

# LINCOLN UNIVERSITY

COLLEGE OF GRADUATE AND UNDERGRADUATE STUDIES



## 2017 – 2018 ACADEMIC YEAR CATALOG

Lincoln University is located at  
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# 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'd 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 international standards are combined with individual attention and a friendly atmosphere, giving rise to a world-class education.

At Lincoln, we pride ourselves 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 practical and solid foundation for the student's future. We make sure that every part of our students' education serves a purpose and brings them closer to accomplishing their professional 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 the most useful educational programs, and mentors each student all the way to graduation. Our students' success proves that we make the right choices.

Lincoln University has become a truly global school due to its diverse multicultural student body and faculty. Located in a powerful international hub — the San Francisco Bay Area, it provides a multitude of invaluable learning opportunities. Because 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 a competitive advantage in business and 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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Lincoln University is a private, non-profit, non-sectarian educational institution based in Oakland, California. It was founded in 1919 in San Francisco and was chartered under the laws of California in 1926. 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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# ACADEMIC CALENDAR

## FALL 2017

Semester begins; placement tests .....	August 16
Academic advising and registration .....	August 17-18
Classes begin .....	August 21
Orientation .....	August 25
Labor Day (Holiday).....	September 4
Last day classes may be added/dropped without academic penalty .....	September 5
Veterans Day Observed (Holiday).....	November 10
Fall recess .....	November 21-25
Classes resume .....	November 27
Final examinations .....	December 4-9
Fall semester ends .....	December 9

## SPRING 2018

Semester begins; placement tests .....	January 10
Academic advising and registration.....	January 11-12
Martin Luther King Jr. Birthday (Holiday) .....	January 15
Classes begin .....	January 16
Orientation .....	January 19
Last day classes may be added/dropped without academic penalty .....	January 30
Presidents' Day (Holiday) .....	February 19
Spring recess.....	March 13-17
Classes resume .....	March 19
Final examinations .....	May 1-7
Spring semester ends .....	May 7
Commencement .....	May 26

## SUMMER 2018

Session begins; placement tests .....	June 7
Academic advising and registration.....	June 7-8
Classes begin .....	June 11
Orientation .....	June 15
Last day classes may be added/dropped without academic penalty .....	June 18
Independence Day (Holiday) .....	July 4
Seven-week summer session ends .....	July 27

## FALL 2018

Semester begins; placement tests .....	August 15
Academic advising and registration.....	August 16-17
Classes begin .....	August 20
Orientation .....	August 24
Labor Day (Holiday).....	September 3
Last day classes may be added/dropped without academic penalty .....	September 4
Veterans Day Observed (Holiday).....	November 12
Fall recess .....	November 20-24
Classes resume .....	November 26
Final examinations .....	December 3-8
Fall semester ends .....	December 8

# GENERAL INFORMATION

## MISSION OF LINCOLN UNIVERSITY

The mission of Lincoln University is to provide traditional educational programs in diverse fields of study, delivered by experienced educators, and leading to outstanding employment opportunities for American and international students. Graduate and Undergraduate programs utilize practical experience of the instructors and are geared to give its students tools for successful professional careers.

## LINCOLN UNIVERSITY OBJECTIVES

The basic objectives of the 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 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 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, inquiry, imagination, creativity, collaboration, and analysis that serve to extend our understanding of the world. At our institution, we strive to produce graduate professionals who are able to handle personal and civic challenges and opportunities. 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:

**ILO 1.** Recognize problems, think critically, apply analytical reasoning, and propose solutions. This entails:

- a) For BA/BS students: ability to develop habits and skills necessary for processing information based on intellectual commitment and using 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.

**ILO 2.** Communicate ideas, perspectives, and values clearly while listening to others. 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 it 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.

**ILO 3.** Display professional behavior and act responsibly at local, national, and global levels. 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 will be 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 minimize the possibility of indirectly harming others by following accepted standards at local, national or international levels; ability to assess the likelihood of physical and social consequences of any developed product's harm to others.



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

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

**ILO 5.** Demonstrate leadership skills through the ability to set directions and motivate others. 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, they should habitually pick priorities stemming from their basic values.
- c) For DBA students: ability to have perseverance to accomplish a goal despite potential obstacles, use sound judgments to make decisions at a right time, and make appropriate changes in thinking, planning, and methods in achieving organizational goals.

**ILO 6.** Apply creativity and innovation in their field of study. 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 solver.
- 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.

**ILO 7.** Demonstrate expertise and integration of ideas, methods, theory and practice in a specialized discipline of study. 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 issues and problems; ability to apply current research, skills, and or/techniques in the field.

## **PROGRAM OVERVIEW**

Lincoln University provides a traditional yet innovative education in business and diagnostic imaging fields to students at the post-secondary level. The University offers the following degree programs:

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

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

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

**The Bachelor of Arts (BA) in Business Administration Degree with concentrations in International Business, Management, Entrepreneurship, and Management Information Systems;**

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

## **HISTORY**

Lincoln University 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, and was chartered under the laws of California in 1926. 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. Lincoln University is serving the community by continuously modifying its programs and making sure its curriculum is well suited for today and tomorrow's needs, and its professional faculty can provide education for it. Constant academic development is a characteristic of the school. In the 1960s - 70s, the University developed a curriculum for outstanding, well-balanced Business Administration programs, which were finalized in 2009 by the approval of the Doctor of Business Administration Degree. In 2014, the university introduced the Master of Science Degrees in International Business and Finance Management. In 2005 strong Diagnostic Imaging program was developed and resulted in the Bachelor of Science degree approved in 2012.

## **EDUCATIONAL PHILOSOPHY**

Lincoln University's educational approach combines a continuously evolving up-to-date curriculum development with the recruiting of established, professional faculty who are able to 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. The vast majority 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 our 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 application. 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.

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. Diversity – also is 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.

In an organization so reliant on its people, creating a diverse and inclusive community isn't only the right thing to do; it's critical to the successful implementation of our 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's 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 practitioners, and bring their practical experience 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 (common in the university) offer graduate students additional

opportunities to learn from faculty, to become mentors themselves, 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 espoused are those members of the Lincoln University community or speakers themselves and do not necessarily reflect the views of the University. In general, Lincoln University shall not impair or abridge the foregoing freedoms beyond the regulation 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, whether by physical force or intimidation.

### **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 the Dean of Students. This registration of a student group carries with it 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 campus facilities and resources is prior approval is obtained by the Administrative Vice President, and 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 Dean of Students 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 of faculty member whose expression goes beyond that which is protected hereunder and/or comes within the purview of activities outlined above.

## **ACCREDITATION AND RECOGNITIONS**

**Lincoln University is a private institution and is approved to operate by the California Bureau for Private Postsecondary Education.** Approval to operate means the institution is compliant with the minimum standards contained in the California Private Postsecondary Education Act of 2009 (as amended) and Division 7.5 of Title 5 of the California Code of Regulations and does not imply that the Bureau endorses programs or the institution exceeds minimum state standards.

**The Accrediting Council for Independent Colleges and Schools (ACICS) accredits Lincoln University to award Doctor's, Master's, and Bachelor's Degrees and Certificates.** The scope of ACICS's recognition for financial aid purposes extends through the master's degree level only.

**The Business Administration Programs Unit at Lincoln University is a Candidate for accreditation by the International Assembly for Collegiate Business Education (IACBE), and has affirmed its commitment to excellence in business education.**

**Lincoln University applied for Eligibility from the WASC Senior College and University Commission (WSCUC). WSCUC reviewed the application and determined that Lincoln University is eligible to proceed with an application for Candidacy and Initial Accreditation.** A determination of Eligibility is not a formal status with the WASC Senior College and University Commission, nor does it ensure eventual accreditation. It is a preliminary finding that the institution is potentially accreditable and can proceed within four years of its Eligibility determination to be reviewed for Candidacy and Initial Accreditation status with the Commission. Questions about Eligibility may be directed to the institution or to WSCUC at [wascsr@wascsenior.org](mailto:wascsr@wascsenior.org) or (510) 748-9001

**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.**

**Lincoln University is approved to participate in the Financial Aid Programs established by Title IV of the Higher Education Act of 1965, as amended in 1998.**

Lincoln University does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years, and has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

## 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), the American Association for Higher Education and Accreditation (AAHEA), the Institute of International Education (IIE), the National Association of Foreign Student Advisers (NAFSA) and the National Association of Independent Colleges and Universities (NAICU); it is affiliated with the California Association of Private Postsecondary Schools (CAPPS).

## 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 located in a beautiful historic building at 15th and Franklin Streets in downtown Oakland, in the heart of the San Francisco Bay Area. It houses spacious classrooms, administrative offices, an auditorium, a computer lab, a study zone, cafeteria, and a student lounge. Two additional facilities are located within the vicinity of the main building. The location at 1446 Franklin Street serves as a Diagnostic Imaging Laboratory, Diagnostic Imaging Programs Office, and a classroom. Additional space located at 420 15th Street houses the University library, an auditorium, a classroom, and offices. 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 that they want to make available to students, in the Reserve section of the library. Students can borrow Reserve items for 2-hour loan periods, and may renew if another student doesn't place the item(s) on hold. Instructors also 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 existing laboratory has been constantly upgraded to contain more of the popular application programs available. All students are provided with Lincoln University personal email addresses. The students have a single sign-on system through which they can 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. The equipment is periodically checked and maintained for accuracy, quality and reliability.

## **MULTIDISCIPLINARY RESEARCH CENTER**

The goal of the Multidisciplinary Research Center (MRC) at Lincoln University is to introduce students to the applications of the multidisciplinary approach to complex problem solving. The MRC focuses on both fundamental and applied research. In addition, multidisciplinary collaboration creates an environment ideal for cross-fertilization of knowledge and for effective technology transfer across differing fields of study and economic activities. 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.***

## **COMPLIANCE AND GRIEVANCES**

Because this catalog is prepared in advance for the period of time it covers, changes in some programs inevitably will occur. Courses as described in this publication are subject to change without notice, and some listed courses are not offered each year. In addition, some courses or programs that are offered may have to be canceled because of insufficient enrollment or because of elimination or reduction in programs or for any reason considered sufficient by the President or Provost.

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 15<sup>th</sup> Street, Oakland, CA 94612, telephone (510) 208-2803, fax (510) 208-2826, or to the Director of the Office for Civil Rights, Department of Education, Washington, D.C. 20202.

A student or any member of the public may file a complaint about this institution with 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).

# STUDENT SERVICES

The Office of Student Services 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 Student Services Office 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 Dean of Students.

## CAREER SERVICES AND INTERNSHIPS/EXTERNSHIPS

While Lincoln University makes no explicit or implied guarantee of job placement for graduates, it does provide career guidance. In each semester, the Director of Student Services conducts workshops on job search skills, including resume-writing and interviewing techniques. Special externship coordinators help DI students to find externships and monitor their work.

