. In some cases, additional work and registration of extra units may be required. Change of Grade forms can be obtained from the Registrar's Office. Students wishing to appeal a specific grade may do so under the student grievances procedure (described on pages 32-33).

## **CREDIT BY EXAMINATION**

With the permission of the President or the Provost, a student can challenge a course requesting examination by a faculty member teaching the course. The student must register for the course and pay for the credit units received by such examination.

## **SPECIAL STUDIES**

With the consent of the President or the Provost and the instructor who will conduct the course, a student may enroll in the course delivered as a special study. The instructor chooses teaching model of special studies. Normally undergraduate students are not permitted to take more than four courses of special studies, and graduate students are not permitted to take more than two (MBA and MS) or four (DBA) special studies courses, in the entire programs. Students can take **at most one special study course per term**. The overall program credit limitations may be exceeded only for substantive reasons, such as: a schedule conflict between two courses which are both required (especially if the student is graduating in that term); or a conflict between class schedule and work; or medical reasons. The reasons should be documented and approved by the President or the Provost.

## **COURSE SUBSTITUTIONS AND WAIVERS OF REQUIREMENTS**

Course substitutions may be allowed only if the regular course is not available or to satisfy a specific academic interest of a student. Substitutions are not normally made for core subjects for a given major. The President or the Provost could make waivers for requirements if a student has completed an equivalent of the course or a more advanced course in that subject. In petitioning for a substitution or waiver, the student must apply through the Registrar's Office.

## **EXCESSIVE COURSE LOAD**

Undergraduate students who wish to register for more than 24 units in a semester (12 units in a Summer session) and graduate students who wish to register for more than 18 units in a semester (9 units in a Summer session) must secure the approval of the Provost.

## **COURSE CANCELLATION**

The University reserves the right to cancel a course with an enrollment of fewer than ten students.

## **LEAVE OF ABSENCE**

A student who finds it necessary to withdraw or delay his/her education for one or more semesters must submit a written request for leave of absence to the Provost. All international students must consult with the Designated School Official (DSO) before submitting such request.

## **AUDITOR STATUS (NON-DEGREE STUDENTS)**

Individuals registering for courses without applying for a degree are considered auditors. Normally, a student is required to declare his/her intention to enroll on an auditor basis at the time of registration for the course. A student may change registration from auditor to regular status or conversely change from regular to auditor status. The student must make this declaration in writing on the Change of Program form within **the first six weeks** of the semester. A written statement and approval from a Provost is necessary in order that courses taken by an auditor are applied to a degree.

## **CHANGE OF CONCENTRATION AND SECOND CONCENTRATION OPTION**

Students changing their concentration need to provide a written request and sign another enrollment agreement corresponding to the current catalog. Students who have already completed a program at Lincoln University and would like to take an additional concentration or some extra courses in the same program may register for the courses as auditors if space in the classes is available.

## **ACADEMIC ADVISING**

Academic advising is provided throughout the whole academic cycle, and specifically during the registration process. The President, Provost, Registrar, Department Chairs, Program Director, and Faculty members are available to counsel students concerning special problems.

## **SEMESTER ACADEMIC ACHIEVEMENT LIST**

Students, who have maintained a GPA of 3.6 or higher in a semester, taking at least 9 units of courses graded with a letter grade, will be placed on the Semester Academic Achievement List for the achievement in that semester.

## **SPECIAL RECOGNITION AT GRADUATION**

Graduation honors are given to students graduating Lincoln University with high Cumulative GPAs (CGPA). All Lincoln University grades are considered in calculating the CGPA for honors.

Bachelor's degree candidates will receive special recognition awards: "President's Award" for a CGPA of 3.8, and "University Award" for a CGPA of 3.9 or 4.0 if they complete a program taking at least 36 credits of courses graded with letter grades.

Graduate degrees candidates will receive "President's Award" for CGPA 3.9 and "University Award" for CGPA 4.0 at the completion of their programs.

## **REQUEST FOR DIPLOMA AND TRANSCRIPT**

Students who expect to graduate and receive a degree diploma should submit a Request for Diploma and Transcript to the Registrar's Office. It initiates a review of all academic work undertaken at Lincoln University and a validation of the student's successful completion of the program requirements.

Students and graduates may obtain additional transcripts of their academic record or request their Diploma replacement by submitting a Request Form to the Registrar's Office.

Regular service for each document takes five business days and is mailed via regular USPS mail. A fee of \$8.00 is charged for each official transcript (bearing the seal of the University and the Registrar's signature) and \$75 for the diploma replacement. Express service (one working day) is available for \$25.00 per copy (the request must be submitted by **3:00 PM**). Students wishing to expedite delivery should pay for the additional shipping charges (the prices may vary) to use express courier services, such as UPS, FedEx, DHL, etc.

## **REQUEST FOR PARTICIPATION IN COMMENCEMENT CEREMONY**

Students who expect to graduate and wish to participate in the commencement ceremony of a year should file a Request for Participation in Commencement Ceremony.

## **RETENTION OF STUDENT EDUCATIONAL RECORDS**

Students have a right to access his/her records maintained by the University. The University maintains educational records of all students permanently. The educational records include documents related to admissions, enrollment agreement, course grades, and related academic information. These

records are kept under the custody of the Director of Records, who ensures that the privacy and confidentiality of all student records are protected under the applicable law.

The University fully incorporates the Family Educational Rights and Privacy Act of 1974 (FERPA) in its entirety. A written consent from the student is required before educational records may be disclosed to third parties except for regulatory educational agencies.

A student seeking to review his/her educational records must submit a written request to the Records Office. The school is not responsible for loss of records due to nature, war, and destruction as a result of severe weather, vandalism, or acts of terrorism, etc.

## **POLICY OF SATISFACTORY ACADEMIC PROGRESS (SAP)**

All students, enrolled in a degree program, undergraduate or graduate, part-time or full-time, regular or conditional, must meet minimum standards of academic achievement and successful course completion while enrolled at Lincoln University. The University requires that all courses be successfully completed in a specified time period in order to allow students' graduation from its program.

Students' results are reviewed by the Registrar's Office at the end of each semester, in order to determine if adequate progress has been made to complete the desired degree in the time frame allowed by the University. **Adequate progress (AP)** is defined as the total number of credit units required for graduation in the designated program divided by maximum number of years for the student classification. If cumulative AP indicates that sufficient progress has not occurred (number of total earned credit units is less than AP multiplied by the number of years of study), the student may continue enrollment under academic probation for one term. If the deficiency is not corrected by the end of the term, the student will be suspended, dismissed, or placed in an extended enrollment status.

A student's academic performance is evaluated at certain predetermined points in time, based on the percentage of semester credit hours attempted. These evaluation points occur at least once in each academic year, and at the one-quarter point and midpoint of the maximum time periods of education. The periods for completion of parts of programs are expressed in terms of 1.5 times the number of credit units required for their completion. For the BS degree, the maximum number of attempted units permitted is 183; for the BA degree it is 184 units, for the MBA and MS degrees it is 54 units (foundation courses units are not included), and for the DBA degree it is 140 units (foundation courses units are not included). These figures represent the maximum number of credit hours that can be attempted before being disqualified as a degree-seeking student.

If a student fails, at the one-quarter-evaluation point, to meet the minimum academic achievement or successful credit completion standards, he/she may continue at Lincoln University as a probationary student. If a student fails to meet the minimum academic achievement or successful credit completion standards at the mid-point evaluation, he/she is not eligible for the university scholarship funds or financial aid, may not be placed on probation, and must be dismissed unless he/she is placed in an extended enrollment status. If approved by the Provost, the student may continue as a conditional one in an extended enrollment status in order to retake courses in which he/she was previously unsuccessful. If a student demonstrates, after retaking the courses, that he/she is academically and motivationally prepared to continue in the program, so that the recalculated GPA and successful semester-credit completion rate meets or exceeds the minimum requirements, the student may be reinstated as a probationary student until the following evaluation. The Registrar must approve the reinstatement. Grades earned as a probationary student previously or during the extended enrollment period as a conditional student may substitute for the previous failures in the calculation of the resulting student's GPA. Detailed criteria for SAP are specified with a chart in each program's description.

Prior to the mid-point evaluation, a student in the BS and BA programs who falls below the required minimum cumulative GPA for the first time may be allowed to continue his/her enrollment under academic probation for up to two terms. If the grade point average does not improve during the probationary period, the student will be suspended for one term, after which he/she may apply for readmission following the normal re-enrollment procedures, or the student may be dismissed. Students maintaining the minimum overall standards for academic achievement and successful credit completion in these programs must also complete the required units designated by the major area, with a minimum GPA of 2.0 or higher. See the SAP charts on pages 39 for BA and 43 for BS programs.

Continuing graduate enrollment requires the progressive maintenance of a minimum cumulative GPA starting with 2.7 (MBA and MS) or 3.0 (DBA) and following the SAP charts on page 56 (for MBA and MS), and 65 (for DBA). Prior to the mid-point evaluation, should the grade point average fall below 2.9 (MBA



and MS) or 3.1 (DBA), the student will be placed on academic probation for one term. Failure to attain a grade point average of 3.0 (MBA and MS) or 3.2 (DBA) at the end of that term will result in suspension for one term, after which the student may apply for readmission according to the normal re-enrollment procedures, or the student may be dismissed.

Units of credit accepted on transfers are recorded, but quality points from other institutions are not included in the GPA and SAP calculations. Transferred credit units influence SAP by redefining the required minimum credit units earned (course completion percentage) at each point of evaluation; transfer credit units are added to minimum credit units must be earned in the SAP charts stated above.

The **estimated time for a degree completion (ETDC)** and the **maximum time for a degree completion (MTDC)** are influenced by the transferred credit units and the supplemental/foundation courses units and calculated during preparation of the enrollment agreement. ETDC and MTDC are determined by the following formulas:

for BS and BA degrees:  $ETDC/MTDC$  (in semesters) =  $10/15 - (\text{the number of transferred credit units})/12$ ,

for MBA and MS degrees:  $ETDC$  (in semesters) =  $4/6 - (\text{the number of transferred credit units})/9 + (\text{the number of required foundation courses units})/9$ ,

for DBA degree:  $ETDC$  (in semesters) =  $11/16 - (\text{the number of transferred credit units})/9 + (\text{the number of required foundation courses units})/9$ .

Students who seek to earn an additional degree and wish to use part of credit units received earlier are treated in the same way as students transferring credit units from other schools.

The impact of the non-punitive grade on satisfactory progress is as follows: credit is given for the non-punitive Credit (CR) grade and is included in the calculation of a student's maximum program length and credit limits but excluded from the grade point average. No credit is given for the following grade or symbols: no credit (NC), withdrawal (W), incomplete (I), no basis for grade (Y), or in progress (IP), which are included in the calculation of a student's maximum program length and credit limits but excluded from calculations of the grade point average. When a course is repeated (R), the last grade and credit units earned replace the previous grade and credit units. Duplicate credit units are not given for two or more passing efforts. Only the last grade and credit are included in the calculation of a student's GPA, but all courses are included in maximum program length and credit limits. The "F" grade (failure) is included in the calculation of the student's GPA, maximum program length, and credit limits.

Satisfactory attendance history is required for continued enrollment. Unsatisfactory attendance may result in dismissal from classes during the currently enrolled term.

The student seeking a leave of absence or temporary waiver from the standards of satisfactory academic progress due to poor health, family crisis, or other significant circumstances beyond his/her control should first get an approval from the Provost. The student should submit a written application and provide documentation to demonstrate that these circumstances had an adverse impact on his/her satisfactory progress. Based on the Provost's recommendation, the Director of Admissions and Records may grant the request. Time for the approved leave of absence will not be included in the calculation of a student's maximum program length.

## **APPEAL A DETERMINATION OF NOT MAKING SATISFACTORY PROGRESS OR OTHER ACADEMIC AND ADMINISTRATIVE GRIEVANCES PROCEDURE**

Should a student disagree with the application of the University policy of Satisfactory Academic Progress or has an academic or administrative grievance (including attendance issues), he/she must:

1. Discuss the problem with the appropriate instructor/advisor.
2. If still unsatisfied, the student may appeal to the related academic Dean or Program director and the Dean of Students.
3. If the student is not satisfied with their joint decision, further appeal should be directed to the Provost or Administrative Vice-President (AVP) depending on the matter of the problem. That appeal should be filed no later than ten days following the date of the Deans' or Director/Dean's decision to avoid delays in properly registering for the coursework to maintain satisfactory progress and/or attendance to courses. All appeals must be in writing and must contain a detailed description of any mitigating or special circumstances and should be accompanied by documented proofs.

The Provost/AVP will appoint a Committee consisting of three members from the faculty/staff. The Provost/AVP may, at his/her discretion, also elect to appoint a student member of the Committee. Every effort should be done to ensure that a fair, impartial, and representative Committee hears the matter. The Provost/AVP Office shall give the respondent notification in writing that a grievance has been filed, as well

as a copy of the grievance and provide a copy of the response to the complainant. The following standards for the investigation will be observed:

1. In conducting the investigation, the Committee shall receive and review the grievance, the response, and other pertinent statements or documents in confidence.
2. The complainant and respondent shall be given the opportunity to respond to one another's statements, and to present witnesses or concerned parties in conformity to the evidence presented.
3. When, in the judgment of the Committee, the positions of the complainant and respondent have been equitably heard, the Committee shall submit a written report to the President. The President will make the decision regarding any action taken. Then appeals can be filed with the Board of Trustees through the office of the President. The Board may reject consideration of some appeals.

## **ATTENDANCE**

Because Lincoln University's programs are based upon the active participation of all class members, regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Excessive absence or tardiness may result in loss of credit, lowering of grade, or dismissal from a course and then, if not fixed, from the university. **Administrative policies on absences from classes are as follows:**

- A student receives a **warning notice** after missing **20%** of class meetings completed in a course.
- A student is placed on **probation** after missing **30%** of class meetings completed in a course.
- A student may be **dismissed** after missing more than **40%** of class meetings completed in a course.

Absences covering emergencies as serious illness or similar may be excused by the Director of Admissions and Records for a period of up to 21 days, provided the absence is properly documented. If the Office receives no proper documents, the student will be considered as having no excuse, and appropriate action will be taken. Instructors may **dismiss** a student **from a course** after missing **3 consecutive class meetings** by reporting to the Registrar.

The University is required by the United States Department of Homeland Security to report all foreign students who are dropped for excessive absences.

# UNDERGRADUATE STUDIES

## GENERAL EDUCATION

The General Education (GE) courses are an essential part of higher education. They provide a broad foundation of general knowledge for the more specialized upper division courses and prepare students for contemporary life and communication. These courses may be required or elective. They offer fundamentals of a higher education and develop skills and prerequisites for advanced studies. The following are main fields of general education: **Critical Thinking, English Composition and Communications; Humanities** (including American and English literature and foreign languages); **Mathematics, Statistics, and Computer Sciences; Natural, Political, and Social Sciences** (including **biology, physics, economics, sociology, government, and history**); **Psychology and Introductions to Business and Law.**

GE part of each undergraduate degree program includes 45 units of courses. The GE course compositions vary reflecting specific needs of each program. However, the core GE courses and the main part of GE learning outcomes are the same.

### GE LEARNING OUTCOMES (GELOS) FOR ALL UNDERGRADUATE PROGRAMS

The general education part of BA and BS programs empowers students to:

- Communicate effectively in multiple creative and professional writing genres by applying Standard American English and appropriate software (**GELO1**).
- Communicate effectively verbally in various professional and social contexts (**GELO2**).
- Demonstrate proficiency in college-level mathematics, be able to represent mathematical information symbolically, visually, and verbally; interpret and apply quantitative methods to solve practical problems (**GELO3**).
- Identify, evaluate, and synthesize information from relevant publications and reports (**GELO4**).
- Apply critical thinking skills and common sense to approach and solve real-world problems. Demonstrate proficiency in skills that sustain lifelong learning, particularly to think critically and responsibly in assessing, evaluating, and integrating information (**GELO5**).
- Obey the responsibilities of active citizenship, community engagement, social responsibility, and professional integrity (**GELO6**).

## BACHELOR OF ARTS IN BUSINESS ADMINISTRATION

The Bachelor of Arts in Business Administration (BA in BA) degree program provides an integrated interdisciplinary education. The program Student Learning Goal is ability to: effectively manage a variety of business organizations; successfully apply appropriate techniques for addressing complex business problems; select and utilize tools when making informed business decisions; use communication skills (verbal and written) necessary for succeeding as business administrators. Of particular benefit to students and their future employers is the strong international focus of the program. This comes not only from the employment-market relevant course offerings, but also from interaction with fellow students. Students in the business program come from over 60 different countries, representing most regions of the world.

### BACHELOR OF ARTS IN BUSINESS ADMINISTRATION PROGRAM COMPOSITION

The Bachelor of Arts in Business Administration degree program consists of 123 units, containing 45 units of **General Education (GE)** and three major parts: 42 units of **General Business Administration (GBA)**, 21 units of **Concentrations**, and 15 units of **Elective** courses.

### BA IN BUSINESS ADMINISTRATION PROGRAM LEARNING OUTCOMES (BA PLOS)

Upon completion of the program, students receive a solid base in the areas of a modern commercial enterprise, as well as advanced preparation in an area of a concentration of their choice. The students will be able to:

- Demonstrate knowledge in the principle areas of general business and specific areas of concentration, which include international business, management, entrepreneurship, and management information systems **(BA PLO1)**.
- Determine the information needed to evaluate a business problem. Apply critical thinking and reasoning skills to recognize business reports credibility and accuracy **(BA PLO2)**.
- Demonstrate the ability to successfully cooperate with others using written and oral communication tools **(BA PLO3)**.
- Demonstrate the ability to formulate business problems and to identify proper tools to make well-informed decisions **(BA PLO4)**.
- Apply and comply with ethical and legal principles and evaluate business perspectives **(BA PLO5)**.

### **SPECIFIC FOR BA IN BUSINESS ADMINISTRATION GE LEARNING OUTCOME (BA GELO)**

The general education part of BA in Business Administration program empowers students to:

- Demonstrate understanding of natural and social sciences; humanities; history; and psychology - knowledge important for a successful business professional in 21st century.

### **BA IN BUSINESS ADMINISTRATION COURSE CONTENT**

#### **I. General Education (GE) Courses**

1. Natural Sciences (SCI 10, SCI 31)	6
2. Social Sciences (ECON 10 or 286, HIST 10 or 15, HIST -, POLSCI 10, SOCSCI 10)	12
3. Humanities (HUM 10, HUM --, PSYCH 10)	6
4. English (ENG 75, ENG 82, ENG 86, ENG 77, or 99, or 170, or 171, or 280)	12
5. Mathematics (MATH 10, MATH --)	6
6. Computer Science (CS 10)	3

**Total Required for General Education ..... 45 Units**

#### **II. General Business Administration (GBA) Courses**

All undergraduate business students need to complete at least 42 units of GBA requirements. This program enables students to gain a comprehensive business background in the principal areas of business. The program is concluded with Strategic Business Management (BA 290) course, which is usually taken in the student's final term. Knowledge gained in the program is combined to provide a crucial and analytical understanding of business operations.

BA	10	Business Foundations	3
BA	19	Fundamentals of Ethics	3
ECON	20A	Principles of Economics I/Macroeconomics	3
ECON	20B	Principles of Economics II/Microeconomics	3
BA	42	Financial Accounting	3
BA	110	Management Principles	3
BA	115	Statistics	3
BA	130	Introduction to International Business	3
BA	140	Fundamentals of Finance	3
BA	150	Marketing	3
BA	215	Production Management	3
BA	240	Managerial Accounting	3
BA	250	Entrepreneurial Management	3

*Upon completion of GBA and at least 3 concentration courses, students take:*

BA	290	Strategic Business Management	3
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**Total Required for General Business Administration..... 42 Units**

#### **III. Areas of Concentration**

Students are required to select a **concentration area** for advanced study. The following concentrations are currently available: **International Business; Marketing; Entrepreneurship; Management Information Systems**. Students may develop an individualized concentration using existing courses with the Provost's approval. Each concentration requires at least 21 units of developed or advanced level business, economics, computer science, psychology, or English courses.

<b>A. International Business.</b> Choose at least <b>15 units (5 courses)</b> from:			
BA	125	World Resources	3
BA	171	Business and Society	3
ECON	220	International Economics	3
BA	230	Studies in International Business	3
BA	231	Cultural Dimensions of Management	3
BA	234	Principles of Import and Export Management	3
BA	259	International Marketing	3
BA	264	E-commerce	3
BA	289	International Business Strategy	3
And optional additional courses from other concentrations			6
<b>Total Required for International Business Concentration</b> .....			<b>21 Units</b>

<b>B. Marketing.</b> Choose at least <b>15 units (5 courses)</b> from:			
PSYCH	170	Psychology of Human Relations	3
ENG	193	Business Communications	3
BA	231	Cultural Dimensions of Management	3
BA	256	Sales Management	3
BA	257	Consumer Behavior	3
BA	258	Advertising	3
BA	259	International Marketing	3
BA	263	Digital Marketing	3
BA	264	E-commerce	3
And optional additional courses from other concentrations			6
<b>Total Required for Management Concentration</b> .....			<b>21 Units</b>

<b>C. Entrepreneurship.</b> Choose at least <b>15 units (5 courses)</b> from:			
BA	135	Legal Foundations of Business	3
BA	146	Applications Software	3
BA	170	Human Relations in Business	3
BA	175	Organizational Behavior	3
BA	217	Personnel Management	3
BA	219	Small Business Management	3
BA	236	People Problems in Small Business	3
BA	245	Real Estate Practices	3
BA	257	Consumer Behavior	3
And optional additional courses from other concentrations			9
<b>Total Required for Entrepreneurship Concentration</b> .....			<b>21 Units</b>

<b>D. Management Information Systems.</b> Choose at least <b>12 units (4 courses)</b> from:			
BA	160	Information Systems Concept and Applications	3
CS	170	The Internet	3
CS	237	Database	3
BA	262	Systems Analysis and Design	3
BA	263	Digital Marketing	3
BA	264	E-commerce	3
And optional additional courses from other concentrations			9
<b>Total Required for Management Information Systems Concentration</b> .....			<b>21 Units</b>

**NOTE: Courses** BA 280 and CS 280 Special Topics, BA 298 Internship, and BA 299 Research Project can substitute a course above if the course topic matches the field of concentration.

**IV. Electives**

At least **15 units** of elective courses to be chosen from the university catalog.