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 polish up their interview skills utilizing immediate video feedback on presentation.

Both full-time and part-time job opportunities are posted on bulletin boards at the University. A limited number of students are able to take advantage of these job opportunities. The United States Department of Homeland Security (DHS) restricts work opportunities for international students. Full-time international students desiring work must comply with stringent DHS regulations. Students may receive consulting about the regulations from a designated school official or from the Director of Records.

Students enrolled in the Bachelor of Science in Diagnostic Imaging Degree program are required to complete externships (a total of 6 units) at one of the university's partnering imaging offices. Student Services Office provides information about available externship sites. Students should meet with the Provost or advisor to determine a site corresponding to their concentration and interest.

## 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

Provost, faculty members, and the Dean of Students provide academic counseling, including program planning and selection of courses leading to graduation. Student Services Office provides counseling for students in academic difficulty in cooperation with the Dean and faculty advisors. 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 (SSO) 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 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 ranges from \$500 to \$600 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 and find apartments by themselves, share them with other students, or live with relatives or friends. The rent for



shared housing ranges from about \$400 to \$700 per person, and a single studio apartment starts around \$900 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 2017, 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**

The Lincoln University Student Association (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 of representatives of the various ethnic organizations on campus, as well as at-large members and officers elected by the student body every Fall Semester.

The Lincoln University Student Association 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. The Student Association is run by officers (President, Vice President, Secretary, and Treasurer), who are elected 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.

## **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.

# ADMISSION

Lincoln University welcomes applications for admission from students of serious purpose who are qualified to study in their major 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 are welcome to visit the campus before applying, and to communicate with the Dean or professors in their field of interest. An applicant may be admitted to the University in the following students' status: **regular, conditional, or unclassified.**

## GENERAL ADMISSION REQUIREMENTS

**High school graduation or its equivalent is a prerequisite for entering all programs at Lincoln University.** The high school level GED or similar tests may be accepted in lieu of high school graduation. To apply for admission to the University, the prospective student should submit the following items:

1. The application for admission form and one passport-size photograph;
2. A non-refundable application fee of \$75;
3. 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\*;
4. Official transcripts from each postsecondary program from which applicants wish to transfer credit (for applicants who attended other postsecondary educational programs)\*;
5. A one-page essay to explain the applicant's interest in a Lincoln University program;
6. A resume with summary of all work, extracurricular activities, and educational history of the applicant (graduate degrees only);
7. A photocopy of an identification document\* and a social security card (if it exists).

Some additional documents or a personal interview may be required for a certain group of applicants (see below) or for admission to graduate degree programs. **The application will be evaluated when all documents are received, then the applicant is notified of his/her admission status.** A **temporary acceptance** may be granted to applicants who have provided the University with evidence of qualification for admission, but have yet to submit official records, test scores, or additional materials required. All application documents used for admission process become the university property independent of the admission result. The documents cannot be returned. Applicants should keep copies of the documents for references. Copies of original documents should be notarized.

## INTERNATIONAL STUDENTS ADMISSION

**All international applicants are required to provide the following additional documents:**

1. A photocopy of the passport or equivalent document\*;
2. 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**)\*;
3. Proof of English proficiency is required for all regular students from countries or schools where English is not the educational language. Applicants should provide results of a recognized test equivalent to at least the following levels of TOEFL scores: **61** (internet-based)/**173** (computer-based)/**500** (paper-based) for **undergraduate** programs, **71/195/525** for **MBA**, and **79/213/550** for **MS** and **DBA** programs. The test should be approved by the University's English Department. If test results are not available, proficiency will be evaluated on campus or on line. 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)** a composition writing; **e)** personal interviews (in some cases may be conducted by Skype). The tests will be scheduled prior to registration.

**\*All documents must be accompanied by notarized English translation.**

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

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

## **UNDERGRADUATE PROGRAMS ADMISSION REQUIREMENTS**

A grade point average (GPA) of 2.0 (C) or better (on a 4.0 scale) on the high school graduation transcripts or on the GED test or an equivalent test is required for admission to the undergraduate-level programs. Applicants whose academic backgrounds do not meet the GPA requirement for admission will be reviewed by the Admissions Committee for **conditional acceptance** and will be considered for admission to a regular undergraduate status after completing a minimum of twelve units of coursework with an overall grade point average of 2.0 or better. Consideration for admission to the BS degree program also requires the following procedures: **a.** The Scholastic Level Examination (SLE) with a passing score of 22 or above (this requirement is waived for applicants who already have a Bachelor's degree) and **b.** Interview with the DI Program Director.

## **GRADUATE PROGRAMS ADMISSION REQUIREMENTS**

A bachelor's degree or its equivalent from an accredited institution is required for admission to the graduate programs. Specific admission requirements are given in the programs' descriptions on pages 42 (MBA), 49 (MS), and 54-55 (DBA) respectively.

## **ABILITY-TO-BENEFIT**

Lincoln University requires high school diploma for entering all degree programs. Thus, Ability-to-benefit is not applicable to programs offered at the University.

## **UNIT OF CREDIT**

The credit value of each course is given in semester units and shown in the description of the course (see pages 71 – 88). One semester hour of credit is provided by a fifteen-week session of study with:

1. One hour of classroom or direct faculty instruction, with a minimum of two hours (for undergraduate) and at least three hours (for graduate) out-of-class student work per week; **or**
2. Two hours of laboratory work per week; **or**
3. Three hours of self-study, practicum, or internship/externship per week.

Units of credit can also be awarded for the equivalent amount of work over a session of different length.

## **TRANSFER OF CREDITS**

Applications are welcome from students who have attended other colleges or universities. Official transcripts of all university courses he/she has taken must be submitted. The student must be in good standing at the school previously attended. Unit of credit or credit hour is a commonly accepted quantification of student academic learning. One semester unit represents the time a student is expected to devote to learning in one week of full-time undergraduate study with two to three hours of preparation for each hour of class, or the equivalent. At the graduate level more than three hours of study for an hour in class is expected. Institutions using other academic calendars generally calculate units of credit relative to semester units. So, one (15-week) semester unit may be equated to 1.5 (10-week) quarter units. Lincoln University (LU) may grant credits for coursework with a satisfactory grade taken at an institution recognized by Bureau for Private Postsecondary Education (BPPE), a public or private institution of higher learning accredited by an accrediting agency recognized by the US Department of Education (USED), including foreign institutions, provided the courses are applicable to the curriculum the student wishes to pursue at Lincoln University, as determined by the Registrar's Office, and the institution offers degree programs equivalent to the one at LU. Credit units transferred to Lincoln University are recorded, but quality points and grades from other institutions are omitted. The maximum time for transferred students to complete a degree program is evaluated and reflected in the University policy of satisfactory academic progress (SAP, pages 30-32).

## **TRANSFER OF CREDIT FOR UNDERGRADUATE PROGRAMS**

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

## **TRANSFER OF CREDIT FOR GRADUATE PROGRAMS**

A maximum of 6 and 30 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. Details related to the transfers can be found in the descriptions of each program (pages 48, 53, and 56).

## **NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT OUR INSTITUTION**

The transferability of credits you earn at Lincoln University is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree you earn in the DBA, MBA, MS in FM, MS in IB, BA, or BS in DI is also at the complete discretion of the institution to which you may seek to transfer. If the credits that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Lincoln University to determine if your credits will transfer.

The credit earned more than 10 years before the application to the University cannot be transferred, although exemptions may be granted to students with college degrees for general education or foundation courses. Additionally, Lincoln University does not imply, promise, or guarantee that any credit earned at the University will be transferable or accepted by any other institution.

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 from other schools, however the number of accepted for the new degree units may be higher than ones transferred from other institutions.

Lincoln University does not award credits for prior experiential learning.

Lincoln University does not have articulation or transfer agreement with any other colleges or universities.

## **VISA SERVICES FOR INTERNATIONAL STUDENTS**

International students applying from outside the United States must present the Form I-20, issued by the institution, to the U.S. Consular Officer when applying for a student visa (F-1). Students are encouraged to visit their country-specific U.S. Embassy website or [www.travel.state.gov](http://www.travel.state.gov) for student visa (F-1) requirements. The Admissions Office and Designated School Officials (DSOs) assist international students with the process of acquiring and maintaining nonimmigrant F-1 visa status free of any charges.

## **ENROLLMENT AGREEMENT**

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

## **ORIENTATION**

All students anticipating registration at Lincoln University for the first time are required to participate in an orientation conducted at the beginning of each term. The orientation is designed to assist students in adjusting to life at the University, and it acquaints students with the policies and services of Lincoln University, containing question and answer sessions, and a campus tour.

# REGISTRATION

## ACADEMIC CALENDAR

The regular 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 programs for Master's degrees in two years, for Bachelor's degrees in four years, and for Doctor's degree in five or three (after MBA) years. For cohort groups, the calendar can be customized.

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 seven weeks of classes in 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 PROCEDURE

Upon acceptance, the Admissions Office will inform each student that they are permitted to register. New and returning students may register on specifically announced days at or before the beginning of each term. The Registrar 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 by the payment of tuition.**

## CHANGE IN REGISTRATION

The student's choice of studies, once made and filed, is expected to be permanent for the term. However, schedule changes may be made through the specified date indicated in the academic calendar. Courses may be dropped from and/or added to the student's term schedule before the indicated date. Approvals of the added course by the instructor and the Provost are required before the Registrar makes registration changes. Late additions of classes require the President's approval.

## WITHDRAWAL FROM THE UNIVERSITY

Students who wish to withdraw after registration should submit a withdrawal form to the Admissions and Records Office. Students, who withdraw without permission, or after the final withdrawal date as indicated in the academic calendar, will receive a permanent "NC" (No Credit) in each course dropped. All foreign students who withdraw with or without submitting the withdrawal form will be reported to the United States Department of Homeland Security. Refunds to students withdrawing from courses can be made only in accordance with the refund policy stated in this catalog (see page 23).

## 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 or 5 units for graduate students during a Summer session;
3. Any number of units in the final term of a program; it also applies to internships/externships, project, thesis, and dissertation courses conducted sequentially and taken after all other academic requirements of the program are satisfied.

## CURRICULUM

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 courses' numerical designation guides the students in planning a progression of study.