<b>Total Electives</b> .....	<b>15</b>	<b>Units</b>
<b>Total (minimum) Required for BA in Business Administration Degree</b> .....	<b>123</b>	<b>Units</b>

**BA IN BUSINESS ADMINISTRATION DEGREE PROGRAM CHART  
GENERAL EDUCATION (45 units)**

Basic Subjects (15 units)

Sciences, English, and Humanities (30 units)

MATH 10		SCI 31		MATH --	
SCI 10		HIST 10 or HIST 15		HIST -- or HUM --	
PSYCH 10		HUM 10		ECON 10 or ECON 280	
CS 10		POLSCI 10 or SOCSCI 10		ENG 86	
ENG 75		ENG 82		ENG 77, 99, 170, 271, 280	

**GENERAL BUSINESS ADMINISTRATION (GBA), CONCENTRATION, AND ELECTIVE COURSES  
(78 units)**

GBA Courses (42 units)

Concentration (21 units)

Electives (15 units)

BA 10		BA 130					
BA 19		BA 140					
BA 42		BA 150					
ECON 20A		BA 215					
ECON 20B		BA 240					
BA 110		BA 250					
BA 115		BA 290					

**SUGGESTED COURSE SEQUENCING FOR BA IN BA DEGREE PROGRAM\***

**YEAR ONE**

**Fall**

BA	10	Business Foundations	3
CS	10	Introduction to Computer Science	3
MATH	10	College Mathematics	3
—	—	General Education Courses	6
<b>Fall Total.....</b>			<b>15 Units</b>

**Spring**

BA	42	Financial Accounting	3
ECON	20A	Principles of Economics I	3
—	—	General Education Courses	6
<b>Spring Total.....</b>			<b>12 Units</b>

**Summer**

—	—	General Education Courses	6
<b>Summer Total.....</b>			<b>6 Units</b>

**First Year Total.....33 Units**

**YEAR TWO**

**Fall**

BA	110	Management Principles	3
ECON	20B	Principles of Economics II	3
—	—	General Education Courses	6
<b>Fall Total.....</b>			<b>12 Units</b>

**Spring**

BA	19	Fundamentals of Ethics	3
BA	115	Statistics	3

BA	130	Introduction to International Business	3	
—	—	General Education Courses	6	
<b>Spring Total.....</b>			<b>15</b>	<b>Units</b>
<b>Summer</b>				
—	—	General Education Courses	6	
<b>Summer Total.....</b>			<b>6</b>	<b>Units</b>
<b>Second Year Total.....</b>			<b>33</b>	<b>Units</b>

#### YEAR THREE

<b>Fall</b>				
BA	140	Fundamentals of Finance	3	
BA	150	Marketing	3	
BA	215	Production Management	3	
—	—	General Education Course	3	
<b>Fall Total.....</b>			<b>12</b>	<b>Units</b>
<b>Spring</b>				
BA	240	Managerial Accounting	3	
BA	—	Concentration Courses	6	
—	—	Elective Course	3	
<b>Spring Total.....</b>			<b>12</b>	<b>Units</b>
<b>Summer</b>				
BA	—	Concentration Courses	6	
<b>Summer Total.....</b>			<b>6</b>	<b>Units</b>
<b>Third Year Total.....</b>			<b>30</b>	<b>Units</b>

#### YEAR FOUR

<b>Fall</b>				
BA	250	Entrepreneurial Management	3	
BA	—	Concentration Courses	9	
<b>Fall Total.....</b>			<b>12</b>	<b>Units</b>
<b>Spring</b>				
BA	290	Strategic Business Management	3	
—	—	Elective Courses	12	
<b>Spring Total.....</b>			<b>15</b>	<b>Units</b>
<b>Fourth Year Total.....</b>			<b>27</b>	<b>Units</b>

\*Variations of the sequence are permitted and common.

### GRADUATION REQUIREMENTS FOR BA IN BA DEGREE

To graduate the BA in Business Administration Degree, all students must have a Grade Point Average (GPA) of 2.0 (C) or better by the end of the program and complete at least 45 units of General Education courses, 42 units of General Business Administration courses, 21 units of concentration courses, and 15 units of elective courses. The program may include an optional minor of 18 units (page 40). A maximum of 92 credit units can be transferred from other institutions; and at least 18 credits taken at Lincoln University must be for business administration courses.

### TIME LIMITATION FOR BA IN BA DEGREE COMPLETION

A time limitation for receiving the BA in Business Administration degree at Lincoln University is established to ensure that the degree current knowledge in the field of study. Academic credit received twelve (12) years or more before the program completion will be deemed "no longer applicable". Petition for exception to the policy may be directed to the Provost for consideration and determination.

### ACADEMIC PROGRESS REQUIREMENTS

Students enrolled\* in the BA in Business Administration degree program are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 31-32) and the following chart. The chart specifies the criteria for achieving satisfactory academic progress for full-time students (no transfers) in the BA in BA degree program based on the allowable maximum number of semester credit hours attempted (part-time students are evaluated proportionally to the taken part of a program; students who changed their program will be evaluated on all courses taken).

Program	Maximum Units Can Be Attempted**	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
BA in BA Degree	48	End of 1st Academic Year	21 (18 GE/GBA)	2.0
	72	End of 3rd Semester	30	2.0
Degree	96	End of 2nd Academic Year	42 (36 GE/GBA)	2.0
	144	End of 3rd Academic Year	63	2.0
	184	End of 4th Academic Year	84	2.0
	184	End of 5th Academic Year	105	2.0
	184	100% of MTDC	123	2.0

\* Admission requirements are on page 17.

\*\* Units attempted means courses' units for which the students have incurred a financial obligation or for which any university scholarship funds have been disbursed.

### COHORT / DISTANT BA IN BUSINESS ADMINISTRATION DEGREE OPTION

The Bachelor of Arts in Business Administration cohort / distance education degree is offered at Lincoln University in a cohort format only (see pages 20-21). Students matriculating at the same time attend the same courses and move through the program as a group.

### PERIOD OF ATTENDANCE AND ESTIMATED SCHEDULE OF CHARGES

Students must successfully complete 123 units of required coursework to complete the BA in Business Administration degree program. The estimated time for degree completion (ETDC) for BA in BA program is 5 (five) years. The estimated tuition and fees for the completion of BA in BA degree program is listed below:

Tuition & Fees	Charges
Tuition per Term*	\$6,300
Registration Fees	\$275
Total Charges Each Term*	\$6,575
Estimated Total Charges for Entire Educational Program	\$67,325

**\*NOTE:** For a full-time undergraduate student taking 12 units per semester. The tuition and fees posted above are **estimates** based on current approved amount and are subject to change. Thus, the final amount may differ from the amounts shown above.

### BA IN BUSINESS ADMINISTRATION / MBA DEGREES COMBINATION OPTION

The BA in Business Administration / MBA program option is designed to apply for a course of study leading to a BA in Business Administration and MBA degrees in a shorter time frame than pursuing each degree independently. Students accepted into this joint enrollment option may be able to complete both degrees as quickly as five and a half years, instead of six and a half years common for the sequential programs study. Students pay the undergraduate rate per unit for undergraduate courses and the graduate rate for the graduate courses. The BA in Business Administration / MBA option is based on Lincoln University's existing curriculum for its accredited undergraduate and graduate degrees. Transfer credits can be granted toward earning LU undergraduate degree. It will determine the length of enrollment required for a student to successfully complete both degrees.

### BA/MBA JOINT OPTION ADMISSION REQUIREMENTS

Applicants for this joint option must meet all existing undergraduate degree program requirements related to GPA standards and TOEFL scores, including transcripts covering all completed college-level academic coursework. Admitted students must maintain a GPA sufficient to meet the admission requirements for Lincoln University's MBA program to be able to continue with the second degree.



**JOINT CURRICULUM STRUCTURE**

Students who completed all core undergraduate business requirements, but BA 290, may choose to take some graduate courses (subject of proper prerequisites and approval by the course instructor and Provost) as electives. Also some common requirements courses are acceptable for both programs. These courses will be applied to the MBA degree. Below is an example of a program content.

1. General Education Courses	45 units
2. BA Lower Division Courses	15 units
3. BA in BA Core Courses	21 units
4. BA in BA Concentration	21 units
5. *Electives BA/MBA Core and Concentration (BA 301, BA 304, BA306, BA 320, an MBA concentration course)	15 units
6. *BA / MBA Common Requirements	6 units (BA 240/340, BA 250/330 or BA 241/BA 360)
<b>BA in BA degree awarded at</b>	<b>123 units</b>
7. *MBA Concentration	6 units
8. *MBA Core (BA 307, BA 390)	6 units
9. *MBA Project/Internship/Exam	3 units
<b>MBA degree awarded at</b>	<b>36 graduate units</b>

*Courses with asterisks (\*) are not transferable from other institutions, and can be taken after at least 90 credits of lower division courses have been completed.*

**MINOR OPTION**

Students in the BA in Business Administration degree program may choose a minor area of emphasis in addition to their major. Established minor is available in Information Technology. Students may also develop an individual minor area using the existing courses with the approval of the Dean, Program Director, or Provost. A maximum of 9 credit units can be transferred to a Lincoln University minor.

**INFORMATION TECHNOLOGY (IT) MINOR (18 UNITS)**

A minor in IT includes 18 units of prescribed work in the following areas: computer science core areas and advanced computer topics. Specific requirements in each area are detailed below:

**Core Areas – Part 1** *(all of the following):*

CS	50	Introduction to Programming	3
CS	90	Studies in Programming Languages	3
CS	140	Data Structures	3
BA	160	Information Systems Concept and Business Applications	3

**Advanced Topics – Part 2** *(6 units from the following):*

CS	175	Topics in Artificial Intelligence	3
CS	220	Software Engineering	3
CS	237	Database	3
BA	262	Systems Analysis and Design	3

**Total Required for Information Technology Minor.....18 Units**

# BACHELOR OF SCIENCE IN DIAGNOSTIC IMAGING

The Lincoln University undergraduate studies in Diagnostic Imaging (DI) with concentrations in Sonography and Echocardiography are dedicated to providing high-quality education and training that leads to employment as a competent, ethical health care professional, and results in the Bachelor of Science Degree. The program emphasizes the necessity of professional development and life-long learning. The academic activities and externships enable graduates to develop a knowledge base for the use of diagnostic ultrasound imaging and echocardiography equipment for testing of the human body. It also provides students with the knowledge of clinical skills, problem-solving abilities, and interpersonal skills. Sonography and Echocardiography technology are rapidly expanding allied health fields where the needs for professionals continue. Graduates have opportunities for employment in: hospitals, clinics, physician's offices, mobile services, research; and also, as managers/owners of private DI offices; and marketers or administrators of sales and product development for equipment manufacturers.

## BACHELOR OF SCIENCE IN DIAGNOSTIC IMAGING PROGRAM STRUCTURE

The Bachelor of Science (BS) in Diagnostic Imaging (DI) degree program at Lincoln University consists of 122 units, containing 45 units of **General Education**, 16 units of **Core**, 34 units of **General Ultrasound**, 21 units of **Concentrations** and **Elective** courses, and 6 units of Externships supervised by certified advisors.

## BS IN DIAGNOSTIC IMAGING PROGRAM LEARNING OUTCOMES (BS PLOS)

Upon completion of the program, students should be able to examine patients at various medical facilities, perform ultrasound procedures, and manage and direct operations in ultrasound labs.

The students will be skilled to:

- Demonstrate knowledge of principles of ultrasound technology, medical terminology, physiology, sonography, and echocardiography (**BS PLO1**).
- Demonstrate ability of proper patient positioning techniques for efficient use of imaging technology (**BS PLO2**).
- Adept imaging procedures based on patient's needs and clinical limitations (**BS PLO3**).
- Practice effective oral and written communication skills in the clinical setting (**BS PLO4**).

## SPECIFIC FOR BS IN DIAGNOSTIC IMAGING GE LEARNING OUTCOME (BS GELO)

The general education part of BS in Diagnostic Imaging program empowers students to:

- Demonstrate understanding of natural sciences; humanities; history; psychology; and fundamental business principals - knowledge important for a successful operator of a diagnostic imaging office.

## BS IN DIAGNOSTIC IMAGING COURSE CONTENT

### I. General Education (GE)\*, see general program description on page 34.

1. Natural Sciences (SCI 10, SCI 31)	6
2. Social Sciences (HIST 10 or 15, ECON 10)	6
3. Humanities (HUM 10, PSYCH 10, BA 19)	9
4. English (ENG 75, ENG 82)	6
5. Mathematics and Statistics (MATH 10 or MATH 15, BA 115)	6
6. Computer Science and Software (CS 10, BA 146)	6
7. Administration (BA 10, BA 110)	6
<b>Total Required for General Education.....</b>	<b>45 Units</b>

### II. Core Courses

DI	10	Physical Principles of Ultrasound	3
DI	20	Medical Terminology	3
DI	30	Anatomy and Physiology	3
DI	110	Ultrasound Principles and Protocols	4
DI	210	Advanced Ultrasound Physics and Technology	3
<b>Total Required for Core Courses.....</b>			<b>16 Units</b>

**III. General Ultrasound (GU) Courses**

DI	114	Vascular Anatomy and Hemodynamics	3
DI	115	ECG and Arrhythmias Interpretation	3
DI	120	OB/GYN Ultrasound I	4
DI	124	Peripheral Vascular	4
DI	125	Introduction to Echocardiography	4
DI	130	OB/GYN Ultrasound II	3
DI	140	OB/GYN Scanning (Lab)	3
DI	150	Abdomen and Small Parts I	4
DI	160	Abdomen and Small Parts II	3
DI	170	Abdomen and Small Parts Scanning (Lab)	3

**Total Required for General Ultrasound Courses.....34 Units**

**IV. Concentrations and Electives (complete one of A or B concentrations)**

**A. Sonography and Electives**

DI	231	Advanced OB/GYN Ultrasound	4
DI	241	Advanced OB/GYN Scanning (Lab)	3
DI	251	Advanced Abdomen and Small Parts	4
DI	261	Advanced Abdomen and Small Parts Scanning (Lab)	3
Electives	DI 234/DI 244 or DI 235/DI 245		7

**Total Required for Sonography Concentration.....21 Units**

**B. Echocardiography and Electives**

DI	235	Echo Imaging	4
DI	245	Echo Scanning (Lab)	3
DI	255	Advanced Echo Imaging	4
DI	265	Advanced Echo Imaging (Lab)	3
Electives	DI 231/DI 241 or DI 234/DI 244		7

**Total Required for Echocardiography Concentration.....21 Units**

**V. Externships**

DI	291/295 A	Practicum / Externship I**	3
DI	291/295 B	Practicum / Externship II**	3

**Total Required for Externships.....6 Units**

**Total (minimum) Required for the BS in Diagnostic Imaging Degree.....122 Units**

\*General Education courses are important part of the program and should be completed before the second externship course (DI 291/295 B) is taken.

\*\*Students are required to complete 6 units of externships at an imaging center or a hospital. A maximum of one year is allowed for completing each of the externship courses - DI 291/295 A and DI 291/295 B. Otherwise, the grade "NC" is recorded, and the student should re-register the course with 3 units.

**BS IN DIAGNOSTIC IMAGING DEGREE PROGRAM CHART**

**GENERAL EDUCATION (45 units)**

MATH 10		ENG 75		BA 10	
SCI 10		ENG 82		BA 19	
SCI 31		HIST 10 or HIST 15		BA 110	
CS 10		HUM 10		BA 115	
ECON 10		PSYCH 10		BA 146	

**CORE COURSES (16 units)**

DI 10		DI 20		DI 30		DI 110		DI 210	
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**GENERAL ULTRASOUND COURSES (34 units)**

DI 114		DI 115		DI 120		DI 140		DI 160	
DI 124		DI 125		DI 130		DI 150		DI 170	

**CONCENTRATIONS AND EXTERNSHIPS (27 units)**

**Sonography Concentration (14 units)**                      Electives (7 units)                      Externships (6 units)

DI 231		DI 251		DI 234 or DI 235		DI 291 A	
DI 241		DI 261		DI 244 or DI 245		DI 291 B	

**Echocardiography Concentration (14 units)**                      Electives (7 units)                      Externships (6 units)

DI 235		DI 255		DI 231 or DI 234		DI 295 A	
DI 245		DI 265		DI 241 or DI 244		DI 295 B	

**ACADEMIC PROGRESS REQUIREMENTS**

Students enrolled in the Bachelor of Science degree program are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 31-32) and the following chart. The chart specifies the criteria for achieving satisfactory academic progress for full-time students (no transfers) in the University BS degree program based on the allowable maximum number of semester credit hours attempted (part-time students are evaluated proportionally to the taken part of a program; students who changed their program will be evaluated on all courses taken).

Program	Maximum Units Can Be Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
<b>BS in DI Degree</b>	48	End of 1st Academic Year	21 (9 GE)	2.0
	72	End of 3rd Semester	30	2.0
	96	End of 2nd Academic Year	42 (18 GE)	2.0
	144	End of 3rd Academic Year	61 (27 GE)	2.0
	183	End of 4th Academic Year	84 (36 GE)	2.0
	183	End of 5th Academic Year	105 (45 GE)	2.0
	183	100% of MTDC	122	2.0

\* Units attempted means courses' units for which the students have incurred a financial obligation or for which any university scholarship funds have been disbursed.

**GRADUATION REQUIREMENTS FOR BS IN DI DEGREE**

Students should complete the GPA requirements described above and course requirements summarized in the program chart to receive the Bachelor of Science in Diagnostic Imaging Degree. A maximum of 72 educational and 6 externship credit units can be transferred from other educational institutions. DI courses' units can be transferred from diagnostic imaging programs only. Academic credit received twelve (12) years or more before the program completion will be deemed "no longer applicable".

## SUGGESTED COURSE SEQUENCING FOR THE BS IN DI DEGREE PROGRAM\*

### YEAR ONE

<b>Fall</b>			
DI	20	Medical Terminology	3
MATH	10	College Mathematics	3
PSYCH	10	Fundamentals of Psychology	3
SCI	10	Physical Science	3
SCI	31	Human Biology	3
<b>Spring</b>			
DI	10	Physical Principles of Ultrasound	3
DI	30	Anatomy and Physiology	3
CS	10	Introduction to Computer Science	3
ENG	75	Critical Thinking	3
HIST	10	World History	3
<b>Summer</b>			
DI	110	Ultrasound Principles and Protocols	4
DI	115	ECG and Arrhythmias Interpretation	3

### YEAR TWO

<b>Fall</b>			
DI	114	Vascular Anatomy and Hemodynamics	3
DI	120	OB/GYN Ultrasound I	4
DI	125	Introduction to Echocardiography	4
HUM	10	Introduction to Humanities	3
<b>Spring</b>			
DI	124	Peripheral Vascular	4
DI	130	OB/GYN Ultrasound II	3
DI	150	Abdomen and Small Parts I	4
BA	10	Introduction to Business	3
<b>Summer</b>			
DI	140	OB/GYN Scanning (Lab)	3
DI	160	Abdomen and Small Parts II	3

### YEAR THREE

<b>Fall</b>			
DI	170	Abdomen and Small Parts Scanning (Lab)	3
BA	19	Fundamentals of Ethics	3
Elective (1)		(Concentration Course)	4
<b>A. Sonography</b>			
DI	231	Advanced OB/GYN Ultrasound	4
<b>B. Echocardiography</b>			
DI	235	Echo Imaging	4
<b>Spring</b>			
DI	210	Advanced Ultrasound Physics and Technology	3
BA	115	Statistics	3
Elective (2)		(Concentration Course)	3
<b>A. Sonography</b>			
DI	241	Advanced OB/GYN Scanning (Lab)	3
<b>B. Echocardiography</b>			
DI	245	Echo Scanning (Lab)	3
<b>Summer</b>			
ENG	82A	Written Communications	3
<b>A. Sonography</b>			
DI	251	Advanced Abdomen and Small Parts	4
<b>B. Echocardiography</b>			
DI	255	Advanced Echo Imaging	4

### YEAR FOUR

<b>Fall</b>			
BA	146	Applications Software	3
Elective	—	(General Education Course)	3

<b>A. Sonography</b>			
DI	261	Advanced Abdomen and Small Parts Scanning (Lab)	3
DI	291 A	Practicum / Externship I in Sonography	3
<b>B. Echocardiography</b>			
DI	265	Advanced Echo Imaging (Lab)	3
DI	295 A	Practicum / Externship I in Echocardiography	3
<b>Spring</b>			
BA	110	Management Principles	3
<b>A. Sonography</b>			
DI	291 B	Practicum / Externship II in Sonography	3
<b>B. Echocardiography</b>			
DI	295 B	Practicum / Externship II in Echocardiography	3

\* The order of major courses can be changed only with permissions of an advisor and the Program Director.

### DIAGNOSTIC IMAGING COURSES HOURLY COMPOSITION

Course Number	Course Names	Lecture Hours	Lab Hours	Externship Hours	Total Contact Hours	Units
<b>Core Courses</b>						
DI 10	Physical Principles of Ultrasound	45	0	0	45	3
DI 20	Medical Terminology	45	0	0	45	3
DI 30	Anatomy and Physiology	45	0	0	45	3
DI 110	Ultrasound Principles and Protocols	45	30	0	75	4
DI 210	Advanced Ultrasound Physics and Technology	45	0	0	45	3
<b>General Ultrasound Courses</b>						
DI 114	Vascular Anatomy and Hemodynamics	45	0	0	45	3
DI 115	ECG and Arrhythmias Interpretation	30	30	0	60	3
DI 120	OB/GYN Ultrasound I	45	30	0	75	4
DI 124	Peripheral Vascular	45	30	0	75	4
DI 125	Introduction to Echocardiography	45	30	0	75	4
DI 130	OB/GYN Ultrasound II	45	0	0	45	3
DI 140	OB/GYN Scanning (Lab)	0	90	0	90	3
DI 150	Abdomen and Small Parts I	45	30	0	75	4
DI 160	Abdomen and Small Parts II	45	0	0	45	3
DI 170	Abdomen and Small Parts Scanning (Lab)	0	90	0	90	3
<b>Concentration Courses</b>						
<b>A. Sonography and Electives</b>						
DI 231	Advanced OB/GYN Ultrasound	45	30	0	75	4
DI 241	Advanced OB/GYN Scanning (Lab)	0	90	0	90	3
DI 251	Advanced Abdomen and Small Parts	45	30	0	75	4
DI 261	Advanced Abdomen and Small Parts Scanning (Lab)	0	90	0	90	3
Elective	DI 234 or DI 235	45	30	0	75	4
Elective	DI 244 or DI 245	0	90	0	90	3

<b>B. Echocardiography and Electives</b>						
DI 235	Echo Imaging	45	30	0	75	4
DI 245	Echo Scanning (Lab)	0	90	0	90	3
DI 255	Advanced Echo Imaging	45	30	0	75	4
DI 265	Advanced Echo Imaging (Lab)	0	90	0	90	3
Elective	DI 231 or DI 234	45	30	0	75	4
Elective	DI 241 or DI 244	0	90	0	90	3
<b>Externships</b>						
DI 291/295 A	Practicum/Externship I	0	0	135	135	3
DI 291/295 B	Practicum/Externship II	0	0	135	135	3

**PERIOD OF ATTENDANCE AND ESTIMATED SCHEDULE OF CHARGES**

Students must successfully complete 122 units of required coursework to complete the BS degree program. The estimated time for degree completion (ETDC) for BS program is 5 (five) years. The estimated tuition and fees for completion of BS degree program is listed below:

<b>Tuition &amp; Fees</b>	<b>Charges</b>
Tuition*	\$6,300
Registration Fees	\$275
Total Charges Each Term*	\$6,575
Estimated Total Charges for Entire Educational Program	\$65,430

**\*NOTE:** For a full-time undergraduate student taking 12 units per semester. The tuition and fees posted above are **estimates** based on current approved amount and are subject to change. Thus, the final amount may differ from the amounts shown above.

# GRADUATE STUDIES

## MASTER OF BUSINESS ADMINISTRATION (MBA)

The MBA degree at Lincoln University is designed to develop broad managerial competence to enable graduates to cope with a wide variety of business situations appropriate to their diverse backgrounds. The program upholds a strong international focus. In order to fulfill the overall mission, emphasis is placed throughout the program on the development of the individual through the concentration on basic disciplines and skills as well as specific subject areas.

### MBA PROGRAM LEARNING OUTCOMES (MBA PLOS)

The following objectives have been identified as important for business managers: 1) use of analytical tools from the quantitative and behavioral sciences; 2) coverage of the basic functional areas of business with stress on their inter-relationships; 3) building of flexible adaptability to changing environments; 4) development of the student's ability to evaluate social, political, and economic values; 5) advancement of skills in group cooperation and decision-making; 6) development of communication skills; 7) development of a sense of professional responsibility; 8) multinational aspects as related to all the subject areas. Upon completion of the program, students will be able to:

- Develop and exhibit applied and theoretical knowledge and effectively integrate quantitative problem-solving skills and technology to address real-world management problems **(MBA PLO1)**.
- Demonstrate organizational and leadership skills necessary for setting strategic objectives and effective implementation of decisions and policies for team performance **(MBA PLO2)**.
- Integrate theoretical knowledge, problem-solving skills, and practical experiences to formulate solutions and identify risks conducting strategic analyses, operational planning, and control in a typical business organization **(MBA PLO3)**.
- Evaluate and select decision-support methodologies to address issues related to global business enterprises **(MBA PLO4)**.
- Identify ethical problems in business organizations and reach decisions within moral organizational framework **(MBA PLO5)**.
- Conduct effective narrative communications, and present findings, orally or in written form to diverse professional audiences that allow critiques of strategic matters **(MBA PLO6)**.
- Demonstrate autonomy and creativity for managing complex professional practices **(MBA PLO7)**.

### MBA PROGRAM COMPOSITION AND FOUNDATION COURSES

The MBA is designed for those who have the motivation to pursue graduate-level work in business administration, regardless of the areas of their previous studies. Students with business undergraduate degrees need to take a minimum of 36 graduate units. The required seven (7) core courses are limited to the traditional "core" areas in order to permit students the widest possible elective choices in concentrations to tailor the program for individual needs. Students who do not have previous post-secondary education in areas important for business studies may be required to complete up to 18 units of courses in the following areas: business foundations, accounting, mathematics, economics, statistics, psychology, or computer proficiency. Foundation courses are determined based on the assessment by the Provost, Dean of Business Studies, or Registrar. Adjustments, based on individual background, may lead to different requirements. All foundation courses should be completed during the first 24 credit units of the study and time needed for the completion is not included in MTDC.

### MBA COURSE CONTENT

The LU MBA is a structured degree program requiring a minimum of 36 graduate credits for the graduation. This includes credits for 7 core courses; 12 elective concentration courses; and a case study or a research project or an internship report or an elective course and the comprehensive examination.

#### I. Core Courses\*

BA	301	Managerial Economics	3
BA	304	Marketing Management	3



BA	307	Operations Management	3
BA	312	Business Research Methodology	3
BA	320	Organization Behavior and Administration	3
BA	340	Managerial Accounting and Financial Control	3
BA	390	Business Strategy and Decision-Making	3

**Total MBA Core Courses.....21 Units**

*\* The Dean, Provost or President may substitute one or two of these courses to satisfy a specific academic interest of a student.*

## II. MBA Concentrations

Students should choose a concentration to complete the requirements for the MBA degree. The University offers seven concentrations: **International Business (IB)**, **Finance Management and Investments (FMI)**, **General Business (GB)**, **Human Resources Management (HRM)**, **Management Information Systems (MIS)**, **Marketing Management (MM)**, and **Executive (EMBA)**. A personal concentration may be created for a cohort group of students with the permission of the Provost.

### A. International Business (IB)\*\*- 12 units

The International Business concentration is designed to train students in fields most relevant to international managers. Students should choose **four (4)** courses from the following:

BA	309	Ethics of Business Management	3
BA	310	International Economics	3
BA	313	International Marketing	3
BA	314	International Finance	3
BA	315	International Business and Investment Strategy	3
BA	316	International Management	3
BA	317	Political and Legal Aspects of IB	3
BA	318	Import-Export Management	3
BA	343	International Banking	3
BA	344	International Securities and Foreign Exchange	3
BA	370	Business Communications	3
BA	381	Graduate Internship in IB	3

*\*\*BA 311 may substitute core course BA 312 for students in IB concentration by their choice.*

### B. Finance Management and Investments (FMI) - 12 units

The Finance Management and Investments concentration emphasizes various aspects of American and international finances. Stress is on the use of finance as a management tool. Required is

BA	303	Finance Management	3
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and students should select **three (3)** courses from the following:

BA	314	International Finance	3
BA	315	International Business and Investment Strategy	3
BA	344	International Securities and Foreign Exchange	3
BA	345	Commercial Banking and Lending	3
BA	360	Quantitative Methods for Business and FM	3
BA	363	Investment Science	3
BA	364	Investments (Real Estate)	3
BA	365	Investments (Stock Market)	3
BA	366	Econometrics	3
BA	367	Credit Risk Management	3
BA	382	Graduate Internship in FMI	3

### C. General Business (GB)\*\*- 12 units

The General Business concentration provides courses in small and general business in both human and quantitative aspects, suitable for the future business owners and/or general managers. Required are

BA	302	Principles of Management	3
BA	303	Finance Management	3

and students select **two (2)** courses from the following:

BA	305	Project Management	3
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BA	308	Human Resources Management	3
BA	309	Ethics of Business Management	3
BA	330	Entrepreneurship	3
BA	331	Social Environment of Business	3
BA	360	Quantitative Methods for Business and FM	3
BA	361	Supply Chain Management	3
BA	364	Investments (Real Estate)	3
BA	383	Graduate Internship in GB	3

*\*\*BA 311 may substitute core course BA 312 for students in GB concentration by their choice.*

#### **D. Human Resources Management (HRM) - 12 units**

The Human Resources Management concentration provides courses in human and psychological aspects, which are important for the future human resource managers. Required are

BA	302	Principles of Management	3
BA	308	Human Resources Management	3

and students should select **two (2)** courses from the following:

BA	309	Ethics of Business Management	3
BA	316	International Management	3
BA	323	Organizational Development	3
BA	324	Leadership Development	3
BA	331	Social Environment of Business	3
BA	336	Human Factors in Small Businesses	3
BA	337	Personnel Law	3
BA	371	Communications in Leadership and Negotiations	3
BA	384	Graduate Internship in HRM	3

#### **E. Management Information Systems (MIS)\*\*- 12 units**

The Management Information Systems concentration emphasizes management, design, development, and operation of information systems. Required is

BA	350	Management Information Systems	3
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and students should select **three (3)** courses from the following:

BA	305	Project Management	3
BA	351	Digital Marketing	3
BA	352	Advanced Systems Analysis and Design	3
BA	353	Information Systems Database Management	3
BA	354	E-Commerce	3
BA	355	Special Topics in MIS	3
BA	385	Graduate Internship in MIS	3

*\*\*BA 311 may substitute core course BA 312 for students in MIS concentration by their choice.*

#### **F. Marketing Management (MM) - 3 special core and 12 concentration units**

The Marketing Management concentration provides marketing courses for different business areas. Also covers consumer behavior, sales, and supply chain management, with special attention to marketing research methods. **BA 311 is the required special core course instead of BA 312.**

BA	311	Marketing Research	3
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and students should select **four (4)** courses from the following:

BA	313	International Marketing	3
BA	330	Entrepreneurship	3
BA	351	Digital Marketing	3
BA	354	E-Commerce	3
BA	370	Business Communications	3
BA	372	Consumer Research	3
BA	373	Pricing	3
BA	374	Sales Management	3
BA	375	Service Marketing	3
BA	386	Graduate Internship in MM	3

**G. Executive (EMBA) - 12 units** (Three years of managerial work experience is required)

The Executive concentration provides courses important for leaders in larger companies allowing broad understanding of a business management and development. Required are

BA	303	Finance Management	3
BA	308	Human Resources Management	3
BA	309	Ethics of Business Management	3

and students select **one (1)** course from the following:

BA	305	Project Management	3
BA	315	International Business and Investment Strategy	3
BA	324	Leadership Development	3
BA	330	Entrepreneurship	3
BA	350	Management Information Systems	3
BA	370	Business Communications	3

**NOTE: BA 380 “MBA Special Topics in Business Administration” a 3-unit course can substitute a course in any concentration above if the course topic matches the field of the concentration.**

**III. MBA Case Study/ Internship Report/ Research Project or Comprehensive Examination**

An MBA candidate may complete the program by writing an MBA research project (a minimum GPA of 3.2 or the Dean’s permission is required for this option) or an analytical report of a graduate internship assignment or case study of a previous employment. All the projects and the reports require defenses in form of oral presentations in front of a graduate committee. The project’s topic and the choice of new or previous employment for the reports should be approved by an advisor and then by the Dean or Provost.

Students not qualifying for the research / internship / case study options **are required** to take an extra three (3) units of elective graduate course and the Comprehensive Examination (description is given below). The program is completed with **one** of the following:

BA	397	MBA Case Study***	3
BA	398	MBA Internship Report	3
BA	399	MBA Research Project	3
BA	—	Elective Graduate Course and Comprehensive Examination	3

**Total (minimum) Required for the MBA Degree.....36 Units**

\*\*\*BA 397 is required for students specializing in EMBA concentration.

**MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM CHART**

<b>Core Courses (21 units)</b>		<b>Grade</b>	<b>Foundation Courses (up to 18 units)</b>		<b>Grade</b>
BA 301 – Managerial Economics			1.		
BA 304 – Marketing Management			2.		
BA 307 – Operations Management			3.		
BA 312 – Business Research Methodology <b>OR</b> BA 311 – Marketing Research			4.		
BA 320 – Organization Behavior and Administration			5.		
BA 340 – Managerial Accounting and Financial Control			6.		
BA 390 – Business Strategy and Decision-Making			7.		
<b>Concentration Courses (minimum 12 units)</b>		<b>Grade</b>	<b>Choose One of the Following (3 units)</b>		<b>Grade</b>
1.			BA 397 – MBA Case Study		
2.			BA 398 – MBA Internship Report		
3.			BA 399 – MBA Research Project		
4.			BA — Elective Graduate Course and the Comprehensive Examination		

## **SUGGESTED COURSE SEQUENCING FOR MBA DEGREE PROGRAM**

A specific sequence of courses in the MBA program is not required. It is recommended that students take BA 307 course after taking BA 301 and BA 340 courses. BA 390 (Business Strategy and Decision-Making) is the capstone course; it should be taken after all Core (may be taken simultaneously with BA 312) and at least two Concentration courses. Courses BA 397, BA 398 and BA 399, or the Comprehensive Examination can be taken after all required courses have been completed, or during the last term of coursework. Courses BA 381 – BA 386, BA 398 and BA 399 can be extended for a second term for one additional unit.

## **RESEARCH PROJECT, INTERNSHIP or CASE STUDY REPORT PROCEDURES**

The selection of a research project is a privilege given to MBA students with GPA 3.2 and above. Students, who can find employment or were employed before in the field of business administration, may select writing the internship or case study reports. These students will complete their education with analytical work of the business management. These options and obtained results may lead their future businesses or help them with a valuable employment. Students should follow the steps described below for the case study/ research project/ internship report selection and defenses.

### **Selection of the Research Project Topic and the Advisor Approval**

A student must select an advisor to work on formulation of a question or hypothesis to be answered or studied during the research. It is recommended to select the topic from the field of the student's concentration or an adjacent field. The advisor should have work experience in the suggested field or teach related courses. The formulations should be clear, specific, avoid general words, and exclude triviality. The student's ability to obtain information for the research should be analyzed and explained. Research proposals should answer the following questions:

- What? This includes problem statement, research questions, and key definitions.
- Why? This includes the justification and objectives of the project or market research for business plans including financial projections.
- How? This includes the type of methodology and data the research will use.
- Whom? This describes a business activity, which benefits from the research. For business plans, it should be an explanation of the selection of the money source such as loan vs. partner.

After choosing the topic, the student fills out the Research Proposal Approval Form, gets advisor's confirmation, and then submits it to the Dean or the Provost for approval.

### **Selection of the Case Study or Internship and the Advisor Approval**

After receiving an internship offer, the student must select an advisor for advising in business analysis and report writing. For case study of a previous employment, an outline must be presented to an advisor. The selected position should be in the field of business management or should allow the student to study the business from a managerial perspective, preferably in the field of the student's concentration. The selected advisor should have work experience in the suggested field or teach related courses. During the initial advising session, the advisor helps to analyze and explain the student's ability to obtain information for the report. After choosing the topic, the student fills out the Case Study/ Internship Approval Form, gets advisor's confirmation, and then submits it to the Dean or the Provost for approval.

### **Project or Report Defense Procedure and Grading**

Once the advisor approves the project or report for defense, students must submit five (5) hard copies of the report to the Registrar's office, and a soft copy to the Librarian for the authenticity check. Then the defense can be scheduled and at least 14 days in advance.

The purpose of the project or report defense is to confirm the student's ability to explain his/her results and to convince the committee that the conclusions are valuable and correct. The defense should resemble and represent a real-life business discussion. The defense is conducted in the form of an oral presentation (maximum of 15 minutes) in front of a committee. The committee consists of the Chairperson (President, Provost, Dean or a specially assigned senior faculty member), and at least one other faculty member from the field of the student's concentration. This faculty member may be selected by the student or arranged by the administration. The student's advisor is a member of the committee, but with a restricted non-voting function. The final defense is open to the university community. However, only the committee members and the advisor can ask questions at any time during the presentation for clarification. The Chairperson has a right to stop questions if they are irrelevant or take too much time.

The work passes if all voting committee members unanimously support it. The committee may request additional independent anonymous review, and/or some work corrections before the passing grade CR is given. If the student is not satisfied with the grade, he/she may appeal it in writing, following the procedure described in the catalog (pages 32-33), and request an independent review of the report.

### **MBA COMPREHENSIVE EXAMINATION DESCRIPTION**

In order to take the Lincoln University MBA Comprehensive Examination, students are required to successfully complete 36 graduate credit units (12 courses) with a GPA of at least 3.0 (B). The examinations are arranged every term during the first and the final weeks of classes.

- The comprehensive examination is oral in nature with the duration of 60 minutes: 30 minutes for the preparation and 30 minutes for the answers.
- An examination committee consists of at least 2 faculty members including at least one from the field related to the student’s concentration.
- Students receive questions one month before the examination, including 5 questions from the subject material of their concentration and 12 questions from the subjects of 7 core courses.
- During the examination, a candidate randomly draws two straws with core courses questions, only one of which he/she selects to respond and other straw with a question from his/her concentration.
- Students then have 30 minutes to prepare answers for the selected questions. Use of books or notes or any other materials are not allowed during the preparation for the exam.
- During following 30 minutes, the candidate will present his/her answers in front of the examination committee and may be asked additional questions.
- The examination committee will evaluate student’s performance, coming to a consensus on the examination evaluation with grades “CR” (passing) or “NC” (failure).
- In case of failure (NC) or a student’s absence without proper reasons, the examination should be retaken. A fee for one graduate unit must be paid for the additional or rearranged exam.

## **COHORT / DISTANT MBA DEGREE OPTION**

### **COURSE SEQUENCING FOR COHORT MBA**

A typical cohort MBA program consists of four modules. The first two modules cover all core courses except for the capstone course (BA 390 – Business Strategy and Decision-Making). The third module is dedicated to concentration courses. The fourth module includes the capstone course and a research project / internship report / case study course. Students may request a deferral for a module registration. To do so, students must send a written request for a deferral to the Registrar’s Office. Deferral of module registration may require students to wait until the necessary module is offered again, which may increase the length of time to program completion.

### **DISTANT MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM CHART**

<b>Module 1: Core Courses (9 units)</b>		Grade	<b>Module 2: Core Courses (9 units)</b>		Grade
BA 301 – Managerial Economics			BA 307 – Operations Management		
BA 304 – Marketing Management			BA 320 – Organization Behavior and Administration		
BA 340 – Managerial Accounting and Financial Control			BA 312 – Business Research Methodology		
<b>Module 3: Concentration Courses (12 units)</b>		Grade	<b>Module 4: Capstone Course and One of the Following BA 397 – 399 (6 units)</b>		Grade
1.			BA 390 – Business Strategy and Decision-Making		
2.			BA 397 – MBA Case Study <b>OR</b>		
3.			BA 398 – MBA Internship Report <b>OR</b>		
4.			BA 399 – MBA Research Project		

## **MASTER OF SCIENCE (MS) PROGRAMS**

Lincoln University offers the Master of Science in International Business (MS in IB) and the Master of Science in Finance Management (MS in FM) degrees. The programs are designed to develop broad competence and to enable graduates to operate in a wide variety of business situations appropriate to their specialty. The Lincoln University MS programs uphold a strong international focus. In order to fulfill the overall mission, emphasis is placed throughout on important disciplines and skills in subject areas.

The following objectives have been identified for the programs: 1) use of analytical tools from the quantitative and behavioral sciences; 2) the building of flexible adaptability to changing environments; 3) the development of the student's ability to evaluate social, political, and economic values; 4) advancement of skills in group cooperation and decision-making; 5) development of communication skills; 6) development of the student's ability to carry out independent research, and enhancement of their ability to deliver their ideas, research methodology and findings by means of formal presentations with critiques of their analytical, written, oral and media presentation skills in business and professional environments.

### **MS DEGREE PROGRAMS COMPOSITION AND FOUNDATION COURSES**

The MS degrees are designed for those qualified students who have an undergraduate and/or graduate degree in business and desire to acquire professional-level skills and knowledge in a specific business discipline. The programs academic structure includes required five (5) core courses and a set of special elective courses, all of which support the student's efforts to gain an in-depth and applied understanding of the business area they have chosen for their continuing professional and career growth. The availability of a broad selection of elective courses provides students with the opportunity to tailor their degree program to their academic backgrounds and career interests. Students with undergraduate or graduate business degrees are required to complete at least 36 semester credit units of courses in order to earn the MS degrees. Students who do not have previous post-secondary education in areas important for major studies, may be required to complete up to 18 units of courses in the following areas: business foundations, accounting, mathematics, economics, statistics, finance, management, psychology, marketing, or computer science. Foundation courses will be determined based on the assessment by the Provost, Dean, or Registrar. Appropriate adjustments, based on individual background, may lead to different foundation requirements. All foundation courses should be completed during the first 24 credit units of the study and time needed for the completion is not included in MTDC.

### **MS PROGRAMS COURSE STRUCTURE**

MS core courses on 300 level consist of four 3-unit courses (M1/M2) given in a form of 45 hours of lectures each. MS five 4-unit elective courses (M2R) on 400 level and one 4-unit core course on 400 level (M2RA) consist of lecture and a faculty-supervised practicum research component. The lecture component consists of 45 hours of professor instructions. The practicum component is based on an instructor-approved independent study project that should be research-based and consists of 45 hours of out-of-classroom work. Supervision by the instructor will include continuous monitoring of the student's progress in terms of their study project's stated objectives, evaluation of the student's final written project report, and its oral presentation in front of a committee of at least one faculty member (different from the advisor). This gives students consulting and presentation experiences. Graduate Internship and Report (BA 481, BA 482) courses are focused on student's internship and analytical report with total work of at least 180 hours. The course is finalized by a written document and its oral presentation.

## **MASTER OF SCIENCE IN INTERNATIONAL BUSINESS DEGREE**

The MS in International Business degree program enables students with undergraduate and/or graduate degrees to gain an in-depth and applied understanding of the complexities and functions of international management professionals in a globally competitive business environment. This specialized degree program is designed to address major managerial and strategic issues such as product development and competitive strategies, foreign direct investment risks, and managing globally diverse businesses and organizations. The coursework draws heavily on actual business firms' international management practice and experience and the distinctive differences between operating a purely domestic versus a global or international business. The program prepares students to assume positions requiring skills and knowledge to provide leadership and vision of complex global operations.

## MS IN INTERNATIONAL BUSINESS PROGRAM LEARNING OUTCOMES (MSIB PLOS)

Students will be able to:

- Demonstrate expert level understanding of major theories and concepts of International Business to make informed business management decisions **(MSIB PLO1)**.
- Effectively apply appropriate qualitative and quantitative techniques and technology to address and solve real-world international business problems **(MSIB PLO2)**.
- Identify global business opportunities and associated challenges and apply acquired management skills to solve problems related to global business enterprises **(MSIB PLO3)**.
- Recognize ethical issues in global business organizations, apply the standards of moral behavior in various countries, and implement proper ethical decision-making framework in international organizations **(MSIB PLO4)**.
- Develop and exhibit effective narrative communications, and present reports and findings, orally or in written form to diverse professional audiences **(MSIB PLO5)**.

## MS IN INTERNATIONAL BUSINESS COURSE CONTENT

### I. Required Core Courses

BA	301	Managerial Economics	3
BA	309	Ethics of Business Management*	3
BA	310	International Economics*	3
BA	340	Managerial Accounting and Financial Control	3
BA	490A	Business Strategy and Decision-Making for IB	4

**Total MS in IB Core Courses .....16 Units**

*\* These courses may be substituted by the Dean to satisfy a specific academic interest of a student.*

### II. MS in IB Elective Courses

Students should choose five (5) of the following courses:

BA	413	International Marketing	4
BA	414	International Finance	4
BA	415	International Business and Investment Strategy	4
BA	416	International Management	4
BA	417	Political and Legal Aspects of International Business	4
BA	418	Import-Export Management	4
BA	443	International Banking	4
BA	444	International Securities and Foreign Exchange	4
BA	480	Special Topics in Graduate Business Studies in IB	4
BA	481	Graduate Internship and Report in IB	4

**Total MS in IB Elective Courses.....20 Units**

**Total (minimum) Required for the MS in IB Degree.....36 Units**

## MASTER OF SCIENCE IN FINANCE MANAGEMENT DEGREE

The MS in Finance Management degree program enables students with undergraduate and/or graduate degrees in business to gain an in-depth and applied understanding of the complexities and functions of finance professionals in a globally competitive and rapidly changing business environment. This specialized degree program is designed to address major financial issues facing firms such as capital sourcing, foreign and domestic investment risk, financial performance assessment, and financial forecasting and planning. The coursework draws on actual business firms' financial experience and the distinctive differences between operating a purely domestic versus a global or international business. This program prepares students for understanding of the tools and techniques used in sophisticated financial analysis, planning, and forecasting as well as current business financial functions and practice.

## MS IN FINANCE MANAGEMENT PROGRAM LEARNING OUTCOMES (MSFM PLOs)

Students graduating from MS in Finance Management (FM) will be able to:

- Demonstrate expert level understanding of major theories and concepts of Finance Management including international finance and securities, commercial banking and lending, investments to real estate and stock market to make informed business management decisions **(MSFM PLO1)**.

- Effectively apply appropriate qualitative and quantitative techniques and technology to address and solve real-world financial problems for a company (**MSFM PLO2**).
- Identify and evaluate diverse financing and finance management scenarios and demonstrate the finance management skills needed to address problems in each scenario (**MSFM PLO3**).
- Recognize ethical issues in the domain of finance management, apply the standards of moral behavior in various situations, and implement ethical framework in an organization (**MSFM PLO4**).
- Develop and exhibit effective narrative communications, and present reports and findings, orally or in written form to diverse professional audiences (**MSFM PLO5**).

**MS IN FINANCE MANAGEMENT PROGRAM COURSE CONTENT**

**I. Required Core Courses**

BA	301	Managerial Economics*	3
BA	303	Finance Management	3
BA	312	Business Research Methodology*	3
BA	340	Managerial Accounting and Financial Control	3
BA	490B	Business Strategy and Decision-Making for FM	4

**Total MS in FM Core Courses: .....16 Units**

\* The courses may be substituted by the Dean to satisfy an academic interest of a student.

**II. MS in FM Elective Courses**

Students should choose five (5) of the following courses:

BA	414	International Finance	4
BA	444	International Securities and Foreign Exchange	4
BA	445	Commercial Banking and Lending	4
BA	460	Quantitative Methods for Business and FM	4
BA	463	Investment Science	4
BA	464	Investments (Real Estate)	4
BA	465	Investments (Stock Market)	4
BA	466	Econometrics	4
BA	467	Credit Risk Management	4
BA	480	Special Topics in Graduate Business Studies in FM	4
BA	482	Graduate Internship and Report in FM	4

**Total MS in FM Elective Courses.....20 Units**

**Total (minimum) Required for the MS in FM Degree.....36 Units**

**MASTER OF SCIENCE IN INTERNATIONAL BUSINESS / FINANCE MANAGEMENT DEGREE PROGRAM CHARTS**

<b>Core Courses (16 units)</b>		<b>Grade</b>	<b>Foundation Courses (up to 18 units)</b>		<b>Grade</b>
BA 301 – Managerial Economics			1.		
BA 309 – Ethics of Business Management / BA 303 – Finance Management /			2.		
BA 310 – International Economics / BA 312 – Business Research Methodology			3.		
BA 340 – Managerial Accounting and Financial Control			4.		
BA 490A / BA 490B – Business Strategy and Decision-Making in IB / FM			5.		
<b>Elective Courses (minimum 20 units)</b>			6.		
1.			4.		
2.			5.		
3.					