<b>Code</b>	<b>Classification</b>	<b>Description</b>
Courses < 10, and 300A/300B	Review (R)	Review courses are supplemental courses that are not a part of any program.
Courses 10 - 99	Introductory (I)	Introductory 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. General Education courses provide a background in the liberal arts and expose students to the fundamental aspects of human culture. They also help students to develop analytical and communication skills and foundation for advanced work in the major field of study.
Courses 100 - 199	Developed (D)	Developed undergraduate courses build upon the concepts, ideas, and competences introduced in the Introductory level; expanding students' understanding of the specific field of study.
Courses 200 - 286	Advanced (A)	Advanced 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 288 - 299	Bachelor Assessment (BA)	Bachelor Assessment courses are structured to provide opportunity to assess students' achievements of set program learning outcomes.
Courses 300 level w/o graduate prerequisites	Mastery 1 (M1)	Mastery 1 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)	Mastery 2 courses build upon students' execution of Mastery 1 learning outcomes and allow for further development of students' mastery of concepts, ideas, and competences in the specific field of study.
Courses 398, 399	Mastery 2 / Assessment (M2A)	Mastery 2/Assessment courses are structured to provide opportunity to assess students' achievements of set program learning outcomes.
Courses 400 level	Mastery 2 / Research (M2R)	Mastery 2/Research 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.
Courses 500 level	Doctorate Assessment (DA)	Doctoral Assessment 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.

# FEE SCHEDULE\*

**APPLICATION FEE** (non-refundable) ..... \$75

**TUITION**

MATH 5 and ENG 2-9 ..... \$300 per unit\*  
 BA 10-299, DI 10-199 and general education courses..... \$435 per unit\*  
 BA 300-499 and DI 200-299..... \$450 per unit\*  
 BA 500-599 ..... \$540 per unit\*

**REFUNDABLE FEES**

Computer Lab Fee ..... \$30 per term  
 Instructional Materials Fee ..... \$25 per term  
 Diagnostic Imaging Lab Use Fee ..... \$50 per lab unit  
 Publication Fee ..... \$10 per semester  
 Library Fee ..... \$50 per semester

**NON-REFUNDABLE FEES**

Registration Fee ..... \$50 per term  
 Student Services Fee ..... \$30 per semester  
 Student Identification Card ..... \$15 first and for each replacement  
 Late Registration Fee (charged after the official registration days)  
   a) Returning Students ..... \$60 per term  
   b) New Students ..... \$20 per term  
 Returned Payment Fee ..... \$40 per transaction  
 Change in Registration Fee\*\*/Late Fee (after official date) ..... \$20/\$50 per transaction  
 Change of Program or Concentration Fee ..... \$70 per transaction  
 Deferred Payment Fee ..... \$50 per note  
 Deferred Payment Adjustment Fee/Late Payment Fee ..... \$25/\$35 per transaction  
 Externship Insurance Fee ..... \$10 per unit  
 Health Insurance Plan (estimate) \*\*\* ..... \$700 – \$1,200 per year  
 Diploma and Transcript Fee / Diploma Replacement Fee ..... \$75/\$75 per application  
 Commencement Ceremony Fee: Before/After the Deadline ..... \$100/\$200 per application (optional)  
 Verification Letters (optional)..... \$20 per letter  
 English Placement Test Fee ..... \$20 per test  
 MBA Comprehensive Exam Retake Fee..... \$450 per retake  
 DBA Qualifying Exam Fee..... \$540 per attempt  
 DBA Dissertation Defense Retake Fee ..... \$540 per retake  
 Pre-application Transcripts Evaluation Fee (optional) \*\*\*\* ..... \$75 per evaluation  
 Airport Pickup Fee (optional)..... \$85 per trip  
 Housing Placement Fee (optional) ..... \$80 per placement  
 Past Due Balance Interest..... 0.05% of the balance per day  
 Wire Transfer Fee: In/Out..... \$16/\$45 per transaction  
 International Credit Card Convenience Fee ..... \$10 per transaction  
 Foreign Bank Check Fee (including Foreign Money Order) ..... to be determined  
 BPPE STRF (domestic students only)\*\*\*\*\* ..... \$ 0.00 per \$1,000 of tuition  
 Withdrawal Processing Fee..... \$95  
 Enrollment Cancellation Fee \*\*\*\*\* ..... \$500

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 2017, and **the University reserves the right to change it without notice.** 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.  
 \*\*\* Mandatory for international students unless proof of insurance is submitted; can be paid per term. The price depends on the age of the insured.  
 \*\*\*\* Application fee will be waived if the student later applies to Lincoln University.  
 \*\*\*\*\* Effective January 1, 2015, the Student Tuition Recovery Fund (STRF) assessment rate has changed from fifty cents (\$.50) per one thousand dollars (\$1,000) of institutional charges to zero (\$0) per one thousand dollars (\$1,000).  
 \*\*\*\*\* The fee is waived for students who completed two or more terms at the University, or by the approval of the 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 before 75% of a term is completed may be eligible to receive refunds for a part of the tuition and some fees. Students have the right to cancel their enrollment agreement and obtain a refund by submitting a Notice of Cancellation Form to the Admissions and Records Office at 401 15<sup>th</sup> Street, Oakland, California 94612. If already enrolled in classes, students must also obtain a Withdrawal Form, secure the signatures specified on the form, and submit it to the Office along with the Notice of Cancellation Form. Only when the completed withdrawal form has been submitted, does the withdrawal become official. Students, who simply absent themselves from classes without filing the withdrawal form, may receive the failing grades (F) or other appropriate non-credit grades or symbols. The effective date to determine a refund of fees will be based and computed 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 officially 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. Refunds to LU scholarships, waiver or discount recipients are first applied to repayment of aid disbursed.

Refunds will be 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. A student may receive a refund check only if the refund amount exceeds the balance he/she owes to the University. The basis for refunds is as follows:

Students who cancel the registration and withdraw from the University on or before the first class session or the seventh day after enrollment, whichever is later are eligible for the full refund of the term charges less withdrawal processing fee of \$95.

All Term Charges – \$95 = Refund Amount
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Students who withdraw from the University after the second class 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 less the withdrawal processing fee of \$95.

$(\text{Refundable Fees and Tuition}) \times (\text{Hours Left to be Completed} / \text{Total Term Hours}) - \$95 = \text{Refund Amount}$
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In case of program changes, students' dropped or withdrawn course units of credit 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.

$(\text{Net Change of Program}) \times (\text{Hours Left to be Completed} / \text{Total Term Hours}) = \text{Refund Amount}$
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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 determination of last day of class attendance or date of cancellation or withdrawal.

## UNPAID BALANCE

Students who have an unpaid balance with the University may not register for subsequent terms, and may not receive grades, transcripts, or diplomas. Students whose checks are returned or stopped due to insufficient funds or whose credit card payments are failed are subject to cancellation of their registration and to the Returned Payment Fee per transaction.



## **STUDENT TUITION RECOVERY FUND (STRF)**

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

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

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

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

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

The students may be eligible for STRF if he/she is a California resident or is enrolled in a residency program, prepaid tuition, paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The school closed before the course of instruction was completed.
2. The school's failure to pay refunds or charges on behalf of a student to a third party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of the school.
3. The school's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by the school prior to closure in excess of tuition and other costs.
4. There was a material failure to comply with the Act or this Division within 30 days before the school closed or, if the material failure began earlier than 30 days prior to closure, the period determined by the Bureau.
5. An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act.

**NOTE:** No claim can be paid to any student without a social security number or a taxpayer identification number.

## **LOAN AGREEMENT**

If a student obtains a loan to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund.

If a student is eligible for a loan guaranteed by the federal or state government and the student defaults on the loan, both of the following may occur:

1. The federal or state government or a loan guarantee agency may take action against the student, including applying any income tax refund to which the person is entitled to reduce the balance owed on the loan.
2. The student may not be eligible for any other federal student financial aid at another institution or other government assistance until the loan is repaid.

# SCHOLARSHIPS AND FINANCIAL AID

## STUDENT SCHOLARSHIPS

### The Board of Trustees Scholarship

Entering and 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 Board of Trustees Scholarship is credited to the student's account covering up to two terms' full-time tuition. Miscellaneous fees for these terms will be borne by the student. The application procedure involves submission of transcripts, a Scholarship Application Form, two letters of recommendation, and a brief essay. The awards will be given on the basis of academic excellence and potential to become an outstanding student at Lincoln University. Students must submit a completed application form and 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.

### The Leadbetter Scholarship

Through a generous 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.

### Other Scholarships

Lincoln University administration may establish special scholarships or discounts from the University funds to selected students based on their need. Private scholarships from organizations or individuals given to selected students are accepted and welcome. They are kept on the University account as restricted funds.

## STUDENT FEDERAL FINANCIAL AID

Lincoln University participates in the William D. Ford Direct Loan and the Pell Grant programs. The federal student financial aid program is directed to assist parents and students who cannot otherwise meet their educational expenses. In determining eligibility for available financial student aid, the U.S. Department of Education requires each student to complete a Free Application for Federal Student Aid (FAFSA) online at: [www.fafsa.ed.gov](http://www.fafsa.ed.gov) and to list Lincoln University (institution number: **00697500**) as the preferred college. This process also includes the completion of an electronic Master Promissory Note (E-MPN) as well as an Entrance Counseling Survey and an Exit Counseling Survey (upon Transferring Out or Graduation, whichever comes first) at the website: [www.studentloans.gov](http://www.studentloans.gov). A Personal Identification Number (FSAID#) is essential in the completion of the FAFSA and should be obtained as a first step at: [www.fsaaid.ed.gov](http://www.fsaaid.ed.gov). FAFSA Customer Service Representative Contact info is: 1-800-433-3243.

Title IV of the Higher Education Act of 1965, as amended in 1998 (Title IV, HEA program), has established general rules that apply to student financial aid recipients and educational institutions administering the financial assistance program. The federal formula takes into consideration several factors including: (1) Student and Parent Income – Effective Family Contribution (EFC), (2) Family Size, (3) Assets (both Parent/Student), and (4) Number of family members in institutions of higher education, not including parents.

### IRS Data Retrieval Tool and Request for Transcript of Tax Return “IRS Form 4506-T”

The U.S. Department of Education (ED) has determined under new regulations that it is no longer sufficient to provide a photocopy of the federal income tax return. Instead, the ED requires students/applicants to provide a copy directly from the Internal Revenue Service (IRS) to prevent fraud. All students/applicants who have already filed their federal income tax return are required to prefill the answers related to the federal income tax on the electronic FAFSA by using the IRS Data Retrieval Tool. Students/applicants also have the option of requesting/ordering a copy of “Request for Transcript of Tax Return” by completing IRS Form 4506-T. The request may be made by contacting: 1-800-908-9941 or online at: [www.irs.gov](http://www.irs.gov) and under the Tools click on “Order a Return or Account Transcript,” and follow the instructions from that point on.

### **Private Collegiate Loans for Local and International Students**

The Title IV funds do not cover any required educational expense needs for international students nor the students in the Doctor of Business Administration (DBA) program. However, there is the availability of private loans funds from U.S. lending and banking institutions, for students who do not qualify under the FAFSA process in which local and international students and DBA students can apply for. These private banking loans or collegiate student loans must include a U.S. citizen as co-signer or guarantor of the loan application. Further information may be obtained from Lincoln University Financial Aid Office or a student may view the websites at: [www.salliemae.com](http://www.salliemae.com), [www.wellsfargo.com](http://www.wellsfargo.com), [www.discoverstudentloans.com](http://www.discoverstudentloans.com) or any other lending institution of your choice.

### **FAFSA Application Requirement 2017-2018**

Every eligible student must reapply for federal financial aid between January 1, 2017 and June 30, 2017 for the 2017-2018 year. This entails completing online a new FAFSA and in some cases, if there is a pending expiration date, a renewed Master Promissory Note. The excellent Federal Student Aid website: [www.studentaid.ed.gov](http://www.studentaid.ed.gov) gives info on (1) Types of Aid, (2) Who gets Aid, (3) Estimate your Aid, (4) Repay your Loan.

To meet the requirements of Federal Title IV programs and state grants, students must now comply with a set of: (1) Quantitative, (2) Qualitative, and (3) Time Frame academic measurement standards. These are defined by satisfactory academic progress policy (SAP, pages 30-32) for student financial aid recipients.

**The Quantitative Measurement** requires that all students complete successfully (earn credit hours) at least two-thirds (2/3) of attempted credit hours and meet the standards of satisfactory academic progress described in the chart on pages 38 (BA), 47 (MBA), 53 (MS), and 67 (BS). The ratio of earned credit hours is calculated by dividing the number of earned semester credit hours by the attempted number of credit hours in the semester. **The Qualitative Measurement** requires students to maintain the minimum acceptable level of academic achievement outlined in this catalog on pages 30-31. **The Time Frame Measurement (Maximum Credit Hours)** limits a student to be eligible to receive student financial aid for any attempted credit units in his/her program of study so long as it does not exceed 150% of the published length of the academic educational program of study. For example, a student enrolled in a 122-unit degree program may receive financial aid for a maximum of 183 attempted units.

### **The Pell Grant Lifetime Eligibility Used (LEU)**

The new Federal Pell Grant regulations now limit the amount of Pell Grant that any student can receive in a lifetime to 600% or the equivalent of six-years. For example; an award year is a period from July 1 of one calendar year to June 30 of the next calendar year. ED tracks the student LEU by adding the percentages of the Pell Grant scheduled awards each student receives for each award year. If a student receives in a year \$2,775 of a \$5,550 scheduled award the student would have received a 50% LEU, or likewise \$3,750 of a \$5,000 scheduled award the student percent used would be 75% and a receipt of \$4,000 of a \$4,000 scheduled award the percent used would be calculated at 100% for that year until the student reaches a combined total of 600% Lifetime Eligibility Used. A student may log on the [National Student Loan Data System \(NSLDS\)](http://www.nsllds.ed.gov) using the assigned [Federal Student FSAID PIN](#) and view the LEU at: [www.nsllds.ed.gov](http://www.nsllds.ed.gov). In addition, students may also check the status of their borrowed loan account balances and payment history, again using the 4-digit pin number, twenty-four (24) hours a day on the website noted at: [www.myedaccount.com](http://www.myedaccount.com). Also, at the website: [www.myeddebt.com](http://www.myeddebt.com) students can conduct Debt Resolution and resolve defaulted loans through online payment. Moreover, any student that wishes to participate in the federal direct loan consolidation program may do so by contacting: [www.loanconsolidation.ed.gov](http://www.loanconsolidation.ed.gov).

### **The 150% Direct Subsidized Loan Limit**

As part of the Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) (Public Law 112-141) the U.S. Department of Education (ED) has added a new provision to the Direct Loan statutory requirement that limits a first-time borrower's eligibility for Direct Subsidized Loan to a period not to exceed 150% of the length of the borrower's educational program. The 150% Limit is reached when the Remaining Eligibility Period equals zero or less as calculated by ED. All first-time borrowers on or after July 1, 2013 are subject to this new provision. A first-time borrower is defined as any student that did not have an outstanding balance of principal and interest on a Direct Loan (or on an older FFEL Program Loan) as of July 1, 2013. This provision would also include students who may have previously paid off their outstanding student loans. The borrower's educational program is defined as the eligible program that the

student is enrolled in, and for which the student is applying for a Direct Subsidized Loan. The Department of Education will calculate the first-time borrower's maximum eligibility period, as well as the student's subsidized usage period. The significant of this information is to determine if the borrower has any remaining eligibility period for Direct Subsidized Loans, and if so, how much. In addition, ED will determine whether a borrower loses interest subsidy on the Direct Subsidized Loans as a result of the 150% limit. The "Subsidized Usage Limit Applies (SULA)" field has been added the electronic functionality. All schools are required to ensure that an updated entrance counseling survey is completed by each student affected by this new provision at the website: [www.StudentLoans.gov](http://www.StudentLoans.gov).

### **Student Loan Repayment Commencement Period**

The Loan Servicer and Lender will provide each student recipient/borrower with a loan repayment schedule that states the first payment due date, the number and frequency of payments, and the amount of each payment. There are some loans which have a "grace period" to give the student time to begin payments on the loan. **Direct Loans** have a (6) six-month grace period before payments are due. The **Plus Loans** have no grace period. It is recommended for a thorough review and understanding of the student repayment loan period that each student visit the website at: [www.studentaid.ed.gov](http://www.studentaid.ed.gov), which provides a comprehensive overview.

### **Financial Aid Probation Period**

If a student fails to meet the standards of satisfactory academic progress (SAP), he/she may be placed on Financial Aid Probation for a period of no longer than one year while still participating in the federal financial aid program. The probationary period begins the next semester of enrollment. A letter informing the student of the probationary status and the need to meet the standards to maintain financial aid eligibility will be issued.

### **Financial Aid Termination**

If a student fails to meet the standards of satisfactory academic progress at the end of the one-year probationary period or at the beginning of the second academic year, a dismissal letter from the financial aid program will be issued to the student. The termination status will include a letter informing the student of the Reinstatement and Appeal Process.

### **Academic Reinstatement Policy and Academic Appeal**

At the time when the student meets the minimum satisfactory academic progress requirements, the student financial aid eligibility will be automatically reinstated. Each student may appeal in writing the probation or termination status based on mitigating circumstances to the appropriate academic officers in the Dean's, Provost's, and President's Offices, respectively. A review of the circumstances will be conducted by the Provost and a hearing committee will be convened to hear, advise, counsel, and resolve the discrepancies in accordance with the grievances procedure described on page 32.

### **Return of Title IV Funds**

When a student withdraws from Lincoln University, the Financial Aid Office must calculate the amount of financial aid that is earned by the student prior to withdrawing. If there is any excess aid received, it is considered unearned. The unearned financial aid must be returned to the appropriate programs. The calculation of the earned financial aid is done on a daily basis beginning with the first day of class. The earned aid is determined by calculating the number of days attended before withdrawing, divided by the total number of days in the semester, excluding breaks. In accordance with Federal Regulations, a student who does not come (no-show case) in all enrolled classes will be treated as an Unofficial Withdrawal and 50% of their aid will be returned as required by law. Students who received grades or symbols of Failure (F), No Credit (NC), No Basis for Grade (Y), or Incomplete (I) have "earned" their financial aid. Unless they have unofficially withdrawn, the University will not make adjustments to their financial aid.

### **School Return Portion**

Lincoln University is required to return a portion of the unearned aid based upon a percentage of the institutional charges for the term. After the return portion is determined, it is compared to the total amount of all unearned aid. If the school portion is less than the total unearned aid, then the University must return the amount of the school portion. If the calculated school portion exceeds the total unearned aid, then the University must return the amount of the total unearned aid.

# ACADEMIC POLICIES AND INFORMATION

## DEGREES OFFERED

Lincoln University offers the following undergraduate degrees:

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

Students in the Bachelor of Arts program may choose the following optional **18-unit minors**:

**1) Humanities; 2) Computer Science**

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 125 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 and MS, 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 and MS, and 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:

**Bachelor's degree programs:** six (6) years for full-time students (taking 24 units per year at the minimum), ten (10) 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:** seven and a half (7.5) years for full-time students (taking 18 units per year at the minimum), ten (10) 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.***

## 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 on the basis of 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 single letter grades during the same period.

Credit is given for a grade (CR); no credit is given for a 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 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 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
CR	Credit	Not Applicable
NC	No Credit	Not Applicable

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
W	Withdrawn
I	Incomplete
R	Repeated
Y	No Basis for Grade
IP	In Progress

### 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. 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".

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

All students, enrolled for 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 are assessed by the Registrar's Office at the end of each academic year, 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 184; for the BA degree it is 187 units, for the MBA and MS degrees it is 54 units, and for the DBA degree it is 140 units. 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 Dean of Students, 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 38 for BA and 67 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 pages 47 (for MBA), 53 (for MS), and 63 (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)** is influenced by the transferred credit units, calculated during registration, and is determined by the formulas:

for **BS and BA degrees**: ETDC (in semesters) =  $8 - (\text{the number of transferred credit units})/12$ ,  
for **MBA and MS degrees**: ETDC (in semesters) =  $4 - (\text{the number of transferred credit units})/9$ ,  
for **DBA degree**: ETDC (in semesters) =  $10 - (\text{the number of transferred credit units})/9$ .

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 temporarily waiver the standards of satisfactory academic progress for circumstances of poor health, family crisis, or other significant occurrences outside the control of the student should first get approval from the Provost. He/she should submit a written application and provide documentation to demonstrate that these circumstances had an adverse impact on the student's satisfactory progress. Based on the Provost's recommendation, the Dean of Students 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 first discuss the problem with the appropriate instructor/advisor. If still unsatisfied, the student may then appeal to the related Department Chair or Program Director. If the problem is not resolved on that level, the student may file a complaint with Dean of Students. The complaint should be filed no later than ten days following the date of the Department Chair or Program Director's decision. If the student is not satisfied with the Dean's decision, further appeal should be directed to the Provost or Administrative Vice-President (AVP) depends of the matter of the problem. It must be made in a timely manner 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.

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 to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, [www.bppe.ca.gov](http://www.bppe.ca.gov), telephone (916) 431-6959, fax (916) 263-1897.



## 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 the university. **Administrative policies on absences from classes are as follows:**

- A student receives a **warning notice** after missing **12%** of all classes registered in a term.
- A student is placed on **probation** after missing **18%** of all classes registered in a term.
- A student may be **dismissed** after missing **30%** of all classes registered in a term.

Absences covering emergencies as serious illness or similar may be excused by the Director of Records for a period of up to 21 days, provided the absence is properly documented. If the Records 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.