## MBA AND MS DEGREES ACADEMIC PROGRESS REQUIREMENTS

Students enrolled in the MBA and MS programs are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 31-32) and the following chart. The chart specifies the criteria for achieving satisfactory academic progress for full-time students (no transfers) in the University MBA and MS program based on the allowable maximum number of semester credit hours attempted (part-time students are evaluated proportionally to the taken part of a program; foundation courses are not included in SAP; students who changed their program will be evaluated on all courses taken):

Program	Maximum Units Can Be Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
MBA / MS	18	End of 1st Semester / Module (online cohorts)	6	2.7
Degrees	36	End of 1st Academic Year / 2nd Module	12	2.8
	54	End of 3rd Semester / Module	18	2.9
	54	End of 2nd Academic Year / 4th Module	24	3.0
	54	100% of MTDC	36	3.0

\* Units attempted means courses' units for which the students have incurred a financial obligation or for which any university scholarship funds have been disbursed.

## GRADUATION REQUIREMENTS FOR MBA AND MS DEGREES

A grade of C or better is required in all courses to fulfill degree requirements for graduate programs. To receive the MBA or MS degree, students should satisfy the grade and GPA requirements described in the chart above and course requirements summarized in the program chart for each degree. A maximum of 12 graduate credit units may be transferred from other institutions of higher education or working experience. A maximum of 18 units can be accepted from a different graduate program at LU. Academic credit received more than six (6) years before the program completion will be deemed "not applicable".

## PERIOD OF ATTENDANCE AND ESTIMATED SCHEDULE OF CHARGES\*

Students must successfully complete 36 graduate units of required coursework to complete the MBA or MS degree programs. The estimated time for degree completion (ETDC) for MBA or MS programs is 2 (two) years. The estimated tuition and fees for completion of MS degree programs for a full-time graduate student taking 9 units per semester is listed below:

Tuition & Fees	Charges
Tuition	\$5,355
Registration Fees	\$275
Total Charges Each Term	\$5,630
Estimated Total Charges for Entire Educational Program	\$22,520

\*NOTE: For a full-time graduate student taking 9 units per semester or module. The tuition and fees posted above are **estimates** based on current approved amount and are subject to change. Thus, the final amount may differ from the amounts shown above.

# DOCTOR OF BUSINESS ADMINISTRATION (DBA)

The Doctor of Business Administration (DBA) degree at Lincoln University is an advanced academic program preparing students for teaching and research positions within universities and/or the pursuit of careers in management or consulting at senior levels. The purpose of the program is to educate students in the concepts and techniques needed to understand a range of business disciplines and to conduct research on issues arising in professional business practice.

The program objectives are: 1) provide students with the opportunity to learn the latest academic theories, concepts, techniques and applications with emphasis on teaching, research, practice in the field of concentration, and consulting; 2) extend the knowledge, expertise and skill of students through the application of research to business problems and issues by including internships, teaching experiences, and special study projects as a part of the curriculum; 3) develop the student's ability to carry out independent research at an advanced level, and enhance their ability to deliver their ideas, research methodology and findings by means of formal presentations with critiques of their analytical, written, oral and media presentation skills in business, professional, and educational environments; 4) create opportunities for Lincoln University's bachelor's and master's degree students to continue their business education by undertaking the doctoral degree course of study.

## DBA PROGRAM LEARNING OUTCOMES (DBA PLOS)

Completing DBA Program students will be able to:

- Demonstrate advanced knowledge and competence in the latest academic theories, concepts, and techniques in the field of business administration **(DBA PLO1)**.
- Evaluate advanced theories, and concepts to business decision-making **(DBA PLO2)**.
- Apply concepts, quantitative methods, and recognized methodologies in conducting independent research and demonstrate effective skills including formulation of research problem; integration of previous publications into an appropriate literature review; design of a research study; data analysis; ability to summarize and present the results **(DBA PLO3)**.
- Locate, and evaluate the validity and reliability of reference materials and sources relevant to the doctoral program courses and dissertation topic **(DBA PLO4)**.
- Analyze and assess ethical obligations of active citizenship, community engagement, and professional integrity essential to comply with standards for ethical and socially responsible behavior in the conduct of research and responsible management **(DBA PLO5)**.
- Create and present advanced forms of oral and written communications, including teaching and student advising **(DBA PLO6)**.
- Apply the knowledge from the area of specialization and provide consulting to other business industries or other fields **(DBA PLO7)**.

## DBA GENERAL INFORMATION

Lincoln University seeks applications from students with undergraduate or master's degrees in business or research-based fields such as: mathematics, engineering, statistics, physics, chemistry, biology, psychology, sociology, economics, and computer, health, and social sciences. Students with prior research experience are particularly well suited to pursue a doctoral degree. Students who have an established record of business or professional work experience will also find this DBA program to be of significant value in preparing for academic careers or career advancement in the business sector. Additionally, students currently working or seeking positions in the government sector will find the doctoral curriculum both relevant and supportive of their career objectives.

Students applying to the DBA program will find that the admission criteria require demonstrated knowledge, skills, and experience enough to give an expectation of successful completion of this advanced academic degree program. The intent of the high admission standards and careful applicant screening is to ensure a doctoral student population that is well qualified and motivated to achieve a successful outcome in the program. Those admitted are highly likely to complete the DBA program in a manner that provides great pride in their accomplishment for the student and for Lincoln University.

## PROGRAM DELIVERY AND SCOPE

In general, the Lincoln University DBA program is delivered by Lincoln University professors using a face-to-face instructional mode on a semester basis. Some academic coursework including internship, special projects, and dissertations' supervision may be provided in a special studies format, when the student's research or study assignment requires them to be away from campus. Selected required core or elective concentration courses may also be offered online or in a special studies format during periods when students are not normally expected to be on campus (e.g. summer or winter breaks) or environmental and health concerns restrict the scheduling of on-campus classes.

Most students accepted into the DBA program are expected to be in full-time attendance and available to take classes as scheduled during the University's normal operating hours. Students are also expected to be continuously enrolled in DBA program courses throughout their entire program of study unless specific individual exceptions are granted.

Students admitted to the DBA program on a part-time basis should arrange their work schedule so that they could take courses and make progress toward earning the doctoral degree in a timely manner.

## DBA PROGRAM COMPOSITION

The Lincoln University DBA is a structured degree program requiring of a minimum of 93 graduate units of academic credit for graduation, including 54 units of core courses, 20 concentration courses units, 4 internship units, a comprehensive examination, and 15 research seminars and dissertation units.

Students admitted to the DBA program with undergraduate degrees are expected to complete MBA and/or MS degrees while pursuing their doctorate.

DBA concentration and research project (dissertation) courses will be developed and offered on a time-phased basis. The scheduling of these courses will be based on expected student readiness to take them, as evidenced by the completion of most of the core courses.

The matriculation time frame that will apply to DBA students is as follows:

1. Courses for the first two years (3-4 courses per fall and spring semester)\* will be sequenced to enable the student's completion of the program's block of core and concentration courses equivalent to an MBA degree completion.
2. Courses for the third year will be scheduled for the completion of core courses, and preparation for the comprehensive qualifying exam.
3. Qualifying exams will be administered upon completion of all required core and at least 20 credit units of the concentration coursework. If the exam is successfully passed, it is followed by a committee-approved dissertation topic, and the title of a Doctoral Candidate.
4. Courses for the fourth year consist special dissertation preparation research seminars and the internship report.
5. Courses in the fifth year will be sequenced as follows: completion of all required coursework and internship, research seminars, and exams; the written report and successful oral defense of the dissertation, resulting in the award of the DBA degree.

*\*Some additional foundation courses may be required for students whose previous education was not in the fields of business. See the MBA program description on page 47 for the details.*

**DBA COURSE STRUCTURE** (The courses' descriptions are given on pages 71-78.)

**The required DBA Core courses (300 M1 and M2 levels, 3 units each)** consist of 54 credit hours: 51 credits courses and a 3 credits seminar devoted to Higher Education, which will require students' preparation of individual oral presentation as teaching practice.

**DBA Concentration courses (400 M2R level, 4 units each)** consist of 24 credit hours of lecture and a faculty-supervised practicum components. The lecture component consists of 45 hours of a lecture contact and is classroom-based. The practicum component is based on an instructor-approved independent study project that should be research-based and consists of 45 hours of out-of-classroom work (in some cases the courses can be offered as 30 lecture and 90 research hours' format). Student study projects must be submitted to and approved by the course instructor at the beginning of the course, and, under normal circumstances, be completed by the end of the current semester. Supervision of the study project by the instructor will include continuous monitoring of the student's progress in terms of their study project's stated objectives, evaluation of the student's final written project report, and its oral presentation. This will give students consulting experience. Graduate Internship and Report (BA 491, 492 and BA 494) courses are focused on a student internship (3 units equal at least 135 hours of work) in the field of study and a written analytical report covering the student's internship experience (1 unit), with total supervised work of at least 180 hours. The course is finalized by an oral presentation in front of a DBA committee member and the faculty advisor.

**Doctoral Research seminars (BA 501, BA 502, or BA 504, DA level, 3 units each)** are designed to build student scholarly research skills in the concentration fields. Course lectures include the identification of productive areas for research and discussions of the research process. Class activities are focused on providing students with the knowledge and skills they need to pursue assigned individual projects. Students are required to make a formal presentation to the class covering their research methodology, data gathering process, research results and conclusions. The presentations will be discussed and critiqued by fellow students and the instructor in order to improve research skills and ability to support and defend their conclusions based on the information developed through their research.

**DBA Dissertation courses I, II, III (BA 597, BA 598, and BA 599, upper 500 DA level, 4 units each)** require a total of at least 12 credit hours and include student meetings with faculty dissertation advisors as well as the time students invest in the selection of their research topic, data gathering, data analysis and interpretation, dissertation preparation and defense. These are 4 credit hours courses, which correspond to at least 180 hours of research work for each course.

### TRANSFER OF CREDIT

Some required units might be satisfied through transfer of graduate course credits or working experience. The granting of transfer credits toward the degree will be based on a review of the student's transcripts and resume then detailed comparison of completed courses and/or experience to the content of each applicable DBA course. Students may need to support their transfer credit request with course syllabi from the institution awarding credit. A maximum of 33 master level (300 and 400 courses) units from a different educational institution with a grade of "B" or better may be accepted as transfer for the DBA degree. The transferred credits cannot be earned more than 10 years before the transfer.

The estimated time for the degree completion (ETDC) is influenced by the transferred credit units and is determined by the formula: ETDC (in semesters) = 11 – (the number of transferred credits)/9. Transferred credit units also influence SAP by redefining the required minimum credits earned (course completion percentage) at each point of evaluation and should be added to that column numbers in the chart on page 65.

### DBA PROGRAM CONTENT

It is suggested that a student discusses his/her schedule with the Provost before attending classes.

#### I. Required Core Courses \*

BA	301	Managerial Economics	3
BA	302	Principles of Management	3
BA	303	Finance Management	3
BA	304	Marketing Management	3
BA	305	Project Management	3
BA	307	Operations Management	3
BA	308	Human Resources Management	3
BA	309	Ethics of Business Management	3
BA	310	International Economics	3
BA	312	Business Research Methodology	3
BA	320	Organization Behavior and Administration	3
BA	330	Entrepreneurship	3
BA	340	Managerial Accounting and Financial Control	3
BA	350	Management Information Systems	3
BA	360	Quantitative Methods for Business and FM	3
BA	370	Business Communications	3
BA	388	Seminar on Higher Education	3
BA	390	Business Strategy and Decision-Making	3

**Total DBA Core courses: ..... 54 Units**

\* A sequence of core courses in the DBA program is required for prerequisite reasons only. One or two of these courses may be substituted by the Dean to satisfy a specific academic interest of a student.

## II. DBA Concentrations

Students should choose a concentration to complete the DBA degree. Lincoln University offers three concentrations: **International Business, Finance and Investments, and Human Resources Management**. A personal concentration may be created for a student with the permission of the Provost.

### A. International Business

The International Business (IB) concentration emphasizes various aspects and enables students to gain in-depth understanding of the complexities and functions of international management professionals in a globally competitive business environment. Stress is placed to address major managerial, economic, and strategic planning issues facing multinational firms such as product development and competitive strategies, foreign direct investment risks, and managing globally diverse businesses and organizations. The coursework draws heavily on actual business firms' international practices and experience and the distinctive differences between operating a purely domestic versus a global or international business. This concentration prepares students to assume positions, which require an understanding of effective leadership and vision to successfully guide the development of a complex network of global operations. It results in the program **concentration objectives** as follows:

1. Teaching opportunities obtained as a result of increased knowledge of the world of international business coupled with an understanding of international risk management;
2. Ability to perform significant and relevant research studies based on fundamentals from the core structure in the Doctor of Business Administration program with direct application and relevance to the world of international business;
3. Foundation for consulting in the field of International Business stems from the theoretical study in the subject, complemented by the hands-on practical application from the internship setting.

#### Choose 5 (20 units) of the following 400-level courses

BA	413	International Marketing	4
BA	414	International Finance	4
BA	415	International Business and Investment Strategy	4
BA	416	International Management	4
BA	417	Political and Legal Aspects of International Business	4
BA	418	Import-Export Management	4
BA	443	International Banking	4
BA	444	International Securities and Foreign Exchange	4
BA	480	Special Topics in Graduate Business Studies in IB	4

#### and take the required

BA	481	Graduate Internship and Report in IB	4
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**Total DBA IB Concentration courses: .....24 Units**

### B. Finance and Investments

The Finance and Investments (FI) concentration emphasizes various aspects of American and international finances. Stress is placed on the use of finance as a management tool. Theoretical foundations in the concentration of Finance and Investments, supplemented by practical application from the Internship requirement and result in the program **concentration objectives** as follows:

1. Increased knowledge and applications of international finance and banking, the theoretical structure of investment science, coupled with an understanding and integration of credit risk management;
2. Ability to perform significant and relevant research studies based on fundamentals from the core structure in the DBA program with direct application to the world of finance and investments;
3. Foundation for consulting in the field of Finance and Investments stems from the theoretical study in the subject, complemented by the hands-on practical application from the internship setting.

#### Choose 5 (20 units) of the following 400-level courses

BA	414	International Finance	4
BA	415	International Business and Investment Strategy	4
BA	443	International Banking	4
BA	444	International Securities and Foreign Exchange	4
BA	445	Commercial Banking and Lending	4
BA	463	Investment Science	4
BA	464	Investments (Real Estate)	4

BA	465	Investments (The Stock Market)	4
BA	466	Econometrics	4
BA	467	Credit Risk Management	4
BA	480	Special Topics in Graduate Business Studies in FI	4

**and take the required**

BA	482	Graduate Internship and Report in FM	4
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**Total DBA FI Concentration courses: .....24 Units**

**C. Human Resources Management**

The Human Resources Management (HRM) concentration provides courses in human, social, legal, and psychological aspects, important for the future HR managers. The concentration arms graduates with the tools to understand and apply the dynamics of the personal element in the field of study, tempered by the practical experience acquired with the applied Internship. This has direct application to the **program objectives** relative to teaching, research, practical application in the field, and consulting, as follows:

1. Teaching opportunities exist in the field of both National and International Management, with an appreciation and understanding of the social elements applied to Business Administration;
2. Theoretical and applied research options are tempered and supplemented with an understanding of the political, legal, sociological, and psychological aspects of dynamics within the field of study;
3. Consulting opportunities in business subjects, requiring recognition of the significance of human elements in the social environment, are acquired through the study of both theory and practice, providing a blend of skills and competencies applicable to management and administration.

**Choose 5 (20 units) of the following 400-level courses**

BA	416	International Management	4
BA	417	Political and Legal Aspects of International Business	4
BA	423	Organizational Development	4
BA	424	Leadership Development	4
BA	431	Social Environment of Business	4
BA	436	Human Factors in Small Businesses	4
BA	437	Personnel Law	4
BA	471	Communications in Leadership and Negotiations	4
BA	480	Special Topics in Graduate Business Studies in HRM	4

**and take the required**

BA	484	Graduate Internship and Report in HRM	4
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**Total DBA HRM Concentration courses: .....24 Units**

**III. DBA Degree Qualifying Examination**

The DBA qualifying examination is to demonstrate students' knowledge acquired through the program as well as their ability of independent thinking and delivering the information to a business community or to their students in the future. Qualifying exams are required for all DBA students who have completed all of their core coursework, at least 12 units of concentration courses, and are ready to begin the dissertation research and seminars. Students passing the exam are elevated to a candidacy status in the doctoral program and fulfill all degree requirements upon the completion and successful defense of their dissertation. The examinations are arranged twice every semester during the first and the week of finals.

- The examination is oral in nature with the duration of 120 minutes: 60 minutes for the preparation and 60 minutes for the answers.
- An examination committee consists of at least 3 members selected from the Lincoln University administration and faculty, including one from the field related to the student's concentration.
- Students must answer two questions from the Core Business Topics and two questions from their Concentration section. Two core and one concentration questions are randomly selected by drawing a token with a number. The other concentration question is selected by the student prior to the exam. The list of questions is given to students one month before the examination.
- Students' answers should be prepared and delivered as 4 short lectures of a course on the selected topics (8-10 minutes for each).
- Each question contains a certain statement (similar to a course description) or may have a problem statement that should be resolved at the end of the presentation.

- Students' presentations should provide definitions of major terms in each question, discussion of their relations and needs, and a conclusion. It is not required that students' conclusions support the statements provided by the exam committee, but students should give their arguments and try to convince the committee of their opinions.

#### **IV. DBA 500 Level Course Sequence and Dissertation Requirements**

Students in the research / dissertation stage of matriculation for the DBA degree must maintain satisfactory status with the University and are required to enroll in the sequence of 500 level courses needed for the development, writing, and completion of the dissertation required for each DBA candidate. Upon completion of the dissertation, DBA candidates must obtain their advisor's approval to present and defend their work to the Doctoral Committee. The Doctoral Committee is composed of Lincoln University faculty members familiar with the candidate's field of study and may include appropriately qualified faculty from other institutions. Students should complete the dissertation, taking courses BA 501, BA 502, or BA 504 and BA 597-599 during at least 3 semesters. Grades for these courses are CR or NC only.

After passing the required DBA qualifying exam, doctoral students begin the process of exploring a range of potential research topics by enrolling in the research seminars - courses BA 501, BA 502, or BA 504. These courses focus on the exploration of research topics that are within the student's area of concentration and offer opportunities to develop new knowledge in their field of interest as well as having the potential to develop into an acceptable dissertation research proposal.

Registration for BA 597 (Dissertation I) requires the completion of BA 501, 502, or BA 504 as prerequisites. The course requirement of BA 597 is the development of a research topic proposal that, by the end of the semester, is recommended by the student's academic advisor for approval by the Doctoral Committee. The dissertation topic must be related to the student's area of concentration and be approved by the committee. Continuous communications between the students and their advisors are essential in order to fulfill the requirements of the course. If a student is unable to complete his/her dissertation proposal and receive the advisor's approval for presentation by the end of that term, he/she may register for BA 597 in the next term. A student failing to complete, present, and receive the Doctoral Committee approval for his/her dissertation topic by the end of the second registration for BA 597 will not be permitted to continue in the DBA program. The student may appeal the result of the course and, if the appeal is successful, retake BA 597 with a new advisor.

Students, who are having their dissertation topic approved by the end of their BA 597 course, are allowed to move on to BA 598 (Dissertation II). The requirements of BA 598 relate to measuring the students' progress in the data collection and its analysis identified in their approved dissertation proposal. At this level, students are to work making required updates to their dissertation by collecting and analyzing the data needed to support their research and test their hypotheses. At the end of the term, the student's faculty advisor must document the student's progress toward completion of their dissertation on the required DBA Progress report form. The objective of BA 598 is to bring the students close to completing the first draft of their dissertation. If necessary, the course can be extended for one additional term if recommended by the student's advisor on the progress report form and approved by the Dean.

Students demonstrating satisfactory progress on their BA 598 are allowed to register for BA 599 (Dissertation III). They are expected to complete all chapters of their dissertation and by the end of the term, gain their advisor's recommendation to present and defend the completed dissertation in its final form for the Doctoral Committee's review and approval. This course can be extended for one or in special cases two additional terms based on the recommendation of the student's advisor provided that extension does not exceed the maximum degree completion time. Upon completion of the dissertation, DBA candidates must obtain their advisor's approval to present and defend their work to the Doctoral Committee. A student may request his/her dissertation defense with no advisor. The completed dissertation in published form and an oral defense of the student's research study is presented to a Doctoral Committee. The DBA degree is awarded after the student presents and defends their completed dissertation to the Doctoral Committee and receives their acceptance of the finished dissertation.

The DBA Program 500 level course sequence is designed to prepare and assist doctoral students to determine their proposed dissertation research topic and then after its Doctoral Committee approval to engage in the development and completion of their dissertation. The courses are:

BA	501/502/504	DBA Research Seminar in International Business / Finance and Investments / Human Resources Management	3
BA	597	DBA Dissertation I (advisor / topic selection, data collection)	4

BA	598	DBA Dissertation II (data analysis and interpretation)	4
BA	599	DBA Dissertation III (dissertation preparation and defense)	4

**Total Required for the DBA 500 Courses and Dissertation.....15 Units**  
**Total (minimum) Required for the DBA Degree .....93 Units**

## **DBA DISSERTATION REQUIREMENTS AND PROCEDURE**

### **General Provisions**

The dissertation candidate must demonstrate critical judgment, intellectual synthesis, creativity, and skills in written and oral communications. It is expected that research at the doctoral level will make a material contribution to knowledge in the student's discipline and that it will demonstrate the student's ability to develop and carry out independent research. The doctoral committee administers the dissertation preparation and defense. The committee is arraigned by the Dean and approved by the Provost or President. It consists of at least five members including the Chairman, commonly the Dean or appointed by the Dean for areas different from own expertise, at least two LU senior faculty members, and one member from another academic institution. By a request of the dissertation candidate, the committee can be extended by an additional member of his/her choice in the field of the research and/or related to the content field. At least 80% quorum is required for any committee vote.

### **Dissertation Proposal**

A dissertation proposal must be submitted to the doctoral committee, which will ascertain that the subject of the dissertation is business related, of doctoral quality, and that completion of the dissertation is feasible. The dissertation proposal must be presented in the form of a written document and provided to the members of the committee at least 30 days before its oral presentation. If the doctoral committee approves the proposal, the student can move to the second stage of the main dissertation preparation and writing.

### **Dissertation Preparation**

A good DBA dissertation should contain the following elements:

- A title that is appealing and meaningful, reflecting the contents of the dissertation.
- An abstract that summarizes the whole dissertation in an accurate manner. The abstract plays the cardinal role of creating first impressions of a candidate's work. It should therefore be well organized around the problem statement this dissertation addresses, the research approach deployed, the main findings and their theoretical and practical implications. It should not exceed 300 words. Below the abstract, about five key words need to be given that guide the reader towards the main issues of interest in the thesis.
- A DBA dissertation should contain at least five chapters, namely (i) Introduction; (ii) Literature review; (iii) Research methodology; (iv) Findings, and (v) Discussion and Conclusions. Every chapter should end with a brief summary that captures the main points that have been discussed.
- The introduction chapter should provide an adequate overview of the theoretical gap in the literature and/or the empirical gap in practice, indicating the significance of the study. The problem statement should be accurately defined, and the research objectives and research questions should be well formulated. There should be consistency in the problem statement, research questions and research objectives. A brief description of the research approach should also be included in this chapter. The introduction chapter should end with a clear outline of the structure of the document.
- The second chapter, the literature review, should show mastery of the literature on the topic of interest in this dissertation. Literature used should be relevant to the problem statement and research questions. It should be up-to-date and from credited sources. Literature should be well reviewed (e.g., discussion of core concepts, their dimensions, and relationships between concepts). The review should not merely summarize the literature reviewed, but should contrast, compare, and combine the literature to make one's argument. At the end of the review, the reader should be able to see the point of departure/gap in managerial/theoretical thinking and how the current study proposes to close the gap. This visualizes the proposed relationships between the



variables of interest and guides the formulation of the hypotheses in case of explanatory (always quantitative) research or initial propositions in case of explorative (often qualitative) research.

- The methodology chapter (chapter 3) should consist of an elaboration of the research strategy, and where applicable, the study of population sampling method, measurements of key variables, data collection methods, data processing and data analysis, and the techniques that will be used to ensure validity and reliability of the results. Methodological choices are motivated and justified. In case the research setting text is quite elaborate (e.g., description of company or industry under study), this setting could also be presented in a separate chapter after the methods chapter.
- The study findings (chapter 4) should be presented in a transparent manner. Accurate conclusions should be drawn from the data analysis used. Figures and tables are recommended to be used to present the research findings. The data analysis presentation should be separated from the interpretation of results of the analysis, which occurs in the next chapter.
- In conclusion chapter 5, a brief summary of the main research findings should be given, followed by a discussion of the theoretical and practical implications of these findings. The issues covered are: how do these findings contribute to the existing body of knowledge; are they contrasting/confirming/extending what was expected; how do they alter managers' view of the business world, decision-making process, organizational strategies. In other words, how do the findings contribute to current professional practice. There should be a reflection on outcomes of the study. In the limitations section of this chapter, the weaknesses of their study need to be reviewed, providing input for the formulation of recommendations for further research.
- The dissertation should have a sound structure and a clear writing style. All expressions and grammar should be used in the correct way. It should use APA style references, APA style in-text citation, and the reference list should be complete. The candidate should use information ethically; all ideas, text, graphics, tables, and media should be credited to the source.

Five hard copies and a soft copy (for the plagiarism check) must be submitted to proposed committee members at least 30 days before the defense. The candidate should verify, by contacting each member of the doctoral committee, that the dissertation is acceptable otherwise respond to questions or remarks in writing. The committee may request additional independent review, and/or some work corrections before passing the dissertation to the defense status. Failure to comply with this procedure may result in a delay of the defense. Based on the information from the committee members, the Committee Chair will schedule the defense. The Registrar must be notified 14 days in advance of the defense by the committee chair.

### **Dissertation Defense**

The committee members constituting 80% quorum should be present for the full duration of the defense. The defense is partitioned into two components:

**First component** is open to everyone. This component includes the dissertation presentation of approximately 30 - 40 minutes, followed by the questions and an open discussion. The candidate may be questioned on the subject of the dissertation and additional topics related to the field of study or candidate's ability to organize and conduct research. The committee members may ask questions directly and the audience should first ask permission to do so from the Chairperson who can stop or interrupt questions if they are irrelevant or take too much time. The Chairperson can allow open discussion after questions but all potential speakers should inform him/her before the discussion starts.

**Second component** is open only to members of the committee and the dissertation advisor(s). The committee will formulate the final decision of the dissertation status. The work passes if at least 75% of all present voting committee members support it. The committee may request additional independent anonymous review, and/or some work corrections before the passing grade (CR or NC) is given.

**After the dissertation corrections and/or additions** (if required) two copies of the approved final manuscript should be provided to the Registrar's Office. One of these copies, an additional title page, and the abstract will be submitted for the publication in "American Doctoral Dissertations."

### **GRADUATION REQUIREMENTS FOR DBA DEGREE**

To fulfill degree requirements for the DBA program a student should complete a minimum of 93 units of graduate coursework (a maximum of 33 graduate credit units may be transferred from other institutions of higher education or working experience). All core and specific area of concentration courses should be

completed with grades B- or better and with the cumulative GPA 3.2 or higher. Finally only successful dissertation defense results in awarding of the degree.

### DOCTOR OF BUSINESS ADMINISTRATION DEGREE PROGRAM CHART

<b>Core Courses (3 units each): 54 units</b>		Grade	Grade
BA 301		BA 312	
BA 302		BA 320	
BA 303		BA 330	
BA 304		BA 340	
BA 305		BA 350	
BA 307		BA 360	
BA 308		BA 370	
BA 309		BA 388	
BA 310		BA 390	

**Concentration Courses (4 units each): 24 units.** Choose 5 courses (400 level) of your concentration.

1.		4.	
2.		5.	
3.		BA 481, or BA 482, or BA 484 – Graduate Internship and Report	

**DBA Qualifying Examination** – upon completion of all required core and 12 units of concentration courses

**DBA Research Seminar (3 units)**

**Dissertation Courses (4 units each): 12 units**

BA 501, BA 502, or BA 504 – Doctoral Research Seminar		BA 597 – DBA Dissertation I	
		BA 598 – DBA Dissertation	
		BA 599 – DBA Dissertation III	

### ACADEMIC PROGRESS REQUIREMENTS

Students enrolled in the DBA program are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 31-32) and the following chart. The chart specifies the criteria for achieving satisfactory academic progress for full-time students (no transfers) in the University DBA degree program based on the allowable maximum number of semester credit hours attempted.

Program	Maximum Units Can Be Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
DBA Degree	36	End of 1st Academic Year	12	3.0
	72	End of 3rd Semester	24	3.0
	108	End of 3rd Academic Year	36	3.1
	140	End of 7th Semester	48	3.1
	140	End of 5th Academic Year	60	3.2
	140	End of 6th Academic Year	74, qualifying exam passed	3.2
	140	End of 7th Academic Year	86	3.2
	140	100% of MTDC	93	3.2

\* Units attempted means courses' units for which the students have incurred a financial obligation.

Part-time students are evaluated proportionally to the taken part of a program; foundation courses are not included in SAP; students who changed their program will be evaluated on all courses taken.

### TIME LIMITATION FOR DBA DEGREE COMPLETION

A time limitation for receiving the DBA degree at Lincoln University is established to ensure that the degree represents mastery of current knowledge in the field of study. Time is counted from the beginning of student enrollment into the program. Academic credit received twelve (12) years or more before the program completion will be deemed “no longer applicable”. Petition for exception to the policy may be directed to the President or the Provost for consideration and determination. If the petition is approved, the student may have options of repeating academic credit affected by the policy or elect an alternative that requires the student to establish competency with course objectives and learning outcomes the coursework affected. The candidate has the following options:

- Request another course to substitute for the course outdated; or
- Repeat the outdated course without credit; or
- Revalidate the outdated Lincoln University course by examination.

A student who used up MTDC or 140 maximum units attended but not defended his/her dissertation or failed to defend with the first attempt may once apply for the defense or re-defense during 10 years from the beginning of the program. He/she will not need to register and pay any fee. Students who could not pass the qualification examination or to defend the dissertation will receive a post-graduate study completion certificate and related transcripts.

### PERIOD OF ATTENDANCE AND ESTIMATED SCHEDULE OF CHARGES

Students must successfully complete 93 graduate units of required coursework to complete the DBA degree program. The estimated time for degree completion (ETDC) for DBA program is 5.5 (five and a half) years. The estimated tuition and fees for completion of DBA degree program is listed below:

<b>Tuition &amp; Fees</b>	<b>Charges</b>
Tuition*	\$5,355
Registration Fees	\$275
Total Charges Each Term*	\$5,630
Estimated Total Charges for Entire Educational Program	\$59,905

**\*NOTE:** For a full-time graduate student taking 9 units per semester. The tuition and fees posted above are **estimates** based on current approved amount and are subject to change. Thus, the final amount may differ from the amounts shown above.

# COURSE DESCRIPTIONS

## COURSE LEVEL CLASSIFICATION

The educational programs at Lincoln University are based on a staged development of knowledge progressing from basic lower division courses, through more advanced and degree-specific upper division courses. The numerical designation of courses guides the students in planning a progression of study.

Code	Classification	Description
Courses < 10	Review (R)	(R) courses are supplemental courses that are not a part of any program.
Courses 10 - 99	Introductory (I)	(I) undergraduate courses are designed to acquaint students with foundational concepts, ideas, and competences in a specific field of study as well as general education disciplines.
Courses 100 - 199	Developed (D)	(D) undergraduate courses build upon the concepts, ideas, and competences introduced in the Introductory level; aimed at expanding students' understanding of the specific field of study.
Courses 200 - 286	Advanced (A)	(A) courses in undergraduate programs are intended to bring students' comprehensive knowledge of concepts, ideas, and skills in the specific field of study to the highest level within the baccalaureate programs.
Courses 300 level w/o graduate prerequisites	Mastery 1 (M1)	(M1) courses introduce graduate level concepts and ideas in a specific field of study and provide an opportunity to initiate the development of graduate level competences.
Courses 300 level with graduate prerequisites	Mastery 2 (M2)	(M2) courses allow for further development of students' mastery of concepts, ideas, and competences in the specific field of study.
MBA courses used for program-level assessment	Mastery 1 / Assessment (M1A); Mastery 2 / Assessment (M2A)	(M1A) and (M2A) courses are used to assess students' achievements of MBA program learning outcomes.
Courses 400 level through 489	Mastery 2 / Research (M2R)	(M2R) courses employ individual research project to deepen students' understanding of the subject developed in lower-level courses and to equip students with knowledge and skills required by MS and DBA degree programs.
MS/DBA courses used for program-level assessment	Mastery 2 / Research / Assessment (M2RA)	(M2RA) courses are assessing students' achievement of MS/DBA program learning outcomes.
Courses 500 level	Doctorate Assessment (DA)	(DA) courses are doctorate level seminars and research activities fostering the highest level of professional expertise by providing continuous assessment and development of students' ideas and analytical skills in the context of the doctorate program.

## **BUSINESS STUDIES – UNDERGRADUATE LEVEL COURSES**

### **BA 10 – BUSINESS FOUNDATIONS**

A survey of the basic functions, objectives, and structure of a modern business within the framework of a free-enterprise system and the value of the continuing organization. The course also involves a survey of the ways of managing a firm's resources via planning, organizing, directing, and controlling. The latter focus is given to marketing, with attention to customer-related products, pricing, distribution, and promotion. The course discusses specialization and interdependence of business functions and skills in decision-making. It is a prerequisite for all business major courses except accounting, ethics, and statistics. (3 units)

### **BA 19 – FUNDAMENTALS OF ETHICS**

The course is an introduction to basic ethical theories and value systems. Topics include moral issues, codes of ethics, conflict of interest, social and fiduciary responsibilities, the work ethics, and other situations which arise within business environment. (3 units)

### **BA 42 – FINANCIAL ACCOUNTING**

Introduction to basic accounting theory and procedures: balance sheet and each of its parts, assets, liabilities, income statement, statement of owners' equity, and the statement of changes in financial position and accounting system. The emphasis in this course is on procedure, while knowledge of the ruling principles will also be a requirement. (3 units)

### **BA 110 – MANAGEMENT PRINCIPLES**

The course is emphasizing management of organization structures achieving organizational objectives and fundamental concepts related to the practice of management in terms of the basic functions of planning, organizing, motivating, directing, and controlling. (3 units) *Prerequisite: BA 10 or equivalent*

### **BA 115 – STATISTICS**

This course is designed for both the business major and for the non-business students without previous knowledge of statistics. Emphasis is on descriptive statistics and inferential statistics with relevant applications to solving problems, hypothesis testing and decision-making. Important statistical models and distributions will be discussed. (3 units) *Prerequisite: MATH 10 or MATH 15*

### **BA 125 – WORLD RESOURCES**

World resources include minerals, organic raw materials, labor, capital, industrial bases and strategic locations and combinations of assets. The course examines the economies of various countries as models for understanding resource bases, their management, and development. (3 units) *Prerequisite: ECON 10*

### **BA 130 – INTRODUCTION TO INTERNATIONAL BUSINESS**

The varied dimensions of doing business abroad will be covered in terms of patterns of international trade, foreign investments, social and political frameworks, the economic environment, national and international constraints, and problems of general management associated with planning, financing, marketing, personnel, and legal requirements. (3 units) *Prerequisite: BA 10*

### **BA 135 – LEGAL FOUNDATIONS OF BUSINESS**

Introduction is made to the legal system of the modern business world, to the definition and enforcement of common forms of legal obligations, the judicial system, and practical aspects of business law. (3 units) *Prerequisite: BA 10 or equivalent*

### **BA 140 – FUNDAMENTALS OF FINANCE**

Introduction to the financial management of a company. The course includes the study of the financial system, source of funds, different sectors of the economy affecting the business organization and adjustments to changes in capital structure, use of financial statements, planning, and forecasting. (3 units) *Prerequisite: MATH 10 or MATH 15*

### **BA 146 – APPLICATIONS SOFTWARE**

A survey of the current available software programs used in business applications. Databases, spreadsheets, and word processors are manipulated as well as methods for evaluating the efficacy of specific implementations in personal and shared information systems. This course is intended for the non-major with an interest in business data processing. (3 units) *Prerequisite: CS 10*

### **BA 150 – MARKETING**

A study of marketing function in business and in society, with an analysis of buyer behavior and competitor actions. The crucial facets of products, price, distribution, and promotion form the center around which decision-making is examined, explained, and understood. (3 units) *Prerequisite: BA 10 or equivalent*

### **BA 160 – INFORMATION SYSTEMS CONCEPT AND APPLICATIONS**

A study of organizations' information system projects, their management, and control through feasibility, definition, design, development, and testing stages to implementation. Existing computer programs and student-designed ones will be used. Emphasis is on use of information systems as a management tool to improve effectiveness of the organization. (3 units) *Prerequisite: CS 10*

### **BA 170 – HUMAN RELATIONS IN BUSINESS**

The course studies worker motivation and behavior in the environment of modern business especially production and distribution. Emphasis will be placed on the integration of all the social sciences, especially psychology, sociology, and recent findings from industrial studies in human resources management. (3 units) *Prerequisite: PSYCH 10*

### **BA 171 – BUSINESS AND SOCIETY**

The firm will be viewed as a component of a pluralistic society and the various relationships explored. Emphasis is on the role of business, relationship to different value systems, historical development of American business enterprise, social responsibility in various areas, and future forces, which may shape the growth and development of business. (3 units) *Prerequisite: BA 10*

**BA 175 – ORGANIZATIONAL BEHAVIOR**

The course examines organizational behavior in industry and within organizations as well as its impact on groups and individuals. Topics include: group dynamics, training, leadership, motivation, performance appraisal and job satisfaction. The course content should enhance the understanding of both employee well-being and organizational effectiveness. Research findings will assist in structuring organization policies and practices. (3 units) *Prerequisite: PSYCH 10, BA 10*

**BA 215 – PRODUCTION MANAGEMENT**

A study of operational systems, models and techniques related to production planning and control, methods analysis, cost effectiveness inventory management, work scheduling, wage determination and general organization analysis. (3 units)  
*Prerequisite: BA 110, BA 115*

**BA 217 – PERSONNEL MANAGEMENT**

A survey of principles and practices related to development of sound personnel relationships with reference to employment recruiting and selection, training, job evaluation, performance appraisal, discipline, wage and salary administration, labor relations, safety, supervision, morale building, governmental regulations, and other matters. (3 units) *Prerequisite: BA 110*

**BA 218 – HOSPITALITY MANAGEMENT**

This course provides an understanding of the management skills necessary to succeed in the hospitality or service industry. Focus is on impact of current social, economic, technological, and political factors in the industry. (3 units) *Prerequisite: BA 110*

**BA 219 – SMALL BUSINESS MANAGEMENT**

Focus on the problems and profitable potentials for small business here and abroad. Areas covered include: starting, managing, marketing, and administering a small firm as well as legal and governmental considerations. Also, discussed will be techniques of buying, selling, and evaluating a small firm. (3 units) *Prerequisite: BA 110 or equivalent*

**BA 223 – ORGANIZATIONAL DEVELOPMENT**

The course includes theoretical and experiential coverage of this management discipline. The course aims to improve the organization's culture and its human and social processes through a systematic change program. Both behavioral science and intuitive based assessment techniques are examined to give an integrated approach to organizational development; use of cases and role-play exercises. (3 units) *Prerequisite: BA 110*

**BA 230 – STUDIES IN INTERNATIONAL BUSINESS**

This course is intended to familiarize students with basic concepts and theory in international trade, trading arrangements, foreign exchange and balance of payments issues, relations between multinationals and home and host governments and businesses, the theory and practice of the multinational enterprises, and comparative management. (3 units) *Prerequisite: BA 130*

**BA 231 – CULTURAL DIMENSIONS OF MANAGEMENT**

A study of the diverse influences of political, social, and cultural factors on the practice of management in multinational business. Fundamental characteristic of different cultural areas will be identified and subjected to comparative evaluations. Case studies on various regions will be provided. (3 units) *Prerequisite: BA 110, BA 130*

**BA 234 – PRINCIPLES OF IMPORT AND EXPORT MANAGEMENT**

This course covers major facets of the import-export transactions and procedures required to do business overseas successfully. The focus is on practical applications, ranging from understanding the objectives of parties involved in importing and exporting to basics of letters of credit, packaging, and transporting shipments. Instructors discuss cross-cultural differences, role of banks and freight forwarders; foreign currency management; and documents used in international trade. (3 units) *Prerequisite: BA 110, BA 130*

**BA 236 – PEOPLE PROBLEMS IN SMALL BUSINESS**

A small new business typically starts with a narrow or family oriented human resources base. This course investigates problems in supervising and working effectively with peoples, which are faced by proprietorships, partnerships, or closely held corporations in such matters as organizational structure, personnel policies, and managerial succession. (3 units) *Prerequisite: PSYCH 10, BA 110*

**BA 240 – MANAGERIAL ACCOUNTING**

Planning of profits, costs, and sales. Cost and profit analysis and control. Includes budgeting, forecasting, standard costing, break-even and cost-volume profit analysis, direct and absorption costing, variance analysis, differential cost analysis, and capital expenditure planning, evaluating, and control. (3 units) *Prerequisites: BA 42, BA 110*

**BA 241 – QUANTITATIVE ANALYSIS**

This course covers quantitative techniques for solving business problems and making management decisions. Techniques include production or output planning, capital investment and project analysis, linear and non-linear programming, probability theory, inventory control, scheduling, and waiting line models, as well as mathematical decision techniques. (3 units) *Prerequisite: BA 115*

**BA 243 – MONEY MANAGEMENT**

Included are the fundamental principles of money management in both the public and private sectors in our changing society. How to arrange, manage, and control one's financial affairs. Investments in bond, stock, commodity, money, and futures markets will be examined. Guest lecturers from the local business community will be invited to participate. (3 units) *Prerequisite: BA 140*

**BA 245 – REAL ESTATE PRACTICES**

This course is an introduction to the real estate business with an emphasis on real estate investment. Topics include basic real estate terms, real estate financing, real estate appraisal and contracts. (3 units) *Prerequisite: BA 10, BA 140*

**BA 250 – ENTREPRENEURIAL MANAGEMENT**

Exploring management for a new enterprise. The primary focus of this course is to study the behavior involved in forming a new business, including venture capital, purchasing a business, recognizing, and evaluating opportunities, networking, selling, etc. The course consists of case studies, discussing in-class exercises, readings, and an outside project. (3 units) *Prerequisite: BA 110*

**BA 251 – PRICING**

This course is designed to provide students with the concepts and techniques for assessing and formulating pricing strategies. Topics include: utility theory, market structures, sales promotion and price discrimination, international pricing, game theory, and auction designs. The topics may vary each term. Additional emphasis will be on measuring the return on investment (ROI) of marketing decisions. (3 units) *Prerequisites: ECON 20B, BA 150*

**BA 253 – SERVICES MARKETING**

This course provides comprehensive understanding of the differences between marketing and sales of services compared to products. It focuses on developing and implementation of effective marketing programs for service industries and covers concepts on blueprinting service, customer interactions, chase vs. shift demand, asset revenue efficiency. (3 units) *Prerequisite: BA 150*

**BA 256 – SALES MANAGEMENT**

This course emphasizes the vital role that field sales work has in our economy, society, and culture. It stresses and examines, moreover, the sales manager's unique and difficult responsibilities, along with the decision-making methods and tools employed in the effective management of the sales force as part of firms' promotional strategy. (3 units) *Prerequisite: BA 150*

**BA 257 – CONSUMER BEHAVIOR**

This course examines consumer behavior from many perspectives, including (a) the decision process — the effects of the buyer's personality, memory for advertisements, and other factors on; (b) the effect of social pressure and social identity on what people buy; and (c) how knowledge and awareness of social and psychological influences are translated into marketing strategy — advertising, pricing, product development, and distribution. (3 units) *Prerequisite: PSYCH 10, BA 150*

**BA 258 – ADVERTISING**

The course incorporates an examination of the principles and practices of the major strategies for the ethical promotion and sale of goods, services, and ideas; also, an overview of such essential components of advertising and advertising research as media selection and buying, product and market testing, creative production, and account management. (3 units) *Prerequisite: BA 150*

**BA 259 – INTERNATIONAL MARKETING**

Presented an analysis of international marketing principles and organizations, including design of operations and products to meet consumer preferences in various parts of the world. Included is a study of international forms of business organization in social, economic, cultural settings, as well as principles of international marketing management. (3 units) *Prerequisite: BA 130 and BA 150*

**BA 262 – SYSTEMS ANALYSIS AND DESIGN**

An examination of principles of system analysis design with emphasis on business applications; applications of the systems viewpoint of problem solving, identification of alternatives, and simulation; solving problems by using existing programs and student-designed programs. (3 units) *Prerequisite: BA 160*

**BA 263 – DIGITAL MARKETING**

The course focuses on important concepts and best practices in the use of digital marketing tools and techniques relevant to a business. It introduces students to various online marketing channels including search engine optimization (SEO), search engine marketing (SEM), mobile marketing, email marketing, and social media marketing. (3 units) *Prerequisites: BA 150 and CS 10.*

**BA 264 – E-COMMERCE**

The course provides understanding of e-commerce and its impact on firms, industries, and markets and also how we shop, read, conduct business, learn, and consume information. It describes the e-commerce industry, strategies, and technologies used in electronic commerce. It discusses the resulting changes in organizational structure and societal behavior; seeks to understand the forces that drive these changes and forward-looking perspectives of e-commerce. (3 units) *Prerequisites: BA 10 and BA 160.*

**BA 276 – BUSINESS PROPOSAL AND REPORT WRITING**

The course instructs the student in the various forms of written proposals and reports. Students are taught to prepare informational and analytic business reports. Computer tools and programs, as well as Artificial Intelligence resources, will be used as relevant. (3 units) *Prerequisite: ENG 82*

**BA 277 – COMMUNICATION NETWORKS AND MANAGEMENT**

The course aims to equip graduate-level students with the knowledge and skills necessary to navigate the complexities of communication networks and information management within contemporary organizations. By examining real-world case studies and exploring advanced technologies and communication approaches, students will develop a comprehensive toolkit to address information management challenges and contribute to effective communication practices in their future professional endeavors. *Prerequisite: ENG 170*

**BA 278 – ORGANIZATIONAL CULTURE AND COMMUNICATIONS**

This course offers a comprehensive exploration of critical concepts and practical insights into the intricate relationship between organizational culture and effective communication. *Prerequisite: ENG 170*

### **BA 279 – STRATEGIC COMMUNICATIONS**

This course is designed to provide students with a comprehensive understanding of the critical components and concepts within the field of strategic communication in business. *Prerequisite: ENG 170*

### **BA 280 – SPECIAL TOPICS IN BUSINESS**

This course offers topics of specialized interest in the major fields of study. Case studies and independent research may be included. Topics vary each term; so, students should not include this in a concentration unless they know it will be available. (1-4 units) *Prerequisite: Instructor's permission*

### **BA 289 – INTERNATIONAL BUSINESS STRATEGY**

This course is designed to integrate the knowledge gained in the GBA requirements into a comprehensive strategic management forum with an international perspective. Cases are used to give the student experience with real problems. It is intended to give the student a broad, general managerial view of international commercial interactions. (3 units) *Prerequisite: BA 110, BA 130, BA 150*

### **BA 290 – STRATEGIC BUSINESS MANAGEMENT**

Senior-level integrating capstone course which provides the student with the opportunity to put into practice all the skills, techniques and theories acquired in functional courses such as economics, operations management, marketing, finance, accounting, and management. Emphasis is on the case method of instruction and use of a business game. (3 units) *Prerequisite: Senior standing*  
**NOTE:** Courses from BA 10 to BA 290 can be offered as 3 units (45 hours) of lectures or as 2 units (30 hours) of lectures and 1 unit (30 hours) of sections with a teaching assistant.