## 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.

## WITHDRAWAL FROM A COURSE

A student withdrawing from a course before 75% of its completion will receive "W" symbol and a partial tuition refund following the refund procedure (page 23). Students withdrawing after the 75% completion deadline and before the final are not eligible for a refund and will receive "Y" symbol. Situations of "I" symbol described on page 28 are not considered withdrawals. Students cannot withdraw after the final examination.

## 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 page 32).

## CREDIT BY EXAMINATION

With the permission of the President or a 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. Undergraduates normally are not permitted to take more than four courses of special studies, and graduate students normally are not permitted to take more than two (MBA and MS) or four (DBA) special studies courses, in the entire programs. Students are normally permitted to 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 a 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.

## **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 receive approval from the Director of Records before submitting such request.

## **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.

## **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, Dean, Department Chairs, Program Director, and Faculty members are available to counsel students concerning special problems.

## **DEAN'S LIST**

Full-time students in all programs, who have maintained a GPA of 3.7 (A-) or higher for a semester, will be placed on the Dean's List for that semester.

## **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 student work undertaken at Lincoln University and a validation of the student's successful completion of the program requirements. A fee is assessed on each student submitting the request. Diplomas or transcripts are not issued until all financial obligations to the University have been fulfilled.

## **OBTAINING ADDITIONAL TRANSCRIPTS**

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

Regular service 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). 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.

## **SPECIAL RECOGNITION AT GRADUATION**

Graduation honors are open to undergraduate students with a minimum of 40 graded units earned at Lincoln University. All Lincoln University grades except CR and NC are considered in calculating the cumulative GPA for honors. Bachelor's degree candidates receive the following special recognition awards: "President's Award" for a GPA of 3.8, and "University Award" for a GPA of 3.9 or 4.0.

Graduate students who complete a program with a GPA of 3.9 will receive "President's Award," and with a GPA of 4.0 will receive "University Award."

## **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 and the Dean of Students 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 page 31.

## **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 important for international students and cohort groups.

## **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.

## **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 with the exception of 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 but not limited to: nature, war, and destruction as a result of severe weather, vandalism, or acts of terrorism.

# BUSINESS STUDIES

The Lincoln University Business Studies offer the Bachelor of Arts in Business Administration, the Master of Business Administration, the Master of Science in International Business, the Master of Science in Finance Management, and the Doctor of Business Administration Degrees.

## UNDERGRADUATE BUSINESS STUDIES

### GENERAL EDUCATION COURSES

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 (depending on the degree program). The required courses 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, and history),  
**Psychology** and Introductions to **Business and Law.**

The following 5 courses are considered **Basic Subjects** and required for all undergraduate programs:

**MATH 10** – College Mathematics, **ENG 75** – Critical Thinking, **CS 10** – Introduction to Computer Science, **PSYCH 10** – Fundamentals of Psychology, and **SCI 10** – Physical Science.

## BACHELOR OF ARTS IN BUSINESS ADMINISTRATION

The undergraduate Business Administration program provides an integrated interdisciplinary education. Students receive a solid foundation in the principal functional areas of a modern commercial enterprise, as well as concentrated advanced preparation in an area of their choice. Thus, the graduate is well prepared for the challenges and responsibilities of today's business world. Of particular benefit to students and their future employers is the strong international focus of the program. This comes not only from the world-conscious 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 STRUCTURE

The **Bachelor of Arts in Business Administration (BA in BA) Program** consists of 125 units, containing 45 units of General Education and three major parts: General Business Administration (GBA) courses, courses from an area of Concentration, and Elective courses.

The BA degree program is based upon four years of full-time study. Upon approval of the administration, appropriate units earned at other institutions of higher education may be transferred and used toward obtaining the BA degree at Lincoln University, and may shorten the time until graduation.

### BA IN BUSINESS ADMINISTRATION GE PROGRAM LEARNING OUTCOMES (PLOs GEBA)

**PLO GEBA1:** Demonstrate proficiency in college-level mathematics, English, sciences, humanities, and social sciences.

**PLO GEBA2:** Represent mathematical information symbolically, visually, numerically, and verbally. Being able to interpret and apply arithmetical, algebraic, and geometric methods to solve problems.

**PLO GEBA3:** Communicate effectively in multiple creative and academic writing genres by applying Standard American English.

**PLO GEBA4:** Think critically and apply common sense in approaching and solving real-world problems.

**PLO GEBA5:** Demonstrate proficiency in skills that sustain lifelong learning, particularly to think critically and responsibly in assessing, evaluating, and integrating information.

**PLO GEBA6:** Understand the responsibilities of active citizenship, community engagement, and social responsibility.

## PROGRAM LEARNING OUTCOMES (PLOs BA)

**PLO BA1:** Demonstrate knowledge in the principle areas of general business and specific areas of concentration, which include: international business, management, entrepreneurship, and management information business.

**PLO BA2:** Determine the information needed to evaluate a business problem. Apply critical thinking and reasoning skills to recognize credibility and accuracy.

**PLO BA3:** Demonstrate the ability to communicate with others using written or oral communication tools.

**PLO BA4:** Demonstrate the ability to use analytical skills to understand business problems and make well-informed decisions.

**PLO BA5:** Apply and comply with ethical and legal principles and evaluate different ethical perspectives.

## BACHELOR OF ARTS IN BUSINESS ADMINISTRATION COURSE COMPOSITION

### I. General Education (GE)

1. Natural Sciences (SCI 10, SCI 31)	6
2. Social Sciences (ECON 10 or 286, HIST 10, HIST --, POLSCI 10)	12
3. Humanities (HUM 10, HUM --, PSYCH 10)	6
4. English (ENG 75, ENG 82A, ENG 77 or 82B or 90s, ENG 86A or 86B)	12
5. Mathematics (MATH 10, MATH --)	6
6. Computer Science (CS 10)	3
<b>Total Required for General Education .....</b>	<b>45 Units</b>

### II. General Business Administration (GBA)

All undergraduate business students need to complete at least the 44-unit GBA requirements. This program enables students to gain a comprehensive business background in the principal areas of business. The program is concluded with the course of Business Policies (BA 290), 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	Introduction to Business	3
BA	19	Business Ethics	3
BA	42	Financial Accounting	4
ECON	20A	Principles of Economics I	3
ECON	20B	Principles of Economics II	3
BA	110	Management Principles	3
BA	115	Statistics	3
BA	130	Introduction to International Business	3
BA	140	Fundamentals of Finance	3
BA	146	Applications Software	3
BA	150	Marketing	3
BA	215	Production Management	3
BA	240	Managerial Accounting	4

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

BA	290	Business Policies	3
<b>Total Required for General Business Administration.....</b>			<b>44 Units</b>

### III. Areas of Concentration.

Following the GBA requirements, students select a **concentration area** for advanced study. Currently the following 4 concentration areas are available:

**1. International Business; 2. Management; 3. Entrepreneurship; 4. Management Information Systems.**

Each concentration requires 21 units of advanced study chosen from a list of courses designed to prepare students for a career in that particular field. Students may develop an individualized concentration using existing courses with the approval of the Provost.

<b>A. International Business.</b> Choose 12 units (4 courses) from:			
BA	125	World Resources	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	255	Entrepreneurial Management	3
BA	289	International Business Strategy	3
ECON	220	International Economics	3
Three additional courses from any of the concentration subjects			9
<b>Total Required for International Business Concentration .....</b>			<b>21 Units</b>

<b>B. Management.</b> Choose 15 units (5 courses) from:			
BA	135	Legal Foundations of Business	3
BA	170	Human Relations in Business	3
BA	171	Business and Society	3
BA	175	Industrial and Organizational Behavior	3
BA	217	Personnel Management	3
BA	219	Small Business Management	3
BA	223	Organizational Development	3
BA	231	Cultural Dimensions of Management	3
BA	241	Quantitative Analysis	3
Two additional courses from any of the concentration subjects			6
<b>Total Required for Management Concentration.....</b>			<b>21 Units</b>

<b>C. Entrepreneurship.</b> Choose 12 units (4 courses) from:			
BA	145	Real Estate Practices	3
BA	218	Hospitality Management	3
BA	219	Small Business Management	3
BA	236	People Problems in Small Business	3
BA	255	Entrepreneurial Management	3
BA	256	Sales Management	3
BA	257	Consumer Behavior	3
BA	258	Advertising	3
Three additional courses from any of the concentration subjects			9
<b>Total Required for Entrepreneurship Concentration.....</b>			<b>21 Units</b>

<b>D. Management Information Systems.</b> Choose 12 units (4 courses) from:			
CS	70	The Internet	3
CS	137	Database	3
BA	160	Information Systems Concept	3
BA	262	Systems Analysis and Design	3
CS	286	Special Topics in CS (MIS related)	3
Three additional courses from any of the concentration subjects			9
<b>Total Required for Management Information Systems Concentration .....</b>			<b>21 Units</b>

**NOTE: BA 286 "Special Topics in Business" a 3-unit course can substitute a course in any concentration above if the course topic matches the field of the concentration.**

**IV. Electives**

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

<b>Total Electives.....</b>	<b>15 Units</b>
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<b>Total Required for Bachelor of Arts in Business Administration Degree.....</b>	<b>125 Units</b>
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**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		HIST -- or HUM --	
PSYCH 10		HUM 10		ECON 10 or ECON 286	
CS 10		POL SCI 10		ENG 86A or 86B	
ENG 75		ENG 82A		ENG 82B, or 77, or 90s	

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

GBA Courses (44 units)

Concentration (21 units)

Electives (15 units)

BA 10		BA 130					
BA 19		BA 140					
BA 42		BA 146					
ECON 20A		BA 150					
ECON 20B		BA 215					
BA 110		BA 240					
BA 115		BA 290					

**ACADEMIC PROGRESS REQUIREMENTS**

Students enrolled in the Bachelor of Arts degree program are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 30-32) and the following chart. The chart specifies the criteria for achieving satisfactory academic progress for full-time students (no transfers) in the University 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 Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
<b>BA in BA Degree</b>	48	End of 1st Academic Year	21	2.0
	72	25% of MTDC	30	2.0
	96	End of 2nd Academic Year	42	2.0
	144	50% of MTDC	63	2.0
	187	End of 4th Academic Year	84	2.0
	187	End of 5th Academic Year	105	2.0
	187	100% of MTDC (6 years)	125	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 BA DEGREE

To graduate the Bachelor of Arts 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, 44 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 41). 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 DEGREE COMPLETION

A time limitation for receiving the BA degree at Lincoln University is established to ensure that the degree current knowledge in the field of study. Academic credit received ten (10) 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.