### **BA 298 – INTERNSHIP IN BUSINESS\*\*\*\***

The emphasis of BA 298 course is on learning through real-life work experience in the field of a business administration. Students should receive an evaluation by the employer and provide written description of the work and its learning results for grading by a faculty advisor. Oral presentation of the work results in front of other students is recommended. (3 units) *Requirements: Junior/Senior standing; Admissions and Records and Registrar Offices permission. CR/NC*

### **BA 299 – RESEARCH PROJECT IN BUSINESS\*\*\*\***

A primary research-oriented study of some chosen business problem or practice, or development of an original theoretical concept, under the close supervision of an instructor. It is normally taken during the last term of the program. Oral presentation of the work results in front of other students is recommended. (3 units) *Prerequisite: Senior standing. CR/NC*

## **BUSINESS STUDIES – GRADUATE LEVEL COURSES**

### **BA 301 – MANAGERIAL ECONOMICS**

The course covers basic economic relationships, demand and supply analysis, forecasting, production and cost theories, market structures and models, pricing practices, capital budgeting and governmental regulations. (3 units)

### **BA 302 – PRINCIPLES OF MANAGEMENT**

The nature of the management process is explored through appropriate concepts of planning, organizing, leading, and controlling; evolution and models related to the study of formal and informal organizations. Systems analysis will integrate the various dimensions of management, organizational structure and functions of managers, growth, and re-engineering of business. (3 units)

### **BA 303 – FINANCE MANAGEMENT**

A consideration of financial control at the corporate management level, with special emphasis on the policies and practices required to place and control the sources and uses of capital. Emphasis will be placed on capital management and evaluation of alternative opportunities. Also examined are such matters as valuation, cash flow, funds acquisition, long-term financing, and budgets as tools for decision-making. (3 units)

### **BA 304 – MARKETING MANAGEMENT**

The course is analyzing the fundamentals of marketing management – definitions, concepts, and development. It enables students to understand marketing's decision-making role in a company and the impact of those decisions in establishing distribution, pricing, and promotion in both retail and business markets. Buyer behavior, product/market development, and the impact of the macro environment in business are studied. Cases are used to provide practical applications of the concepts and principles. (3 units)

### **BA 305 – PROJECT MANAGEMENT**

The objective of this course is to prepare graduate students for managing relatively complex projects undertaken by public or business organizations. Reviewed are management concepts, techniques, and tools that are utilized to propose approvable plans for implementation/execution, monitoring/control, and closeout projects successfully. Along with the acquisition of practical skills, students will be exposed to concepts, which lead the selection and management of successful project teams. This course will provide graduate students with a holistic/integrative view of the project management process. (3 units)

### **BA 307 – OPERATIONS MANAGEMENT**

The objective of this course is to prepare the graduate student for management of core operations of an organization. It will review core operations of manufacturing product design, sourcing and purchasing, scheduling and control, productivity improvements and overall supply chain design and management. In the industry, the course will review asset acquisition, business segments, production planning, job design, and overall productivity analysis and improvement. (3 units) *Prerequisite: MATH 15 or BA 115*



**BA 308 – HUMAN RESOURCES MANAGEMENT**

This course is concerned with those concepts pertaining to the prudent management of a firm's human resources. It deals with those being considered for positions, those parts of the firm, and those leaving. The concepts are found in the application of principles and norms for recruiting, selection, training, evaluation, and performance appraisal. The value of intra-firm contacts and discussion for matters of discipline and the negotiation of salary and wage matters is emphasized. Also covered are: labor relations, safety, supervision, incentive programs, federal and state regulation, particularly regarding discrimination, harassment, and environmental concerns. (3 units)

**BA 309 – ETHICS OF BUSINESS MANAGEMENT**

The course is an advanced review of ethical theories and value systems. Topics include moral issues, codes of ethics, conflict of interest, social and fiduciary responsibilities, the work ethics, and other situations which arise within business management. (3 units)

**BA 310 – INTERNATIONAL ECONOMICS**

This course is intended to deal with the fundamental theories of international relations, global interdependence, the modern nation-state system, and the causes of war and conditions of peace. It covers theories of direct foreign investments, behavior of MNCs, country risk analysis, money and finances, investment restrictions and incentives, prospects for international investments. (3 units)  
*Prerequisite: ECON 20A*

**BA 311 – MARKETING RESEARCH**

This course provides a comprehensive survey of qualitative and quantitative techniques used for studying marketing data and formulating marketing strategies. Emphasis is on questionnaire design; techniques used in collecting, evaluating, and analyzing data; and presenting findings. The course is project based, it focuses on data collection, design of marketing measurement instruments, and implementation of selected statistical techniques. (3 units) *Prerequisites: BA 115, BA 304*

**BA 312 – BUSINESS RESEARCH METHODOLOGY**

The course objective is to prepare the student for business research. Emphasis is on practical work and not on memorizing or deriving formulas. Ethical aspects of research are featured. Students are expected to develop understanding and practice in research techniques, writing of short reports, use of statistical tools and presentation techniques, preparation of effective tables and diagrams, as well as footnotes and bibliographical references. (3 units) *Prerequisites: BA 115, BA 301*

**BA 313 – INTERNATIONAL MARKETING**

An analysis of international marketing principles and organizations, including design of operations and products to meet consumer preferences in various parts of the world. Included is a study of international forms of business organization in social, economic, and cultural settings, as well as principles of international marketing management. (3 units) *Prerequisite: BA 150 or BA 304*

**BA 314 – INTERNATIONAL FINANCE**

A study of the theory and practice of international monetary relations; the gold standard; the balance of payments; foreign exchange management and determination; foreign exchange controls; the Euro-currency market; the international bond market; the virtue and functions of the IMF and the World Bank; and the global debt crisis. (3 units) *Prerequisite: BA 140 or BA 303*

**BA 315 – INTERNATIONAL BUSINESS AND INVESTMENT STRATEGY**

The nature and scope of international business; economic, political, and cultural environments; national and international constraint and agreements; problems of general management associated with planning, financing, marketing, human resources, cultural problems, technology, and legal requirements with particular emphasis on the potentiality of direct investment in foreign lands. There will be assignments, which makes use of the Internet. (3 units) *Prerequisite: ECON 20A*

**BA 316 – INTERNATIONAL MANAGEMENT**

A study of economic forces; government actions; and cross-cultural factors influencing international business. Students will develop understanding of managerial decision-making in multinational organizations through feasibility analysis of foreign markets and the impact of different economic, social, and political systems. Attention is given to developing countries. (3 units) *Prerequisite: BA 302*

**BA 317 – POLITICAL AND LEGAL ASPECTS OF INTERNATIONAL BUSINESS**

The course includes: analysis of political, military, economic and ideological factors affecting the behavior of states and the conduct of transnational business, with attention to multinational enterprises, foreign economic and trade policies. It also includes: analysis of international legal systems, with particular emphasis on business disputes arising from anti-trust laws; contracts and agreements; tariff liabilities; nationalization problems; procedures for arbitration and settlement. (3 units)

**BA 318 – IMPORT-EXPORT MANAGEMENT**

Consideration of procedures and transactions involved in the import-export business. Practical financial, legal, transportation and technical aspects are considered. (3 units) *Prerequisite: BA 110 or BA 302, BA 310 or BA 315*

**BA 320 – ORGANIZATION BEHAVIOR AND ADMINISTRATION**

An analysis of individual, interpersonal, and group behavior within organizations and the influence of human, cultural, technological, structural, and environmental factors. Examined are practices of management, such as designing jobs and organization structures, evaluating, and rewarding performance, organizational and employee development, and other management processes. These techniques include high performance organizations, management by objectives, total quality management, and the like; it uses varied approaches to leadership, conflict management, change, and adaptation to the environment. (3 units)

**BA 323 – ORGANIZATIONAL DEVELOPMENT**

The course includes theoretical and experiential coverage of this management discipline. It aims to improve the organization's culture and its human and social processes through a systematic change program. Both behavioral science and intuitive based assessment techniques are examined to give an integrated approach to organizational development; use of cases and role-play exercises. (3 units) *Prerequisite: BA 110 or BA 302*

**BA 324 – LEADERSHIP DEVELOPMENT**

The course provides a comprehensive survey of the major theories and research on leadership and managerial effectiveness in organizations with practical suggestions for improving leadership skills and communications. The nature and attributes of leadership are investigated through case studies, biographies, and class presentations. Topics include the difference between leadership and management as well as identifying traits and abilities, which have distinguished effective leaders. (3 units)

**BA 330 – ENTREPRENEURSHIP**

The course is designed to provide an educational vehicle for understanding entrepreneurial thinking and practice. It gives introduction to the process of turning ideas into a successful startup enterprise. Special emphasis on innovations derived from research and technology development. Students will be exposed to what entrepreneurship takes in a startup context, and how integrate execution can be successfully utilized in a variety of career and work contexts. There will be a special effort to define key areas, which an entrepreneur should be aware of, and to provide a framework of "toolkit" resources relevant to startup execution. Students draft a business plan related to a business of own interest, using all available tools, techniques, and experience. (3 units)

**BA 331 – SOCIAL ENVIRONMENT OF BUSINESS**

Students explore relationships between organizations and their environment, including government, labor, public groups, the media, academia, and local communities. Ideas are reviewed as to what actions can be taken by corporations and and/or individuals to improve relationships and communications between a business and its environment. (3 units) *Prerequisite: BA 309*

**BA 336 – HUMAN FACTORS IN SMALL BUSINESSES**

The course studies problems in supervising and communicating effectively with people at proprietorships, partnerships, or small corporations in matters of organizational structure, personnel policies, and managerial succession. (3 units)

**BA 337 – PERSONNEL LAW**

This course covers personnel law from a business perspective. It includes all foundations needed to understand the topic and the most important state and federal guidelines. (3 units) *Prerequisite: BA 308*

**BA 340 – MANAGERIAL ACCOUNTING AND FINANCIAL CONTROL**

Emphasis in this broad-based course is on imparting to the student an increased knowledge and understanding of the role of management control in the modern multi-plan organization, as well as the development of skills to be used throughout the cycles of a business in solving managerial control problems. Case materials are accompanied by reading. (3 units) *Prerequisite: BA 42*

**BA 343 – INTERNATIONAL BANKING**

An in-depth examination of the development and expansion of international banking; legal aspects of international banking; Eurocurrency/Eurodollar; syndication techniques; letters of credit / banker's acceptances; foreign exchange; offshore banking; Swiss banking; the global debt crisis and debt rescheduling. (3 units) *Prerequisite: BA 140 or BA 303*

**BA 344 – INTERNATIONAL SECURITIES AND FOREIGN EXCHANGE**

The course includes an overview of the foreign exchange market (Forex), foreign securities, international equities markets, international debt securities, futures, and options. The course describes the fundamental principles and operations on these markets. (3 units) *Prerequisite: BA 140 or BA 303*

**BA 345 – COMMERCIAL BANKING AND LENDING**

An in-depth study of the commercial lending business. Borrowing requirements and financial structure for debt financing needs of business. Topics include: loan interviewing and credit investigation, financial analysis, loan structuring and negotiation, loan documentation and closing, problem loans and follow-up. (3 units) *Prerequisite: BA 140 or BA 303*

**BA 350 – MANAGEMENT INFORMATION SYSTEMS**

The course introduces different types of information systems for business, their goals, purposes, values, and major functionality. The emphasis is made on criteria and issues in selection of information system, problem definition, requirements, specifications, information flow and presentation, cost / time estimate, implementation, and maintenance. (3 units) *Prerequisites: BA 146*

**BA 351 – DIGITAL MARKETING**

The course focuses on important concepts and best practices in the use of digital marketing tools and techniques relevant to a business. It introduces students to various online marketing channels including search engine optimization (SEO), search engine marketing (SEM), mobile marketing, email marketing, and social media marketing. (3 units) *Prerequisites: BA 304*

**BA 352 – ADVANCED SYSTEMS ANALYSIS AND DESIGN\***

Analysis of real-world information systems. Included are requirements analysis, data flow diagrams, data dictionaries, systems proposals, and design. (3 units) *Prerequisite: BA 160 or BA 350*

**BA 353 – INFORMATION SYSTEMS DATABASE MANAGEMENT\***

Explanation and comparison of the techniques and methodologies of database management systems in a business environment. Limitation and application of various DBMS; costs and benefits in selecting DBMS. (3 units) *Prerequisite: BA 160 or BA 350*

**BA 354 – E-COMMERCE**

This course provides understanding of e-commerce and its impact on firms, industries, and markets. The Web has large impact on how we shop, read, conduct business, learn, and consume information like music, art, and others. The course describes the e-commerce industry, market, strategies, technologies used in electronic commerce; discusses the resulting changes in organizational structure and societal behavior; seeks to understand the forces that drive these changes; and discusses forward-looking perspectives of e-commerce. (3 units)

**BA 355 – SPECIAL TOPICS IN MANAGEMENT INFORMATION SYSTEMS\***

The course focuses on important areas of information systems not covered by the regularly offered courses. A specific topic for it is chosen by the instructor and announced in the syllabus. (3 units) *Prerequisites: Instructor's permission and BA 160 or BA 350*

**BA 360 – QUANTITATIVE METHODS FOR BUSINESS AND FINANCE MANAGEMENT**

While solving a problem, managers must consider both qualitative and quantitative factors. This course covers quantitative methods, which help to solve different business problems. Techniques include decision analysis, regression models, forecasting, transportation, and assignment models, Markov analysis, statistical quality control and others. (3 units) *Prerequisite: BA 115*

**BA 361 – SUPPLY CHAIN MANAGEMENT**

This course provides an overview on how supply chain pertains to business decision-making from managerial perspective. The course covers the topics related to design and management of flow and storage activities of in-bound and out-bound transportation, inventory management, and the associated information processing systems requirements. (3 units) *Prerequisite: BA 307*

**BA 363 – INVESTMENT SCIENCE**

The course introduces students to the basic tools used by investment professionals. It deals with different kinds of securities, their pricing, and methods to optimize a choice of an investment portfolio. (3 units) *Prerequisite: BA 241 or BA 360*

**BA 364 – INVESTMENTS (REAL ESTATE)**

An in-depth study of real estate investments including the nature of real property, market analysis, construction cycles, mortgage lending, equity investment, metro area growth, urban land use, the effect of credit on demand, equity investment criteria, real property valuation and public policies, as well as current news and market conditions in both the United States and international real estate markets will be covered in the course. (3 units) *Prerequisite: BA 303*

**BA 365 – INVESTMENTS (THE STOCK MARKET)**

In-depth survey of stock market including nature of stocks, stock exchanges, indices, trading securities and options, convertible securities, mutual funds, investment banks, hedge funds, investment clubs, and dividend policy. Students learn trading mechanisms, tactics, and strategy as well as foundations of fundamental, technical, and sentimental analysis. (3 units) *Prerequisite: BA 303*

**BA 366 – ECONOMETRICS**

The course introduces students to a comprehensive review of econometric methods for linear models. Among topics covered are: the linear regression, linear simultaneous equations systems, maximum likelihood and instrumental variables estimation strategies, hypothesis testing. Different data and variables presentations and features are discussed. (3 units) *Prerequisite: BA 241 or BA 360*

**BA 367 – CREDIT RISK MANAGEMENT**

Credit risk is the risk of financial losses in the event of a default. Defaults arise from an inability to meet timely financial obligations. This course introduces students to what credit risk management is (from origination to assessment to mitigation to recovery), what the lending selection process is, how to measure credit risk, and what risk management models are. (3 units) *Prerequisite: BA 303*

**BA 370 – BUSINESS COMMUNICATIONS**

Communications in the applied context of business studies, including vocabulary, reading, writing, and speaking skills in the areas of marketing, international business, data processing, finance, and management. (3 units) *Prerequisite: ENG 82*

**BA 371 – COMMUNICATIONS IN LEADERSHIP AND NEGOTIATIONS**

This course concentrates on critical skills, particularly those needed for intelligent, face-to-face interactions, for effective tactics to achieve cooperation and gain consensus. There is emphasis on various strategies used in negotiating, for both individuals and leaders. Both written and oral assignments are involved. (3 units) *Prerequisite: ENG 170 or BA 370*

**BA 372 – CONSUMER RESEARCH**

Analyzes factors that influence consumer behavior and applies the knowledge to real cases. Emphasis is on consumer psychology and the means by which consumer behavior can be influenced or altered. The course includes theoretical and practical aspects: (1) explore theory and research that is relevant to understanding consumer behavior, and (2) apply these theories and findings to generate ideas for developing effective marketing techniques and strategies. (3 units) *Prerequisite: BA 304*

**BA 373 – PRICING**

This course is designed to provide students with the concepts and techniques for assessing and formulating pricing strategies. Topics include: utility theory, market structures, sales promotion and price discrimination, international pricing, game theory, and auction designs. The topics may vary each term. Additional emphasis will be on measuring the return on investment (ROI) of marketing decisions. (3 units) *Prerequisites: BA 301, BA 304*

**BA 374 – SALES MANAGEMENT**

This course provides an in-depth understanding of the sales processes. Addresses time and territory management, target creation, motivation, compensation, training, budgeting, and the evaluation of selling efforts. Emphasis is on the integration of sales function into the organization's strategic planning processes. (3 units) *Prerequisite: BA 304*

**BA 375 – SERVICES MARKETING**

This course provides comprehensive understanding of the differences between marketing and sales of services compared to products. It focuses on developing and implementation of effective marketing programs for service industries and covers concepts on blueprinting service, customer interactions, chase vs. shift demand, asset revenue efficiency. (3 units) *Prerequisite: BA 304*

**BA 380 – MBA SPECIAL TOPICS IN BUSINESS ADMINISTRATION**

This course offers topics of specialized interest, including case studies and independent research. Topics vary; so, students may include this in a customized concentration. This course may substitute for a concentration only once with the permission of the Provost. (3 units) *Prerequisite: Instructor's permission*

**BA 381 – GRADUATE INTERNSHIP IN INTERNATIONAL BUSINESS\*\*\*\*****BA 382 – GRADUATE INTERNSHIP IN FINANCE MANAGEMENT AND INVESTMENTS\*\*\*\*****BA 383 – GRADUATE INTERNSHIP IN GENERAL BUSINESS\*\*\*\*****BA 384 – GRADUATE INTERNSHIP IN HUMAN RESOURCES MANAGEMENT\*\*\*\*****BA 385 – GRADUATE INTERNSHIP IN MANAGEMENT INFORMATION SYSTEMS\*\*\*\*****BA 386 – GRADUATE INTERNSHIP IN MARKETING MANAGEMENT\*\*\*\***

The emphasis of BA 381 – 386 courses is on learning through real-life work experience in the field of a concentration. The student should receive an evaluation by the employer. A detailed report of the internship summarizing the learning achievements should be submitted for review and grading to a faculty advisor (3 units) *Requirements: Advisor's approval; Records Office permission.*

**BA 388 – SEMINAR ON HIGHER EDUCATION**

This course is offered to students in the doctoral program or to the master's degree students as an elective course for extra credit. The seminar examines the core values, structures, processes, language, and personnel of higher education, analyses critical issues facing colleges and management skills for tracking them. Oral presentations are required for each participating student. (3 units)

**BA 390 – BUSINESS STRATEGY AND DECISION-MAKING**

Students are expected to develop a better understanding of business strategy approaches and techniques, and to acquire skills and knowledge relating to the decision-making process. Emphasis is on decision-making while still recognizing the importance of the specialized functions of an organization. Readings and case materials are reinforced with participation through written tests, papers, and oral presentations. This is the MBA program capstone course. (3 units) *Prerequisites: BA 301, BA 304, BA 307, BA 320, BA 340, and at least two concentration courses*

**NOTE:** Graduate courses from BA 301 to BA 380 and BA 390 can be offered as 3 units (45 hours) of lectures or as 2 units (30 hours) of lectures and 1 unit (45 hours) of self-study projects.