## SUGGESTED COURSE SEQUENCING FOR BACHELOR OF ARTS IN BUSINESS ADMINISTRATION DEGREE PROGRAM\*

<b>YEAR ONE</b>			
<b>Fall</b>			
BA	10	Introduction to Business	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>
<b>Spring</b>			
BA	42	Financial Accounting	4
ECON	20A	Principles of Economics I	3
—	—	General Education Courses	6
<b>Spring Total.....</b>			<b>13 Units</b>
<b>Summer</b>			
—	—	General Education Courses	6
<b>Summer Total.....</b>			<b>6 Units</b>
<b>First Year Total.....</b>			<b>34 Units</b>
<b>YEAR TWO</b>			
<b>Fall</b>			
BA	110	Management Principles	3
ECON	20B	Principles of Economics II	3
—	—	General Education Courses	6
<b>Fall Total.....</b>			<b>12 Units</b>
<b>Spring</b>			
BA	19	Business Ethics	3
BA	115	Statistics	3
BA	130	Introduction to International Business	3
—	—	General Education Courses	6
<b>Spring Total.....</b>			<b>15 Units</b>
<b>Summer</b>			
—	—	General Education Courses	6
<b>Summer Total.....</b>			<b>6 Units</b>
<b>Second Year Total.....</b>			<b>33 Units</b>
<b>YEAR THREE</b>			
<b>Fall</b>			
BA	140	Fundamentals of Finance	3
BA	146	Applications Software	3
BA	150	Marketing	3
—	—	General Education Course	3
<b>Fall Total.....</b>			<b>12 Units</b>



<b>Spring</b>			
BA	240	Managerial Accounting	4
BA	—	Concentration Courses	6
—	—	Elective Course	3
<b>Spring Total.....</b>			<b>13 Units</b>

<b>Summer</b>			
BA	—	Concentration Courses	6
<b>Summer Total.....</b>			<b>6 Units</b>
<b>Third Year Total.....</b>			<b>31 Units</b>

**YEAR FOUR**

<b>Fall</b>			
BA	215	Production Management	3
BA	—	Concentration Courses	9
<b>Fall Total.....</b>			<b>12 Units</b>

<b>Spring</b>			
BA	290	Business Policies	3
—	—	Elective Courses	12
<b>Spring Total.....</b>			<b>15 Units</b>

<b>Fourth Year Total.....</b>			<b>27 Units</b>
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**Total Required for the Bachelor of Arts in Business Administration Degree .....125 Units**

\* Variations of the sequence are permitted and common.

The BA in Business Administration and Master of Business Administration (MBA) combination is designed to apply a course of study leading to a Bachelor of Arts in Business Administration to also complete an MBA degree, allowing a shorter time frame for getting the MBA one. Students participated in the combination may be able to complete both degrees in five and a half years, instead of six or six and a half years common for the sequential programs study. Students 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. These courses, in future, may be applied to the MBA degree. Students pay the undergraduate rate per unit for undergraduate courses and the graduate rate for the graduate courses.

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

Students must successfully complete 125 units of required coursework to complete the BA degree program. The estimated time for degree completion (ETDC) for BA program is 4 (four) years. The estimated tuition and fees for completion of BA degree program is listed below:

<u>Tuition &amp; Fees</u>	<u>Charges</u>
Tuition*	\$5,220
Registration Fee*	\$50
Student Services Fee*	\$30
Computer Lab Fee*	\$30
Library Fee*	\$50
Instructional Materials Fee*	\$25
Publication Fee*	\$10
STRF (domestic students only)*	\$0
Total Charges the Student is required upon Enrollment*	\$5,415
Estimated Total Charges for Period of Attendance	\$55,950
Estimated Total Charges for Entire Educational Program	\$55,950

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

## MINOR OPTIONS

Students in the Bachelor of Arts in Business Administration degree program may choose a minor area of emphasis in addition to their major. Established minors are available in Humanities and Computer Science. Students may also develop an individual minor area using the existing courses with the approval of the academic advisor and the President. A maximum of 9 credit units can be transferred to a Lincoln University minor.

### HUMANITIES MINOR (18 UNITS)

The purpose of this minor area is to enrich the student's education. The minor in Humanities is designed for students seeking to develop their intellectual capabilities and broaden their social and cultural horizons. This minor aims to develop a sense of the common values encapsulated in the minor field and seeks to acquaint the student with these basic values which are intellectual, aesthetic, social and cultural in nature.

The Humanities minor at Lincoln University includes an investigation of philosophy, the arts, literature and other areas that explore culture and its place within society. These courses are designed to increase the student's awareness of the intellectual achievements that are integral aspects of human society. A student must complete courses from the following list with a total of at least 18 credit units.

HUM	16	Art of the Film	3
HUM	25	Chinese	4
HUM	27	Spanish	3
HUM	30	Introduction to Philosophy	3
HUM	40	Survey of World Art	3
HUM	50	Natural and Cultural Environment of the S.F. Bay Area	3
HUM	56	City's Resources as a Classroom	3
HUM	159	Multicultural Heritage	3
HUM	290	Research Project in Humanities	3
<b>Total Required for Humanities Minor.....</b>			<b>18 Units</b>

### COMPUTER SCIENCE MINOR (18 UNITS)

A minor in Computer Science 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:

#### Computer Science Core Areas – Part 1 (all of the following):

CS	50	Introduction to Programming	3
CS	90	Studies in Programming Languages	3
CS	137	Database	3
CS	140	Data Structures	3

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

BA	160	Information Systems Concept	3
CS	175	Topics in Artificial Intelligence	3
CS	220	Software Engineering	3
BA	262	Systems Analysis and Design	3

**Total Required for Computer Science Minor.....18 Units**

# GRADUATE BUSINESS STUDIES

## MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE

The MBA 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 Lincoln University MBA 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.

The following objectives have been identified and judged appropriate: 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) the building of flexible adaptability to changing environments; 4) the 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) the multinational aspects as related to all the subject areas.

### MBA PROGRAM LEARNING OUTCOMES (PLOs MBA)

**PLO MBA1:** Develop and exhibit applied and theoretical knowledge in the field of management and business administration.

**PLO MBA2:** Use theoretical knowledge and advanced problem-solving skills to formulate solutions and identify risks in the following fields: international business, finance management, general business, human resources management, management information systems, marketing management.

**PLO MBA3:** Communicate within a highly specialist environment that allows the presentation of critiques of complex strategic matters.

**PLO MBA4:** Demonstrate autonomy, creativity, and responsibility for managing professional practices.

**PLO MBA5:** Demonstrate leadership and set strategic objectives for team performance

**PLO MBA6:** Identify ethical issues/problems in business organizations and reach decisions within ethical framework

### MBA GENERAL REQUIREMENTS

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. The required courses are limited to the traditional "foundation" and "core" areas in order to permit students the widest possible elective choice to tailor the program to individual needs. The availability of a representative selection of courses in related areas of computer science, economics, social science and humanities extends the opportunities for matching the curriculum with individual background and interests. Students with business undergraduate degrees will be required to take a minimum of 36 units. Students with an undergraduate major other than business will be required to take up to 18 units of foundation courses, making a total of up to 54 units. Appropriate adjustments, based on individual background, may lead to somewhat different requirements.

### MBA ADMISSION REQUIREMENTS

A bachelor's degree or its equivalent with a GPA of 2.7 (B-) or better on a 4.0 scale is required for admission to the MBA program. **Conditional admission** to the program may be granted by the Provost to applicants with a GPA between 2.0 and 2.6, and is based on the students' personal statement, letters of recommendation, and detailed review of his/her prior academic transcripts. Applicants with GPA 2.5 and 2.6 who receive the conditional admission are required to achieve a GPA of at least 3.0 in the first nine units of work in the MBA program. A student achieving this academic record will have the conditional status removed. Otherwise, the student is subject to dismissal after the first term of enrollment. Applicants with a GPA in a range of 2.0 - 2.4 will be considered for admission to the regular graduate status after completing courses necessary to improve their GPA. A minimum of nine units of undergraduate or graduate level foundation courses with a GPA of 3.2 or better is required. Based on extra curriculum academic results, the Provost may grant a student the regular graduate status before achievement of the GPA requirement. In support, the student may submit letters of recommendation, GMAT or GRE scores, summary of work experience, research projects, or publications.

## FOUNDATION COURSES

Students with Bachelor's degrees in areas other than business and missing basic business education will be required to complete undergraduate or graduate level foundation courses in the following areas: accounting, economics, statistics, mathematics, management, marketing, psychology, and computer science. The courses should be taken during the first 18 credits earned at the University and will be individually determined by the Provost, Registrar, or an academic advisor.

### RECOMMENDED GRADUATE FOUNDATION COURSES

BA	300A	Survey of Business Foundations	3
BA	300B	Financial Accounting Foundations	3

## MBA COURSE COMPOSITION

The Lincoln University 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 research project or 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**

\* One or two of these courses may be substituted by the Provost to satisfy a specific academic interest of a student.

\*\* **Students specializing in Marketing Management concentration should take BA 311 "Marketing Research" course instead of BA 312.** BA 311 may substitute BA 380 for students in International Business, General Business, and Management Information System concentrations by their choice.

### II. MBA Concentrations

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

#### A. International Business (12 units)

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

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	Communications in Leadership and Negotiations	3
BA	391	Graduate Internship in IB	3

### **B. Finance Management and Investments (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	392	Graduate Internship in FMI	3

### **C. General Business (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
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	393	Graduate Internship in GB	3

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

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

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	370	Communications in Leadership and Negotiations	3
BA	394	Graduate Internship in HRM	3

### **E. Management Information Systems (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	395	Graduate Internship in MIS	3

**F. Marketing Management (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. The required special core course (instead of BA 312) is

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	372	Consumer Research	3
BA	373	Pricing	3
BA	374	Sales Management	3
BA	375	Service Marketing	3
BA	396	Graduate Internship in MM	3

**NOTE: BA 386 “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 Research Project, MBA Internship Report, or Comprehensive Examination (CE)**

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

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

BA	398	MBA Internship Report	3
BA	399	MBA Research Project	3
BA	—	Elective Graduate Course and Comprehensive Examination	3
<b>Total Required for the MBA Degree .....</b>			<b>36 Units</b>
<b>Allowed for the MBA Degree with a Foundation or an Internship .....</b>			<b>up to 54 Units</b>

**RESEARCH PROJECT / INTERNSHIP REPORT PROCEDURES**

The selection of a research project is a privilege given to MBA students with GPA 3.2 and above. Students, who are able to find employment in the field of business administration, may select writing the internship reports. These students will complete their education with analytical work of the business management. Both options and obtained results may lead their future businesses or help them with a valuable employment. Below are the main steps in the research project / internship report selection and defenses.

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

A student selects an advisor to work on formulation of a question or hypothesis to be answered or studied during the following research. The topic should be selected 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 confirmation of the advisor, and then submits it to the President or the Provost for approval.

### **Selection of the Internship and the Advisor Approval**

After receiving an internship offer, the student must select an advisor for advising in business analysis and report writing. The selected internship position should be in the field of business management or should allow the student to study the business from a manager's position, 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 Internship Proposal Approval Form; gets confirmation of the advisor, and then submits it to the President or the Provost for approval.

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

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 results 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 (maximum of 15 minutes) presentation 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 advisor is a member of the committee, but with a restricted non-voting function. The defense procedure is open to the public. Only the committee members and the advisor may ask questions at any time during the presentation if something is not clear. 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 or NC) is given.

The defense must be scheduled at least 14 days in advance, during designated time periods in the beginning and end of each term. At least 5 hard copies of the report must be provided for the committee's initial review, and a soft copy should be provided to the Librarian for the authenticity check. If the student is not satisfied with the grade, he/she may appeal it in writing, following the procedure described in the catalog (page 32), and requests 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 examination is arranged twice every semester during the first week of classes and the week of finals.

- 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 3 members selected from the Lincoln University administration and faculty including at least one from the field related to the student's concentration.
- Students receive 17 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, each candidate randomly draws two (2) straws with core courses questions, only one (1) of which he/she selects to address in his/her response and one (1) straw with a question from his/her concentration.

- Students then have 30 minutes to prepare the answer 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 answer the questions 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 (no credit result) or a student's absence without proper reasons, the test should be retaken. A fee for one graduate unit must be paid for the additional or rearranged exam.

## MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM CHART

Core Courses (21 units)	Grade	Foundation Courses (up to 18 units)	Grade
BA 301 – Managerial Economics		1.	
BA 304 – Marketing Management		2.	
BA 307 – Operations Management		3.	
BA 312 – Business Research Methodology OR 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.	

  

Concentration Courses (minimum 12 units)	Grade	Choose One of the Following (3 units)	Grade
1.		BA 398 – MBA Internship Report	
2.		BA 399 – MBA Research Project	
3.		BA — Elective Graduate Course and the Comprehensive Examination	
4.			

### ACADEMIC PROGRESS REQUIREMENTS

Students enrolled in the MBA program are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 30-32) and the following chart. The chart specifies the criteria for achieving satisfactory progress for full-time students (transfers are not included) in the University MBA 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; foundation courses are not included in SAP; students who changed their program will be evaluated on all courses taken).

Program	Maximum Units Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
<b>MBA Degree</b>	18	25% of MTDC	6	2.7
	36	End of 1st Academic Year	12	2.8
	54	50% of MTDC	18	2.9
	54	End of 2nd Academic Year	24	3.0
	54	100% of MTDC (3 years)	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 DEGREE

To receive the MBA degree, students should satisfy the grade and GPA requirements described in the chart above and course requirements summarized in the program chart. A maximum of 6 credit units may be transferred from other institutions of higher education. A grade of C or better is required in all courses to fulfill degree requirements for graduate programs.

## 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 (Operations Management) course after taking BA 301 (Managerial Economics) and BA 340 (Managerial Accounting and Financial Control) 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 380) and at least two Concentration courses. Courses BA 398 (MBA Internship Report) and BA 399 (MBA Research Project), or the Comprehensive Examination can be taken after all required courses have been completed, or during the last term of coursework. Courses BA 398 and BA 399 can be extended for a second term for one additional unit. Academic credit received six (6) years or more before the program completion will be deemed "no longer applicable".

## PERIOD OF ATTENDANCE AND ESTIMATED SCHEDULE OF CHARGES

Students must successfully complete 36 graduate units of required coursework to complete the MBA degree program. The estimated time for degree completion (ETDC) for MBA program is 2 (two) years. The estimated tuition and fees for completion of MBA degree program is listed below:

<u>Tuition &amp; Fees</u>	<u>Charges</u>
Tuition*	\$4,050
Registration Fee*	\$50
Student Services Fee*	\$30
Computer Lab Fee*	\$30
Library Fee*	\$50
Instructional Materials Fee*	\$25
Publication Fee*	\$10
STRF (domestic students only)*	\$0
Total Charges the Student is required upon Enrollment*	\$4,245
Estimated Total Charges for Period of Attendance	\$16,995
Estimated Total Charges for Entire Educational Program	\$16,995

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

## MASTER OF SCIENCE (MS) DEGREES

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 DEGREES GENERAL REQUIREMENTS

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 core courses and a set of elective concentration 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 special 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 will be required to get 36 credit units in semester units of courses in order to earn the MS degrees. Students with an undergraduate and/or graduate degree in fields other than business will be required to complete foundation courses, which may add up to 18 additional units to the programs graduation requirements. Appropriate adjustments based on individual applicant backgrounds may lead to somewhat different requirements.

## MS DEGREES ADMISSION REQUIREMENTS

Consideration for admission to the MS degree programs requires submission of a completed application form with the following documentation.

1. A complete set of all college-level official transcripts showing graduation with a bachelor's degree or its equivalent from an accredited educational institution, with a cumulative grade point average of 2.7 (B-) or above on a scale of 4.0. Applicants completing prior education out of the USA should provide the transcripts with notarized English translation (if not originally printed in English), and may be required to conduct the transcripts evaluation;
2. At least two letters of recommendation (this requirement is waived for applicants having received Lincoln University MBA degree), one of which is from a faculty member who can attest to their academic qualifications for graduate study. The second letter may be either an academic or business professional recommendation;
3. 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 GPA of 3.2 or above);
4. Applicants whose previous academic work was provided in a language other than English are required to submit results of TOEFL with a minimum score of 550 (paper-based) or equivalent results of other recognized English language tests, or earn proper results of the English test on campus (see page 17).

**Conditional admission** to the MS programs may be granted to an applicant who does not satisfy the requirements stated above at the time of application. Deficiencies in all requirements should be removed during the first term of study and after that, the conditional status will be removed. Otherwise, the student is subject to dismissal after that term of enrollment. Applicants who receive a conditional admission and GPA 2.5 and 2.6 are required to: (1) achieve a grade point average of 3.2 or above during their first term (9 units minimum) of the program, **or** (2) achieve at least a GPA 3.1 during the first term and submit a required result (see 3 stated above) of GMAT or GRE. Applicants with a GPA in a range of 2.0 - 2.4 will be considered for admission to the regular graduate status after completing courses necessary to improve their GPA. A minimum of nine units of undergraduate or graduate level foundation courses with a GPA of 3.3 or better is required. The Provost may grant a student the regular graduate status before achievement of the GPA requirement. In support, the student may submit letters of recommendation, GMAT or GRE scores, summary of work experience, research projects, or publications.

## FOUNDATION COURSES

Students with Bachelor's degrees in areas other than business or whose transcripts are short of some important courses may be required to complete foundation courses in the following areas: accounting, economics, statistics, finance, management, marketing, or computer science. Students, who have not completed these or similar courses before coming to Lincoln University, are required to do so during the first 18 credit units of their study. The courses will be individually determined on the basis of the initial assessment by the Provost, Registrar, or an academic advisor.

## MS PROGRAMS COURSE STRUCTURE

MS core courses on 300 level consist of 9 credit hours or three 3-unit courses given in a form of 45 hours of lectures each.

MS five 4-unit elective courses on 400 level and one 4-unit core course on 400 level consist of lecture and a faculty-supervised practicum research component. The lecture component consists of 45 hours of lectures 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. 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. This will give students consulting and presentation experiences. Graduate Internship and Report (BA 491, BA 492) courses are focused on a specific student internship and an analytical report about it with total supervised work of at least 180 hours. The course is finalized by a written document, reviewed by an instructor 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 in business to gain an in-depth and applied understanding of the complexities and functions of international management professionals in a globally competitive business and economic environment. This specialized degree program is designed 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 supporting this program 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. This program prepares students upon graduation to assume management-level positions, which require an understanding of the management skills and knowledge necessary to provide effective leadership and vision required to successfully guide the development and management of a complex network of global operations. Students graduating from this degree program are expected to have a demonstrable set of skills and knowledge that makes them very attractive employment candidates for business firms seeking new international management-level talent.

### MS IN INTERNATIONAL BUSINESS PROGRAM LEVEL OUTCOMES (PLOs MSIB)

**PLO MSIB1:** Demonstrate expert-level understanding of the aspects of international business.

**PLO MSIB2:** Exhibit deep knowledge of international business functioning, including marketing, finance, management, operations, accounting, and entrepreneurship.

**PLO MSIB3:** Recognize business problems and provide creative solutions. Integrate theory and practice for strategic analysis in the field of international business.

**PLO MSIB4:** Apply quantitative and qualitative methods of analysis to business situations in a complex global business environment.

**PLO MSIB5:** Develop and exhibit effective communication skills for relevant international audiences.

**PLO MSIB6:** Work effectively with a team of international colleagues on diverse projects.

**PLO MSIB7:** Identify and analyze the ethical obligations and responsibilities in the field of international business.

### MS IN INTERNATIONAL BUSINESS COURSE COMPOSITION

#### 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 International Business	4

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

\* One or two of these courses may be substituted by the Provost 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	486	Special Topics in Graduate Business Studies (IB)	4
BA	491	Graduate Internship and Report in International Business	4

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

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

**Required for the MS in IB Degree with Foundation Courses.....up to 54 Units**

## MASTER OF SCIENCE IN INTERNATIONAL BUSINESS DEGREE PROGRAM CHART

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

## 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 and economic environment. This specialized degree program is designed to address major financial issues facing multinational firms such as capital sourcing, foreign and domestic investment risk, financial performance assessment, and financial forecasting and planning. The coursework supporting this program draws heavily on actual business firms' financial practice and experience and the distinctive differences between operating a purely domestic versus a global or international business. This program prepares students upon graduation to assume management-level positions, which require an understanding of the tools and techniques used in sophisticated financial analysis, planning and forecasting as well as current business financial functions and practice. Students graduating from this degree program are expected to have a demonstrable set of skills and knowledge that makes them very attractive employment candidates for business firms seeking new financial management-level talent.

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

**PLO MSFM1:** Demonstrate expert-level understanding of the aspects of finance management including mathematical, statistical, financial, and economic.

**PLO MSFM2:** Develop knowledge of finance management including international finance, international securities, commercial banking and lending, investment science, real estate, and stock market.

**PLO MSFM3:** Recognize financial problems and provide creative solutions. Integrate theory and practice for strategic analysis in the field of finance management.