**BA 397 – MBA CASE STUDY**

A detailed written report analyzing business aspects of a previous employment must be submitted and presented in the form of review/proposal to improve the related activity. The work should be used as the source of data for the analysis. Work responsibilities should be business management preferably in the field of the student's area of concentration. The student regularly confers with the selected faculty advisor who recommends the report for its oral presentation to a committee. (3 units) *Requirements: During the last term of or after completion of the coursework; Dean's approval; Registrar Offices permission. CR/NC*

**BA 398 – MBA INTERNSHIP REPORT\*\*\*\***

A detailed written report analyzing business aspects of the employment must be submitted upon completion of the assignment and presented in the form of review/proposal to improve the related activity. The work should be used as the source of information/data for the analysis. Work responsibilities should be business management or should allow the student to study the business from the manager/owner's position, preferably in the field of the student's area of concentration. The student regularly confers with the selected faculty advisor who recommends the report for its oral presentation to a committee. (3 units) *Requirements: During the last term of or after completion of the coursework; Dean's approval; Records and Registrar Offices permission. CR/NC*

**BA 399 – MBA RESEARCH PROJECT\*\*\*\***

A primary research-oriented study of some chosen business problem or practice, or development of an original theoretical concept, under the close supervision of an instructor. The student regularly confers with the faculty advisor who permits the report for a presentation to a committee. It is normally taken during the last term of the program. (3 units) *Requirements: GPA 3.2 or above; Dean's approval; Registrar Office permission; completion of BA 311 or 312 and preferably BA 390. CR/NC*

**BA 413 – INTERNATIONAL MARKETING\*\*\*\***

An analysis of international marketing principles and organizations, including design of operations and products to meet consumer preferences in various parts of the world. Included is a study of international forms of business organization in social, economic, and cultural settings, as well as principles of international marketing management. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 150 or BA 304*

**BA 414 – INTERNATIONAL FINANCE\*\*\*\***

A study of the theory and practice of international monetary relations; the gold standard; the balance of payments; foreign exchange management and determination; foreign exchange controls; the Euro-currency market; the international bond market; the virtue and functions of the IMF and the World Bank; and the global debt crisis. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 140 or BA 303*

**BA 415 – INTERNATIONAL BUSINESS AND INVESTMENT STRATEGY\*\*\*\***

The nature and scope of international business; economic, political, and cultural environments; national and international constraint and agreements; problems of general management associated with planning, financing, marketing, human resources, cultural problems, technology, and legal requirements with particular emphasis on the potentiality of direct investment in foreign lands. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 310*

**BA 416 – INTERNATIONAL MANAGEMENT\*\*\*\***

An analysis of economic forces and government actions affecting international business; determinants of policy with regard to entering foreign markets and evaluation of foreign environments, organizational control, compensation, pricing, relations with government agencies and public interest issues in the management of multinational corporations. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 110 or BA 302*

**BA 417 – POLITICAL AND LEGAL ASPECTS OF INTERNATIONAL BUSINESS\*\*\*\***

The course includes: analysis of political, military, economic and ideological factors affecting the behavior of states and the conduct of transnational business, with particular attention to multinational enterprises, formulation of foreign policy processes, including economic and trade policies. It also includes: analysis of international legal systems, with particular emphasis on business disputes arising from anti-trust laws; contracts and agreements; tariff liabilities; nationalization problems; procedures for arbitration and settlement. A one-unit written research project and its oral presentation are required for the course. (4 units)

**BA 418 – IMPORT-EXPORT MANAGEMENT\*\*\*\***

Consideration of procedures and transactions involved in the import-export business. Practical financial, legal, transportation and technical aspects are considered. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 110 or BA 302, BA 310 or BA 315*

**BA 423 – ORGANIZATIONAL DEVELOPMENT\*\*\*\***

The course includes theoretical and experiential coverage of this management discipline. It aims to improve the organization's culture and its human and social processes through a systematic change program. Both behavioral science and intuitive based assessment techniques are examined to give an integrated approach to organizational development; use of cases and role-play exercises. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 302*

**BA 424 – LEADERSHIP DEVELOPMENT\*\*\*\***

The course provides a comprehensive survey of the major theories and research on leadership and managerial effectiveness in organizations with practical suggestions for improving leadership skills. The nature and attributes of leadership are investigated through case studies, biographies, and class presentations. Topics include the difference between leadership and management as well as identifying traits and abilities, which have distinguished effective leaders from ineffective ones. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 308*

**BA 431 – SOCIAL ENVIRONMENT OF BUSINESS\*\*\*\***

Students will explore the relationship between the organization and its environment, including government, labor, public interest groups, various ideological constellations, the media, academia, and local communities. Ideas are reviewed as to what actions can be taken by corporations and by other organizations and/or individuals to improve relationships between business and its environment. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 309*

**BA 436 – HUMAN FACTORS IN SMALL BUSINESSES\*\*\*\***

This course investigates the problems in supervising and working effectively with peoples, problems, which face the proprietorship, partnership, or closely held corporation in such matters as organizational structure, personnel policies, and managerial succession. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 308*

**BA 437 – PERSONNEL LAW\*\*\*\***

This course covers personnel law from a business perspective. It includes all foundations to understand the topic and important state and federal guidelines. A one-unit research project with oral presentation is required. (4 units) *Prerequisite: BA 308*

**BA 443 – INTERNATIONAL BANKING\*\*\*\***

An in-depth examination of the development and expansion of international banking; legal aspects of international banking; Eurocurrency/Eurodollar; syndication techniques; letters of credit / banker's acceptances; foreign exchange; offshore banking; Swiss banking; the global debt crisis and debt rescheduling. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 140 or BA 303*

**BA 444 – INTERNATIONAL SECURITIES AND FOREIGN EXCHANGE\*\*\*\***

The course includes an investigation of the foreign exchange market (Forex), foreign securities, international equities markets, international debt securities, futures, and options. The course describes the fundamental principles and operations on these markets. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 303*

**BA 445 – COMMERCIAL BANKING AND LENDING\*\*\*\***

An in-depth study of the commercial lending business. Borrowing requirements and financial structure for debt financing needs of business. Topics include: loan interviewing and credit investigation, financial analysis, loan structuring and negotiation, loan documentation and closing, problem loans and follow-up. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 140 or BA 303*

**BA 460 – QUANTITATIVE METHODS FOR BUSINESS AND FINANCE MANAGEMENT\*\*\*\***

While solving a problem, managers must consider both qualitative and quantitative factors. This course covers quantitative methods which help to solve different business problems. Techniques include decision analysis, regression models, forecasting, transportation, and assignment models, Markov analysis, statistical quality control and others. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 115*

**BA 463 – INVESTMENT SCIENCE\*\*\*\***

The course introduces students to the basic tools used by investment professionals. It deals with different kinds of securities, their pricing, and methods to optimize a choice of an investment portfolio. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisites: BA 303, BA 360*

**BA 464 – INVESTMENTS (REAL ESTATE)\*\*\*\***

An in-depth study of real estate investments including the nature of real property, market analysis, construction cycles, mortgage lending, equity investment, metro area growth, urban land use, the effect of credit on demand, equity investment criteria, real property valuation and public policies, as well as current news and market conditions in both the United States and international real estate markets will be covered in the course. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 303*

**BA 465 – INVESTMENTS (THE STOCK MARKET)\*\*\*\***

In-depth survey of stock market including nature of stocks, stock exchanges, indices, trading securities and options, convertible securities, mutual funds, investment banks, hedge funds, investment clubs, and dividend policy. Students learn trading mechanisms, tactics, and strategy as well as foundations of fundamental, technical, and sentimental analysis. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 303*

**BA 466 – ECONOMETRICS\*\*\*\***

The course introduces students to a comprehensive review of econometric methods for linear models. Among topics covered are: the linear regression, linear simultaneous equations systems, maximum likelihood and instrumental variables estimation strategies, hypothesis testing. Different data and variables presentations and features are discussed. A one-unit written research project and its oral presentation are required for the course. (4 units) *Prerequisite: BA 241 or BA 360*

**BA 467 – CREDIT RISK MANAGEMENT\*\*\*\***

Credit risk is the risk of financial losses in the event of a default. Defaults arise from an inability to meet timely financial obligations. This course introduces students to what credit risk management is (from origination to assessment to mitigation to recovery), what lending and credit selection process is, how to measure and manage credit risk, and what the common risk management models are. (4 units) *Prerequisite: BA 303*

**BA 471 – COMMUNICATIONS IN LEADERSHIP AND NEGOTIATIONS\*\*\*\***

This course concentrates on critical skills, particularly those needed for intelligent, face-to-face interactions, for effective tactics to achieve cooperation and gain consensus. There is emphasis on various strategies used in negotiating, for both individuals and leaders. Both written and oral assignments are involved. (4 units) *Prerequisite: ENG 170 or BA 370*

**BA 480 – SPECIAL TOPICS IN GRADUATE BUSINESS STUDIES\*\*\*\***

This course offers topics of specialized interest, including case studies and independent research in both Finance and Investments and Human Resources Management concentrations. Topics vary; so, students may include this in a customized concentration. This course may substitute for a concentration one with the permission of the Provost. (4 units) *Requirement: Instructor's permission*

**BA 481 – GRADUATE INTERNSHIP AND REPORT IN INTERNATIONAL BUSINESS\*\*\*\***

A detailed written report analyzing learning achievements as a result of the work and including recommendations on how to improve/modify the internship company or its operations must be submitted to the student's internship advisor and orally presented in front of a committee of at least one faculty member (different from the advisor). The employment must be directly related to International Business and the advising faculty approval is required. (4 units) *Prerequisite: BA 310. Requirements: Advisor's approval; Records and Registrar Offices permission.*

**BA 482 – GRADUATE INTERNSHIP AND REPORT IN FINANCE MANAGEMENT\*\*\*\***

A detailed written report analyzing learning achievements as a result of the work and including recommendations on how to improve/modify the internship company or its operations must be submitted to the student's internship advisor and orally presented in front of a committee of at least one faculty member (different from the advisor). The employment must be directly related to Finance and Investments and the advising faculty approval is required. (4 units) *Prerequisite: BA 303. Requirements: Advisor's approval; Records and Registrar Offices permission.*

**BA 484 – GRADUATE INTERNSHIP AND REPORT IN HUMAN RESOURCES MANAGEMENT\*\*\*\***

A detailed written report analyzing learning achievements as a result of the work and including recommendations on how to improve/modify the internship company or its operations must be submitted to the student's internship advisor and orally presented in front of a committee of at least one faculty member (different from the advisor). The employment must be directly related to Human Resources Management and the advising faculty approval is required. (4 units) *Prerequisite: BA 308. Requirements: Advisor's approval; Records and Registrar Offices permission.*

**NOTE:** Courses BA 381 - 386, 397, 398, 399, 481, 482, 484 can be extended for one additional term. These courses can be assigned for two terms as 3/4+1 units and 1+3/4 units for 300/400 courses if started in a summer session or late in a semester.

**BA 490A/B – BUSINESS STRATEGY AND DECISION-MAKING FOR IB / FM \*\*\*\***

Students are expected to develop an in-depth understanding of the concepts and application of the opportunities and risks that confront a company seeking to grow globally. Emphasis is on the practical application of strategic concepts to both corporate and business level operations and managerial decision-making. Readings and case materials are reinforced with participation through written tests, research papers and oral presentations. This is the MS program capstone course for the International Business or Finance Management majors. A one-unit written research project and its oral presentation are required for the course. (4 units) *This course is to be taken after completion of all required 300-level courses and at least three elective courses.*

**NOTE:** Graduate courses from BA 414 to BA 480 and BA 490 can be offered as 4 units as 45 hours of lectures (3 units) and 45 hours of self-study research projects (1 unit) or 30 hours of lectures (2 units) and 90 hours of self-study research projects (2 units).

**BA 501 – DOCTORAL RESEARCH SEMINAR IN INTERNATIONAL BUSINESS**

The Doctoral Research Seminar in International Business enables students to engage in an in-depth study of current issues in the discipline that offer excellent opportunities for selection of topics for scholarly research and publication of findings. A variety of International business topics are explored from the standpoint of their conceptual framework and current practices. Specific issues are identified as areas where additional research-based information would be of significant benefit to professors and practitioners in terms of understanding and/or applying international specifics, tools, or analytical techniques. Research methodologies are presented and students are assigned focused research topics as a part of their course requirements. (3 units) *Prerequisites: Completion of all DBA core and at least four concentration courses. CR/NC*

**BA 502 – DOCTORAL RESEARCH SEMINAR IN FINANCE AND INVESTMENTS**

The Doctoral Research Seminar in Finance and Investments enables students to engage in an in-depth study of current issues in the finance discipline that offer excellent opportunities for selection of topics for scholarly research and publication of findings. A variety of financial topics are explored from the standpoint of their conceptual framework and current financial practice. Specific financial issues are identified as areas where additional research-based information would be of significant benefit to professors and practitioners in terms of understanding and/or applying financial theory, tools, or analytical techniques. Financial research methodologies are presented and students are assigned focused research topics as a part of their course requirements. (3 units) *Prerequisites: Completion of all DBA core and at least four concentration courses. CR/NC*

**BA 504 – DOCTORAL RESEARCH SEMINAR IN HUMAN RESOURCES MANAGEMENT**

The Doctoral Research Seminar in Human Resources Management enables students to engage in an in-depth study of current issues in the discipline that offer excellent opportunities for selection of topics for scholarly research and publication of findings. The purpose of this course is to study Human Resources Management through a collection of current readings that explore the important contemporary perspectives and issues in the field from a decidedly applied, rather than theoretical orientation. The readings include a mix of recently published articles from journals in the field, along with many articles written specifically for the course textbook. Tools and resources available on the Internet for managing human resources will also be explored. (3 units) *Prerequisites: Completion of all DBA core and at least four concentration courses. CR/NC*

**BA 597 – DBA DISSERTATION I\*\*\*\***

This course is designed to orient and familiarize a student with the first stage of the dissertation research process, guiding him/her toward the selection of a dissertation topic. After selecting and approving an advisor, the student researches a subject of interest for a dissertation topic focusing on the need of using relevant data, research methodology, and analytic tools applicable to the subject. It requires detailed review of current publications in the field. The course then addresses an overview analysis of research options, data collection techniques, and requirements appropriate to the subject of study. Completion of this course results in the student proposal of the dissertation establishing the title, structure and organization for the study, methodology and sources of the data, the need and research basis for the continuation of the study. This information should be submitted to the dissertation advisor and doctoral committee. The committee will evaluate the written text and oral presentation of the proposal for approval of the dissertation research continuation. (4 units). *Prerequisites: Completion of all DBA core courses, DBA candidacy standing, and BA 501, BA 502, or BA 504. CR/NC*

**BA 598 – DBA DISSERTATION II\*\*\*\***

This supervised self-study course is intended to deepen students' skills in data analysis in the direction of understanding the quantitative insights that emerge from the data in the research field. With the benefit of the study subject review, research methodology, and use of data elements developed in BA 597, students are expected to write complete literature review and explanations of methodology for the selected topic. The course will require definition of what questions to ask, what parameters to assess, and how to design experiments for collecting and then analyzing data needed for the research. Completion of this course will provide foundation for a preliminary draft of the dissertation. (4 units) *Prerequisite: BA 597 – DBA Dissertation I. CR/NC*

**BA 599 – DBA DISSERTATION III\*\*\*\*\***

This supervised self-study final course in the DBA program guides the student through completion of the dissertation and its defense with simulated question and answer sessions, and with extensive peer feedback. The course requires the student to present the dissertation research results in an objective manner. Completion of the course requires the student to complete and write all chapters of the dissertation. The student must also submit a brief outline for the dissertation that includes the following: 1) introduction; 2) statement of problem; 3) review of methodology; 4) summary of results; and 5) discussion of results, including interpretation of findings, relationship of current study to previous research, recommendations, and suggestions for additional research. Completion of this course requires the student to write the dissertation and to successfully defend the dissertation in front of the committee. (4 units). *Prerequisite: Successful completion of BA 598 – DBA Dissertation II. CR/NC*

## **COMPUTER SCIENCE**

### **CS 10 – INTRODUCTION TO COMPUTER SCIENCE\***

An introduction to the principles and concepts of computer science and its applications. Discussions focus on the use of computers in business and personal lives, computer system basics, computer architecture, hardware, systems and applications software, programming languages, software engineering, data communications, information systems, the history of computing and computer's impact on society. Introduction to the Internet and online information sources. Laboratory on use of computer hardware and software. (3 units)

### **CS 50 – INTRODUCTION TO PROGRAMMING\***

An introduction to problem solving techniques and program development in a modern high level language. Discussions focus on the concepts of an algorithm and basic programming concepts such as data types, primitive operations, control structures, arrays, structures, procedures, functions, and files. (3 units) *Prerequisite: CS 10*

### **CS 90 – STUDIES IN PROGRAMMING LANGUAGES\***

An introduction to a specific programming language which may vary from term to term. Discussions will focus on the application of the language to specific problems for which the language was developed. Typical languages may include Java, Visual Basic, Perl, C, Ada, Common Lisp, Scheme, Smalltalk. (3 units) *Prerequisite: CS 50*

### **CS 115 – DISCRETE MATHEMATICS**

An introduction to set theory, combinations, logical inference, methods of proof, induction, recursion, foundations of logic programming, circuits, relations, digraphs, functions, basic probability, recurrence, matching, difference equations, graph and queuing theory, tree analysis and matrix operations. (3 units) *Prerequisite: MATH 10*

### **CS 135 – LINEAR PROGRAMMING\***

An introduction to applications and problem formulations, simplex and Karmarkar solution procedures, matrices, and duality theory. Discussions focus on using the operations research approach involving case studies. (3 units) *Prerequisite: MATH 40*

### **CS 140 – DATA STRUCTURES\***

An introduction to advanced tree structures, directed and undirected graphs, advanced searching and sorting techniques, priority queues and heaps, dictionaries, design and analysis of data structures and algorithms. (3 units) *Prerequisite: CS 50*

### **CS 170 – THE INTERNET\***

An introduction to the Internet and HTML publishing. Discussions will focus on the use of the Internet applications to access the Internet resources and to create intranets for use inside an organization. Among topics: setting up network connections to the Internet, e-mail, news, FTP, and Web servers, creating Web pages using HTML and Java, converting existing documents into Web documents, CGI programming. (3 units)

### **CS 175 – TOPICS IN ARTIFICIAL INTELLIGENCE\***

A topical investigation of issues associated with AI and Expert Systems. Topics will vary and will include knowledge representation, natural language issues, programming languages, object-oriented programming systems, predicate calculus, neural networks, PROLOG, pattern recognition, analysis and design of Expert Systems, and inductive inference. (3 units) *Prerequisite: CS 10*

### **CS 220 – SOFTWARE ENGINEERING**

A survey of the principles and techniques involved in production of high-quality software for practical applications. Discussions focus on the identification of the software evolution process, automated system design methodology, debugging, documentation and software economics. Other topics often reviewed include program validation, program portability and software development environments. (3 units) *Prerequisite: CS 10 and defined by the instructor*

### **CS 237 – DATABASE\***

A survey of the major types of database systems and subsequent issues in development and implementation. Discussions focus on relational and object-oriented models, normalization theory, query languages, design theory, and issues in concurrent and distributed database systems. (3 units) *Prerequisite: BA 160*

### **CS 250 – COMPUTER SECURITY**

A survey of the basic principles and techniques of computer system security for business and computer managers and personnel. Discussions focus on physical protection, hardware and software security controls, encryption techniques, database, network and telecommunications security, microcomputer security, and viruses. Other topics include legal and ethical issues, current USA and international legislation, managerial issues, disaster recovery and contingency planning. (3 units) *Prerequisite: CS 10*

### **CS 280 – SPECIAL TOPICS IN COMPUTER SCIENCE**

A special topic course, by a choice of a group of students. (3 units) *Prerequisite: Instructor's permission*

### **CS 290 – RESEARCH PROJECT IN COMPUTER SCIENCE\*\*\*\***

Independent research of a specific topic under supervision of a faculty member. The course requires completion of a written report analyzing work accomplished and validating the student's results. (1-4 units) *Prerequisite: Instructor's permission*



## **ECONOMICS**

### **ECON 10 – ECONOMIC GEOGRAPHY**

Interrelated study of economic potential and history of various areas of the world, including United States. The course also considers the reciprocal relationship between the economic activities of man and earth surface features, population, human production, consumption, distribution. Analysis of the natural and economic functions and correlation of the relationship recognized. (3 units)

### **ECON 20A – PRINCIPLES OF ECONOMICS I (MACROECONOMICS)**

Survey is made of American economic institutions; introduction to the methods of economic analysis, fundamental concepts, and discussion of current economic problems. The course considers institutions, national income analysis, money and banking, fiscal policy, markets, income distribution, and international trade. (3 units)

### **ECON 20B – PRINCIPLES OF ECONOMICS II (MICROECONOMICS)**

Attention is given to microeconomic theory. A study of market structures, resource allocation, cost analysis, and socio-economic problems. Also assessed is the impact of each market arrangement upon price and output levels, resource allocation, and the rate of technological advance. Socio-economic problems are considered and discussed. (3 units) *Prerequisite: MATH 10*

### **ECON 120 - POLITICAL ECONOMY**

This course is an introduction to the economic analysis of demographic and political behavior and the economic consequences of political change. The course demonstrates the application of micro- and macroeconomic theory to demographic and political behavior. Selected topics include the economic consequences of population growth in developing countries, the economics of fertility and female labor force participation, the effects of an older age structure on the social security system, and the relationship between population growth and natural resources. This course explores economic policies that affect consumption, unemployment, wages, prices, and public debt. (3 units) *Prerequisite: ECON 10*

### **ECON 123 – CONTEMPORARY ECONOMIC PROBLEMS**

This is an analysis of selected problems and policies concerning natural resources, monopoly, monetary and fiscal problems. Also included is the analysis of domestic and international economic problems. (3 units) *Prerequisite: ECON 20A*

### **ECON 140 – MONEY AND BANKING**

The use of money in an industrial economy, financial institutions, the central banking system, international financial system, as well as monetary theory and practice, are emphasized. (3 units) *Prerequisite: BA 130*

### **ECON 220 – INTERNATIONAL ECONOMICS**

The basic forces and problems underlying the foreign trade of nations. Trade theory, foreign exchange, balance of payments analysis, governmental policies, and world economic organizations. (3 units) *Prerequisite: ECON 20A, BA 130*

### **ECON 280– SPECIAL TOPICS IN ECONOMICS**

A special topic course with special preference to the American economic system. (3 units) *Prerequisite: Instructor's permission*

## **ENGLISH**

### **ENG 2 – WRITING**

Students are taught to write compositions using a variety of grammatical tenses and structures in semi controlled to freer compositions. The emphasis is on grammatical structure, but various types of organization such as description, narration, classification, comparison, and contrasts are also introduced and practiced in guided formats. (45 class and 15 lab hours)

### **ENG 3 – CONVERSATION / SPEECH**

Students will advance in fluency and oral comprehension of more complex English sentences. Students will participate in oral comprehension exercises; will learn common American idioms and use them in conversation; they will also participate in class discussion of relevant subjects and present short, prepared speeches. (45 class and 15 lab hours)

### **ENG 5 – READING COMPREHENSION**

Students will improve reading comprehension and rate; they will increase vocabulary through assigned readings, word study exercises, and discussions. Readings deal with a variety of subjects, including American culture, and academic and personal issues. (45 class and 15 lab hours)

### **ENG 7 – GRAMMAR**

This course covers the basic grammatical structures using an approach that aims at greater accuracy and speed on the part of the students. The students will be able to process longer, more complex sentences with more ease and fluency. Special attention will be given to the difference between written English and the spoken one used in everyday conversations. (45 class and 15 lab hours)

### **ENG 8 – VOCABULARY**

The course focuses on vocabulary building and enrichment through words used in context. Emphasis will be given to most frequently used words in spoken and written English. (45 class and 15 lab hours)

### **ENG 75 – CRITICAL THINKING**

Consideration of cognitive skills and communicative strategies for defining, applying, analyzing, synthesizing, and evaluating information. Course includes structural and operational approaches to task/mission analysis, decision-making, change forecasting, adaptation, and evaluation. System approach to analysis and solution of complex problems. Conceptual issues in problem definition, goal determination and measurement of effectiveness. (3 units)

### **ENG 77 – COMPUTER-ASSISTED VOCABULARY STUDY**

This course involves the use of digital sources in helping students to build varied and precise vocabularies. It focuses upon, among other elements, the historical development, and present-day resources of the American English vocabulary. Special attention is given to Latin and Greek vocabulary building prefixes, suffixes and bases, neologisms, field-related vocabulary, and idioms. (3 units)

### **ENG 82– WRITTEN COMMUNICATION**

A thorough study of grammar and the fundamentals of composition. Practice in writing themes, book reviews and other short papers is given. Particular attention is directed toward sentence structure, syntax, and general rhetorical principles. Critical reading and evaluation of selected texts and writings; composition of well-organized expository papers; a careful consideration of methods of research, organization in a clear, logical manner and other elements involved in writing research papers. (3 units)

### **ENG 86 – SURVEY OF AMERICAN LITERATURE**

The course covers development of American literature from 1850 until recent times, including Whitman, Dickinson, Twain, James, Melville, Crane, and Faulkner concentrating on understanding of the American literary traditions. Social and political forces shaping the American character from the colonial period are carefully considered. (3 units)

### **ENG 99 – REPORT WRITING**

The course instructs the student in the various forms of written reports. Students prepare informational and analytic reports. Computer tools and programs, as well as Internet resources, will be used as relevant. (3 units) *Prerequisite: ENG 82*

### **ENG 170 – BUSINESS COMMUNICATION**

Communications in the applied context of business studies, including vocabulary, reading, writing, and speaking skills in the areas of marketing, international business, data processing, finance, and management. (3 units) *Prerequisite: ENG 75 or ENG 82*

### **ENG 271 – CORE TOPICS IN BUSINESS COMMUNICATIONS**

Examination of communication areas as announced on the class schedule. Topics include: semantics and theory of communication and their business applications. (3 units) *Prerequisite: ENG 170*

### **ENG 280 – SPECIAL TOPICS IN ENGLISH**

A course on selected topics in English may be given as independent study. (3 units) *Prerequisite: Instructor's permission*

## **HISTORY**

### **HIST 10 – WORLD HISTORY**

This course is a survey of the development of the world's largest and most influential cultures. While many civilizations will appear, the major emphasis will be on China, Islamic Middle East, India, and Europe. The first half of the course will cover the formative stages of the great civilizations. The second half will survey the enormous economic, political, and social impact of industrialization. Throughout the course, a comparative approach will be used to illustrate the degree of continuity and change in cultures. (3 units)

### **HIST 15A – HISTORY OF THE UNITED STATES I**

The course covers the period 1607 (the first English speaking colonies) through 1865 (the end of the American Civil War). We will identify and analyze major themes that appeared in this time frame that continue to shape the United States today. Major themes include the development of wealth, the growth of democracy and the creation of the Constitution, relationships between settlers and native inhabitants, the impact of slavery and sectional conflict. Rather than stressing the memorization of facts and dates, students will be encouraged to cultivate good note-taking skills and to approach complex subjects analytically. (3 units)

### **HIST 15B – HISTORY OF THE UNITED STATES II**

The course covers the period 1865 (the end of the American Civil War) to the present. Examine major themes including the impact of industrialization, the growth of multi-ethnic America, racial relations, changing gender roles, the rise of the United States to a position of world power and the future place of America in the world community. Students will be encouraged to cultivate good note-taking skills and to approach complex subjects analytically. (3 units)

### **HIST 110 – MODERN TIMES**

This course is a history of the world from 1914 (the start of World War I) until the present. While economic and social developments shall be covered, the focus will be on the great political events which continue to shape our world. The great events analyzed include the impact of the world wars, revolutions in Russia and China, the fall of European empires, the Cold War, growth of bitter regional conflicts and the changing nature of power in the post-industrial world. (3 units) *Prerequisite: ECON 10*

### **HIST 280 – SPECIAL TOPICS IN HISTORY**

Students in this course may be required to read important works in the field of history and write an analytical paper on the books assigned. This project will be undertaken under the close supervision of the instructor. (3 units) *Prerequisite: Instructor's permission*

## **HUMANITIES**

### **HUM 10 – INTRODUCTION TO HUMANITIES**

This course charts the development of cultures from the Renaissance to the present. It analyses at the visual arts and music as representative of basic cultural change and will examine the changes in the development of scientific methods, changing views of physical reality, and social justice. We consider how that a "world culture" is developing in the post-industrial world. (3 units)

**HUM 16 – ART OF THE FILM**

This is a basic course on film analysis and criticism. Looking at film making from the director's viewpoint, the student shall examine the relationship between script, acting, pace, sound, and special effects. In particular, the class will try to identify the details of filmmaking that make the difference between good movies, which are rare, and bad ones, which are very common. (3 units)

**HUM 25 – CHINESE: MANDARIN**

A beginning course in modern Chinese which emphasizes the development of oral skills, reading and other basic language skills through use of dialogues. (3 units)

**HUM 27 – SPANISH**

This course teaches Spanish vocabulary and how to put the words together to become conversationally fluent. The class will emphasize on the rules for putting words together to form complete sentences in Spanish. (3 units)

**HUM 30 – INTRODUCTION TO PHILOSOPHY**

An analysis of human experience in relation to the world; the problems of reality, thought and value. Studies of the major movements, methods, and terminology of philosophical thinking. (3 units)

**HUM 40 – SURVEY OF WORLD ART**

The course will explore the history of paintings, sculpture, and architecture from civilization's beginnings to the present day. Focus will be on the development and periods of Western Art; important contributions to the West from the art of Africa, the Middle East, and Asia will be examined. Classes consist of slide lectures, group discussions, and visits to museums and art galleries. (3 units)

**HUM 50 – NATURAL AND CULTURAL ENVIRONMENT OF THE SAN FRANCISCO BAY AREA**

The course seeks to develop the students: 1) creativity, 2) sensory perception, 3) appreciation of the natural and cultural environment to be found in San Francisco. The class will enable students to more fully appreciate the richness and diversity of all phases of life in the Bay Area. (3 units)

**HUM 56 – CITY'S RESOURCES AS A CLASSROOM**

Students will be introduced to the vast array of diverse learning experiences available from cultures in the Bay Area. Visits will be made to points of interest to facilitate the learning experience. (3 units)

**HUM 60 – AMERICAN POPULAR CULTURE**

This course is an attempt at the description, investigation, and definition of "American Popular Culture," for example, the arts, and entertainment of the American people: sports, television, motion pictures, music, art, fiction, the press, decor, periodicals, etc. The approach will be inductive and empirical, exploring culture itself for information and discussing the broad general implications of American Popular Culture for the 20th Century and beyond. (3 units)

**HUM 159 – MULTICULTURAL HERITAGE**

The course emphasizes the diversity of cultural influences which have and continue to shape the character of San Francisco and the Bay Area. Focus will be given on the visual act as a metaphor for the emergence of various cultural patterns. Attention will be paid to the impact of various groups of this multicultural society. Field trips to important cultural centers will be made. (3 units)  
*Prerequisite: HUM 10*

**HUM 280 – SPECIAL TOPICS IN HUMANITIES**

The course offers topics of specialized interest, can be given as a special study. (3 units) *Prerequisite: Instructor's permission*

**HUM 290 – RESEARCH PROJECT IN HUMANITIES**

This course is designed to help students become accustomed to the process of writing a research paper for academic courses. Research methodologies, rules for documentation and organizational principles of writing are the three focused areas of the course. Students will learn some of the recent research techniques such as database searches and on-line research as well as other essential research methodologies like using the library, taking notes, and developing a bibliography. As to organizational principles of writing introduced in the course include writing a thesis statement, writing a formal outline, and revising techniques. All the research and writing process discussed in the course are divided into a series of step-by-step activities and exercises to provide the students with a manageable and non-threatening learning experience. (1-4 units) *Prerequisite: Instructor's permission*

**MATHEMATICS****MATH 5 – BASIC ALGEBRA**

The course is a review of basic high-school mathematics. It is designed to refresh math concepts for student graduated from a high-school long time before enrollment to the university. (3 units)

**MATH 10 – COLLEGE MATHEMATICS**

Algebra: fundamental algebraic concepts and operations, number bases, linear equations and inequalities, functions, graphing. Graphs and functions: study of functions including exponents and radical polynomials, geometric series, rational expressions, quadratic equations, and logarithms. (3 units)

**MATH 15 – FINITE MATHEMATICS**

Topics include matrix theory, linear systems, linear programming, probability, decision theory, and game theory. Also applied calculus is covered. (3 units)

### **MATH 21 – CALCULUS**

Differential Calculus, derivative and applications. Techniques of differentiation of algebraic functions. Exponential and logarithmic functions. Taylor's formula. Graphing, maxima and minima, concavity. Mean value theorem. (3 units) *Prerequisite: MATH 10*

### **MATH 25 – CALCULATOR MATH**

This course combines College Math, Pre-calculus, Finite Math and parts of Statistics, Programming and Linear Algebra. Covers both "hand" and "machine" math in depth. Involves the use of the calculator as a tool to solve problems as well as probing the theoretical aspects of it. (3 units) *Prerequisite: MATH 10*

### **MATH 40 – LINEAR ALGEBRA**

Vector spaces, linear transformations, matrices, systems of linear equations. Stress on 2 and 1 dimensions, including geometric and other applications. (3 units) *Prerequisite: MATH 10*

### **MATH 280 – SPECIAL TOPICS IN MATHEMATICS**

A special topic course may be given as independent study. (3 units) *Prerequisite: Instructor's permission*

## **POLITICAL SCIENCE**

### **POLSCI 10 – UNITED STATES GOVERNMENT**

This course is an introductory survey of the institutions and processes of government in the United States with the major emphasis on the Federal Government. The course includes a close reading of the United States Constitution. Building knowledge of the Constitution, we look at the most important political institutions as they work in the world. Institutions studied include Congress, the Presidency, the courts, and the national security apparatus. We also try to identify the interaction between political structure, ideology, public opinion, the press, money and of external events. (3 units)

### **POLSCI 15 – INTRODUCTION TO POLITICAL SCIENCE**

This course is an introduction to basic political thought and how thought has influenced political action. Much of the course will deal with interpretations of democracy. We examine the basic ideas of democracy and citizenship in Greece and Rome. Also, analyzed will be the writings of classic political thinkers such as Hobbes, Locke, Burke, Adam Smith, Rosseau and James Madison. The course will also cover the major alternatives to democracy in modern times such as Marxism, fascism, and military rule. (3 units)

### **POLSCI 180 – INTERNATIONAL RELATIONS**

This course examines the changes inside the US and in the world arena that transformed America from isolationism to deep involvement throughout the world in military, diplomatic and economic affairs. We identify motives, the way policy has been made, the relationship between foreign and domestic affairs, the dynamics of the arms race and potential alternatives to the course taken. The students compare and explain political systems and judge their strengths and weaknesses. (3 units) *Prerequisite: POL SCI 15*

### **POLSCI 280 – SPECIAL TOPICS IN POLITICAL SCIENCE**

The course offers topics of specialized interest, can be given as a special study. (1-4 units) *Prerequisite: Instructor's permission*

## **PSYCHOLOGY**

### **PSYCH 10 – FUNDAMENTALS OF PSYCHOLOGY**

Introduction to psychology and the principles of human behavior and relationships. Studies in sensation, perception, learning, memory, thinking, intelligence, and emotion. Emphasis is on general psychological principles. Use of group exercises. (3 units)

### **PSYCH 170 – PSYCHOLOGY OF HUMAN RELATIONS**

An integral approach to the understanding of human behavior. Concepts of personal and social adjustment as related to employment, morale, employee relations, supervisory techniques, and business efficiency. (3 units) *Prerequisite: PSYCH 10*

### **PSYCH 175 – PSYCHOLOGY OF PERSONALITY**

Survey of current scientific knowledge about human personality. Consideration will be given to both the universal, shared aspects of personality and those upon which people differ (e.g., shyness, self-esteem, and need for achievement). Methods of personality assessment and applications of personality research will be discussed. (3 units) *Prerequisite: PSYCH 10*

### **PSYCH 220 – PERSONNEL PSYCHOLOGY**

This course provides an introduction to personnel psychology. Topics include job analysis, performance appraisal, testing and assessment, employee selection, equal employment opportunity, interviewing, validation, legal issues, human resources recruitment, classification, utility analysis, training, career development and consulting strategies. (3 units) *Prerequisite: PSYCH 175*

### **PSYCH 280 – SPECIAL TOPICS IN PSYCHOLOGY**

The course offers topics of specialized interest, can be given as a special study. (3 units) *Prerequisite: Instructor's permission*

## **NATURAL SCIENCES**

### **SCI 10 – PHYSICAL SCIENCE**

The study of matter and energy; principles and practical applications in physics, chemistry, mechanics, heat, sound, electricity, electronics, geosciences, and astronomy. (3 units)

### **SCI 21 – LIFE SCIENCE**

Life processes, ecological factors and the plant and animal kingdoms; biological systems and their control; human anatomy and physiology, human diseases, genetics, inheritance, and evolution; the cell as the basic unit of life. (3 units)

### **SCI 25 – SCIENCE, TECHNOLOGY AND THE FUTURE**

Study relations of philosophy and science; development of science from Descartes to Einstein. Emphasis is on physical concepts (space, matter, force, etc.), scientific method, and the science and technology interplay, and their implications for the future (3 units)

### **SCI 31 – HUMAN BIOLOGY**

The main purpose of the course is to study the organization (anatomy) and function (physiology) of the human body, from the single cell to the coordinated whole. Includes a consideration of body structure and function, reproduction, development, heredity and evolution, examination of the aspects of modern biology as it impacts the human species. (3 units)

### **SCI 32 – THE HUMAN BODY AND PHYSICAL MOTION**

A study of physics concepts and human anatomy related to body movement, the structure of the skeleton and muscles in the human body and how they interact to make motion possible. Laws of physics applied to fundamental movement patterns in daily activities, exercise, dance, and sports. (3 units)

### **SCI 280 – SPECIAL TOPICS IN NATURAL SCIENCES**

The course offers topics of specialized interest, can be given as a special study. (3 units) *Prerequisite: Instructor's permission*

## **SOCIAL SCIENCE**

### **SOCSCI 5 – INTRODUCTION TO CAREER PLANNING AND JOB SEARCH SKILLS**

An overview of skills needed for effective job search strategies. Students explore their interests, values, and abilities. Discussions focus on developing career goals, job objectives, finding job networking, resume writing, and job interviewing. (1-4 units)

### **SOCSCI 10 - INTRODUCTION TO SOCIOLOGY**

The course is an introduction to basic sociological principles, concepts, and methods. Efforts will be made to develop an understanding of the social world, social, organizational and collective behavior. Students will be taught basic concepts in sociology including the nature and functioning of groups, the individual and the group, social processes, and social change. (3 units)

### **SOCSCI 280 – SPECIAL TOPICS IN SOCIAL SCIENCES**

The course offers topics of specialized interest, can be given as a special study. (3 units) *Prerequisite: Instructor's permission*

## **ALLIED HEALTH STUDIES - DIAGNOSTIC IMAGING (BS Degree)**

### **DI 10 – PHYSICAL PRINCIPLES OF ULTRASOUND**

This course introduces ultrasound physical principles and instrumentation. Topics include sound wave mechanics, transducers, ultrasound equipment, Doppler physics, imaging modes, artifacts, quality, bio-effects, and safety techniques. (3 units)

### **DI 20 – MEDICAL TERMINOLOGY**

This course develops knowledge, skills, process and understanding of medical terminology. (3 units)

### **DI 30 – ANATOMY AND PHYSIOLOGY**

This course provides a basic study of the structure and function of the human body. Upon completion, students should be able to demonstrate basic understanding of the fundamental principles of anatomy and physiology. (3 units) *Prerequisite: SCI 31*

### **DI 110 – ULTRASOUND PRINCIPLES AND PROTOCOLS\*\***

This course includes introduction to abdomen and small parts, OB/GYN and vascular scanning, basic study of the structure and function of the human body. Upon completion, students should be able to demonstrate basic understanding of the fundamental principles of scanning of different organs. (4 units) *Prerequisites: DI 10, DI 20, DI 30*

### **DI 114 – VASCULAR ANATOMY AND HEMODYNAMICS**

The course provides the knowledge of gross anatomy of the central, peripheral, and cerebrovascular systems, principles of the dynamics of blood circulation in the human body, the factors that influence blood flow, and hemodynamic consequences of occlusive disease. (3 units) *Prerequisite: DI 110*

### **DI 115 – ECG AND ARRHYTHMIAS INTERPRETATION\*\***

Students will learn the principles and procedures of 12-lead electrocardiography (ECG), arrhythmia interpretation and care, maintenance of equipment and exam area. (3 units) *Prerequisite: DI 30*

### **DI 120 – OB/GYN ULTRASOUND I\*\***

The course is focusing on sonographic study of normal gynecologic anatomies, fetal biometry, and fetal anatomy; developing fetus; patient history and laboratory data; scanning techniques, transducer selection and scanning protocols. (4 units) *Prerequisite: DI 110*

### **DI 124 – PERIPHERAL VASCULAR\*\***

Ultrasound technologies including B-mode, Color, Power and Spectral Doppler imaging are used for examining peripheral arteries and veins. (4 units) *Prerequisite: DI 114*

**DI 125 – INTRODUCTION TO ECHOCARDIOGRAPHY\*\***

This introductory course focuses on normal heart anatomy, scanning techniques, cardiac measurement, and dynamics. (4 units)  
*Prerequisites: DI 110, DI 115*

**DI 130 – OB/GYN ULTRASOUND II**

This course is for intermediate students and is covering ultrasound methods used in obstetrics studies. It includes an assessment of fetal gestational age, physiology and pathology, clinical symptoms of the maternal diseases and their sonographic appearances, scanning techniques and protocols. (3 units) *Prerequisite: DI 120*

**DI 140 – OB/GYN SCANNING (LAB)**

Scanning protocols and practices for the ultrasound examination in obstetrics and gynecology. (3 units) *Prerequisite: DI 130*

**DI 150 – ABDOMEN AND SMALL PARTS I\*\***

The course studies harmonic imaging and 2-dimensional Doppler color imaging, which are used for ultrasound evaluations and sonographic appearances of abdominal organs: liver, gallbladder and biliary tree, spleen, pancreas, great vessels, kidneys, and urinary tract. (4 units) *Prerequisite: DI 110*

**DI 160 – ABDOMEN AND SMALL PARTS II**

This course is a continuation of study of anatomy and pathology of abdominal and superficial structures in ultrasound imaging. Areas of consideration include thyroid, parathyroid, breast, neck, lymph nodes, gastrointestinal tract, as well as scanning techniques and performances following standard protocols. (3 units) *Prerequisite: DI 150*

**DI 170 – ABDOMEN AND SMALL PARTS SCANNING (LAB)**

Scanning protocols and practices for ultrasound examination of abdomen and small parts. (3 units) *Prerequisite: DI 160*

**DI 210 – ADVANCED ULTRASOUND PHYSICS AND TECHNOLOGY**

This course provides a quick review of "Physical Principles of Ultrasound" and then introduces advanced technologies, systems, probes, imaging modes, and applications in sonography. (3 units) *Prerequisite: Completion of all DI 100 series coursework*

**DI 231 – ADVANCED OB/GYN ULTRASOUND\*\***

This course will present intensive and advanced studies of the pelvic and fetal structures that can be evaluated by employing ultrasound as an imaging modality. Students will be required to demonstrate competence in the performance of OB/GYN scanning techniques. (4 units) *Prerequisite: DI 140*

**DI 234 – ABDOMINAL VASCULAR\*\***

Ultrasound technologies including B-mode, Color, Power and Spectral imaging are used for studying visceral organs. (4 units) *Prerequisite: DI 124*

**DI 235 – ECHO IMAGING\*\***

Review of echo imaging methods based on 2-dimensional echocardiography. Applications of the technology for recording and for detection of heart abnormalities, their interpretations are emphasized. (4 units) *Prerequisite: DI 125*

**DI 241 – ADVANCED OB/GYN SCANNING (LAB)**

The course includes interpretation of normal anatomy, sonographic and gross anatomy, demonstration of scanning techniques and identifying protocols for OB/GYN. (3 units) *Prerequisite: DI 231*

**DI 244 – VASCULAR SCANNING (LAB)**

The focus of this course is Peripheral and Abdominal Doppler scanning. Laboratory sessions are provided to acquire intermediate scanning skills necessary to succeed in the clinical setting. (3 units) *Prerequisite: DI 234*

**DI 245 – ECHO SCANNING (LAB)**

Scanning protocols and practices for the ultrasound examination of the heart. (3 units) *Prerequisite: DI 235*

**DI 251 – ADVANCED ABDOMEN AND SMALL PARTS\*\***

This course covers advanced ultrasound technologies for interpretation and critique of abdominal, superficial, and small parts. (4 units) *Prerequisite: DI 170*

**DI 255 – ADVANCED ECHO IMAGING\*\***

A continuation of study of imaging methods based on 2-dimensional echo, M-Mode, and Doppler sonographic imaging. Applications to recording and interpretation of echo imaging for detection of heart abnormalities are emphasized. (4 units) *Prerequisite: DI 245*

**DI 261 – ADVANCED ABDOMEN AND SMALL PARTS SCANNING (LAB)**

This course is the completion of courses on anatomy and pathology of the abdominal and superficial structures in ultrasound imaging. Areas include: thyroid, parathyroid, breast, neck, gastrointestinal tract, musculoskeletal system, pediatric abdominal ultrasound, and neonatal brain. (3 units) *Prerequisite: DI 251*

**DI 265 – ADVANCED ECHO IMAGING (LAB)**

Students will learn advanced echocardiograph procedures. Topics include stress echo, related diagnostic imaging, and related noninvasive cardiac testing. (3 units) *Prerequisite: DI 255*

**DI 291/295 A – PRACTICUM / EXTERNSHIP I IN SONOGRAPHY / ECHOCARDIOGRAPHY\*\*\*\***

Students will get clinical experience in Diagnostic Imaging covering a wide variety of technical procedures. (3 units) *Prerequisite: Senior standing, permissions of the DI Advisor and the Program Director. CR/NC*

**DI 291/295 B – PRACTICUM / EXTERNSHIP II IN SONOGRAPHY / ECHOCARDIOGRAPHY\*\*\*\***

Students will get in deep clinical experience in Diagnostic Imaging covering a wide variety of technical procedures. (3 units) *Prerequisites: Last term of program, DI 291 A or DI 295 A, permissions of the DI Advisor and the Program Director. CR/NC*

\* *Classes include 15 hours of independent lab work.*

\*\* *Classes include 1 unit or 30 hours of lab work supervised by assistant instructors.*

\*\*\* *Classes include 1 unit or 30 hours of lab work supervised by assistant instructors and 1 unit or 45 hours of self-study.*

\*\*\*\* *The course can be extended for one additional term with 1 unit.*

\*\*\*\*\* *The course can be extended for two additional terms with 1 unit each term.*

# GLOSSARY

**ACADEMIC CREDIT:** Credit applicable toward a degree, to be earned at the University, or transferred from another institution (pp.17-21)

**ADMISSION:** The acceptance of an applicant into Lincoln University. Admission is based on an evaluation of applicant's eligibility criteria: appropriate degrees or diplomas, fitting academic records, and the applicant's competence for an academic program (pp. 17-20)

**ATTENDANCE REGULATIONS:** Attendance is required for all classes (p. 33)

**AUDITOR STATUS:** A student attending selected classes without pursuing a degree (p. 30)

**CHANGE IN REGISTRATION:** The process of adding or dropping a course (p. 22)

**CONCENTRATION:** A 21-unit coursework for BA degree, a 21-unit coursework for BS degree, a 12-unit coursework for MBA degree, and a 27-unit coursework for DBA degree to be studied in addition to the required courses in a major field of study (p. 8)

**CONDITIONAL ACCEPTANCE:** Admission status indicating a deficiency in the student's academic background (pp. 17-18)

**CONDITIONAL STUDENT:** A student having some academic deficiency and cannot be accepted to the program applied. The deficiency needs to be removed before receiving a regular status (pp. 17-18)

**CURRICULUM:** The total sequence and complete description of course offerings (p. 68)

**ESTIMATED TIME FOR DEGREE COMPLETION (ETDC):** An estimated time to complete a degree program. (p. 32)

**FULL-TIME STUDENT:** An undergraduate student who is carrying at least twelve (12) units of credit, or a regular graduate student who is enrolled in nine (9) units or more (pp. 22, 26)

**GRADE POINT AVERAGE (GPA):** A system of recording achievement based on a numerical average of the grades attained in each course. An "A" is worth 4 points, "B": 3 points, "C": 2 points, "D": 1 point, and "F": 0 points. A GPA is the number of units a course is worth multiplied by the number of points for a single letter grade received for the course, then summarized for all courses included in a program and divided by the total number of units in the program. The result is the grade point average for the program (pp.17-18, 28)

**GRADUATION REQUIREMENTS:** Graduation requirements are prescribed by the University to complete a given program of study. Requirements include a minimum number of credit hours, required GPA, prerequisites, and elective courses within the specified major and minor areas of study. All requirements must be successfully met in order to obtain a specific degree (pp. 26, 39, 43, 56, 64)

**LEAVE OF ABSENCE:** An absence from classes for a reason for a specified period of time, which must be requested in writing, approved by Provost, and submitted to the Registrar and Administration offices (p. 29)

**MAJOR:** An area of study in which a degree is awarded. Business Administration, International Business, Finance Management, and Diagnostic Imaging represent current major fields at Lincoln University (p. 8)

**MAXIMUM TIME FOR DEGREE COMPLETION (MTDC):** The maximum time permitted for a degree completion. (p. 26)

**PROBATION:** An academic standing which is based upon a student's low grade point average: under 2.0 ("C") for undergraduate students; and under certain values described in the satisfactory academic progress (SAP) chart for graduate students (pp. 31-32, 39, 43, 56, 65)

**REGULAR STUDENT:** A student who has qualified academically, has a complete record, and has been officially accepted for admission to a degree program (p. 17)

**TERM:** A semester or a summer session. (p. 22)

**TRANSCRIPT:** A document of complete academic records from an academic institution which shows the courses that were taken, the number of credit hours, the grade for each course, and the degree if granted (pp.17-18, 30)

## **UNDERGRADUATE STUDENT CLASSIFICATION:**

Freshman: A student who has completed fewer than 30 units.

Sophomore: A student who has completed at least 30, but fewer than 60 units.

Junior: A student who has completed at least 60, but fewer than 90 units.

Senior: A student who has completed at least 90 units but does not hold a bachelor's degree.

**UNIT OF CREDIT:** 1 credit unit equals 15 lecture hours with 30 - 45 hours of homework or 30 supervised lab hours or 45 self-study or intern/externship hours (p. 27)



# NOTES