**PLO MSFM4:** Apply quantitative methods of analysis to analyze financial data.

**PLO MSFM5:** Communicate to relevant audiences including written and oral communication.

**PLO MSFM6:** Work effectively with a team of colleagues on diverse projects.

**PLO MSFM7:** Identify and analyze the ethical obligations and responsibilities in the field of finance management.

## MS IN FINANCE MANAGEMENT PROGRAM COURSE COMPOSITION

### I. Required Core Courses

BA	301	Managerial Economics*	3
BA	303	Finance Management	3
BA	340	Managerial Accounting and Financial Control	3
BA	380	Business Research Methodology*	3
BA	490B	Business Strategy and Decision-Making for Finance Management	4

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

\* The courses may be substituted by the Provost 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 Finance Management	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	486	Special Topics in Graduate Business Studies (FM)	4
BA	492	Graduate Internship and Report in Finance and Investments	4

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

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

**Required for the MS in FM Degree with Foundation Courses.....up to 54 Units**

## MASTER OF SCIENCE IN FINANCE MANAGEMENT DEGREE PROGRAM CHART

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

## MS DEGREES ACADEMIC PROGRESS REQUIREMENTS

Students enrolled in the MS programs are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 30-32) and the following chart. The chart specifies the criteria for achieving satisfactory academic progress for full-time students (no transfers) in the University 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 Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
MS Degrees	18	25% of MTDC	6	2.7
	36	End of 1st Academic Year	12	2.8
	54	50% of MTDC	18	2.9
	54	End of 2nd Academic Year	24	3.0
	54	100% of MTDC (3 years)	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 MS DEGREES

To receive the 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 6 credit units may be transferred from other institutions of higher education, or a maximum of 18 units can be accepted from a different graduate program at Lincoln University. A grade of C or better is required in all courses to fulfill degree requirements for graduate programs. Academic credit received six (6) years or more before the program completion will be deemed "no longer applicable".

## PERIOD OF ATTENDANCE AND ESTIMATED SCHEDULE OF CHARGES

Students must successfully complete 36 graduate units of required coursework to complete the MS degree programs. The estimated time for degree completion (ETDC) for MS programs is 2 (two) years. The estimated tuition and fees for completion of MS degree programs is listed below:

<u>Tuition &amp; Fees</u>	<u>Charges</u>
Tuition*	\$4,050
Registration Fee*	\$50
Student Services Fee*	\$30
Computer Lab Fee*	\$30
Library Fee*	\$50
Instructional Materials Fee*	\$25
Publication Fee*	\$10
STRF (domestic students only)*	\$0
Total Charges the Student is required upon Enrollment*	\$4,245
Estimated Total Charges for Period of Attendance	\$16,995
Estimated Total Charges for Entire Educational Program	\$16,995

**\*NOTE:** A full-time graduate student must take 9 units per semester. The tuition and fees posted-above are **per term** and 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) DEGREE

The Doctor of Business Administration (DBA) program at Lincoln University is an advanced academic degree 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 (PLOs DBA)

**PLO DBA1:** Demonstrate advanced knowledge and competence in the latest academic theories, concepts, and techniques in the field of business administration.

**PLO DBA2:** Demonstrate effective research 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.

**PLO DBA3:** Create and present advanced forms of oral and written communications, including teaching and advising.

**PLO DBA4:** Generate, evaluate, and assess the ethical obligations and responsibilities of business for the purpose of responsible management.

**PLO DBA5:** Apply the knowledge from the area of specialization and provide consulting to other business industries or other fields.

## DBA GENERAL REQUIREMENTS

Students' applications and admissions to the Lincoln University DBA program are open for both resident and foreign applicants. Lincoln University seeks students with undergraduate or master's degrees in research-based fields such as mathematical sciences (math, engineering, statistics, computer sciences), business, social sciences (e.g. psychology, sociology, economics, political science), or the health or physical sciences (e.g. physics, chemistry, biology, etc.). 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 sufficient 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.

**Title IV federal financial aid is not currently offered to students in the DBA program.**

## DBA ADMISSION REQUIREMENTS

Consideration for admission to the University DBA program requires the following documentation:

1. The resume and 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;
2. Full transcripts showing graduation with at least a bachelor's degree from an accredited

educational institution, with a cumulative grade point average of 3.0 or above on a scale of 4.0. Applicants completing prior education out of the USA should provide the transcripts with notarized English translation (if not originally printed in English), and may be required to conduct the transcripts evaluation;

3. Three letters of recommendation (this requirement is waived for students having received Lincoln University MBA degree): the letters should evaluate the applicant's capacity to do research and successfully complete the requirements of the DBA program;
4. A GMAT (550 minimum score) or GRE (1000 minimum score) is required. This requirement is waived for applicants having a master's degree with a GPA 3.3 or above;
5. Applicants from schools where English is not an official educational language should provide results of TOEFL with a minimum score of 550 (paper-based) or equivalent results of other recognized English language tests, or earn proper results of the English test on campus (see page 17).

**Conditional admission** to the Lincoln University Doctor of Business Administration program may be granted to an applicant who shows high promise but does not satisfy the requirements 4 or 5 stated above at the time of application. Determination of high promise can be made by the Provost and is based on the applicant's personal statement, letters of recommendation, GMAT or GRE scores, or review of his/her prior academic transcripts. Deficiencies in all requirements should be removed during the first term of study and after that, the conditional status will be removed. Otherwise the student is subject to dismissal after that term of enrollment. Students missing a GMAT or GRE minimum score necessary for full acceptance and not having a GPA 3.3 in the master's degree are required to (1) achieve a grade point average of 3.5 or above during their first term (9 units minimum) of the program, **or** (2) achieve at least a GPA of 3.3 during the first term of the program and submit a required result (see 4 stated above) of GMAT or GRE.

## **PROGRAM DELIVERY AND SCOPE**

In general, the Lincoln University DBA program is delivered by the Lincoln University professors using a face-to-face educational 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 be also offered in a special studies format during periods when students are not normally expected to be on campus (e.g. summer or winter breaks).

The majority of 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 will need to arrange their work schedule so that they have the ability to take courses and make progress toward earning the doctoral degree in a reasonable and timely manner.

Independent study options supervised through appointments in a special studies format by the university faculty may be offered on a limited basis to DBA students who wish to maintain progress toward their degree but have work, family or home country issues that require them to be off campus.

## **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 required core courses units of credit, 24 concentration courses units, including 4 units for an internship, and 15 dissertation units.

Students admitted to the DBA program with undergraduate degrees can elect to complete an MBA degree while pursuing their doctorate. The prescribed course of study for the MBA degree is comprised of the successful completion of the 12 three-unit core or concentration courses and a final comprehensive qualifying exam, or 11 courses and a Master's research project or an internship report.

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 a majority 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 of concentration electives, special dissertation preparation research courses, and the internship report. 5. Courses in the fifth year will be sequenced as follows: successful completion of all required coursework and internship, research seminars, and exams; the written report and oral defense of the dissertation, which culminates with graduation, and award of the DBA degree. 6. Some foundation courses can be required for students whose previous education was not in the fields of business or economics. See the MBA program description on page 42 for the details.

### **DBA COURSE STRUCTURE** (The courses' descriptions are given on pages 74-81.)

**The required DBA Core courses (300 M1 and M2 levels, 3 units each)** consist of 54 credit hours: 51 credit units 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 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 (500 DA level, 3 units each)** total of 6 credit hours are designed to build student scholarly research skills in the concentration fields (BA 501, BA 502) or focused on advanced research methods applied and tested on projects (BA 510). 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 help students improve both their research skills and their ability to support and defend their conclusions based on the information which their research has developed.

**DBA Dissertation courses I, II, III (upper 500 DA level, 3 units each)** total of at least 9 credit hours 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 3 credit hours courses, which correspond to at least 135 hours of research work for each course.

### **TRANSFER OF CREDIT**

Some required units might be satisfied through transfer of graduate course credits. The granting of transfer credits toward the degree will be based on a review of the student's transcripts and detailed comparison of completed courses 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 30 master level (300 and 400 courses) units with a grade of "B" or better may be accepted as transfer for the DBA degree. Only 6 of these units can be transferred to the MBA degree if a students wish to receive it on the way to the DBA. Awarding of credits completed at other institutions is at the sole discretion of Lincoln University. The transferred credits cannot be earned more than 10 years before the transfer.

Credits accepted on transfers are recorded, but quality points from other institutions are not included in the GPA and Satisfactory Academic Progress (SAP) calculations. The estimated time for a degree completion (ETDC) is influenced by the transferred credit units, calculated during registration, and is determined by the formula: ETDC (in semesters) = 10 – (the number of transferred credit units)/9.

Transferred credit units also influence SAP by redefining the required minimum credit units earned (course completion percentage) at each point of evaluation: transfer credit units should be added to the second column from the right (minimum credit units must be earned) in the chart below. Students who seek to earn an additional concentration and wish to use a part of credit units received earlier are treated in the same way as students transferring credit from other schools.

## DBA PROGRAM CONTENT

Ninety-three (93) graduate units represent the minimum requirement for the DBA degree.

### 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	Communications in Leadership and Negotiations	3
BA	388	Seminar on Higher Education	3
BA	390	Business Strategy and Decision-Making	3

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

\* One or two of these courses may be substituted by the Provost to satisfy a specific academic interest of a student.

### II. DBA Concentrations

Students should choose a concentration to complete the requirements for the DBA degree. Currently Lincoln University offers two concentrations: **Finance and Investments and Human Resources Management**. A personal concentration may be created by a student with the recommendation of the advisor and the permission of the Provost.

#### A. 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, result in the program **concentration objectives** as follows:

1. Teaching opportunities result from the increased knowledge and applications from the world of international finance and banking, to the theoretical structures of financial engineering and investment science, coupled with an understanding and integration of credit risk management, benefiting clients from the world of business;
2. Ability to perform significant and relevant research studies, is based on fundamentals from the core structure in the Doctor of Business Administration program, with direct application and relevance 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	486	Special Topics in Graduate Business Studies (FI)	4

**and take the required**

BA	492	Graduate Internship and Report in FI	4
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**Total DBA FI Concentration courses: .....24 Units**

**B. 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 the subject of Business Administration, requiring recognition of the significance of human elements in the social environment, are acquired through the study of both theory and practice, providing a unique blend of skills and competencies applicable to systems of 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	486	Special Topics in Graduate Business Studies (HRM)	4

**and take the required**

BA	494	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. Qualifying examination fees are equal to the fee of one doctoral-level unit. The examination may be arranged twice every semester during the first week 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 are to answer two questions from the Core Business Topics selected by tokens and two questions from the students' Concentration section. One selected by the token and another question selected and prepared by the student by his/her choice before the examination. The list of questions is given to students at least one month ahead.
- 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 that should be resolved at the end of the presentation answer.
- 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 project (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 completed dissertation in published form and an oral defense of the student's research study is presented to a Doctoral Committee including a member from another appropriately accredited institution within the subject area. Students should complete the dissertation, taking courses BA 501 or BA 502, BA 510 and BA 597- 599 during at least 3 semesters. Grades for these courses are CR or NC only.

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	DBA Research Seminar in Finance Management	3	<b>OR</b>
BA	502	DBA Research Seminar in Human Resources Management	3	
BA	510	DBA Dissertation Seminar	3	
BA	597	DBA Dissertation I (advisor / topic selection, data collection)	3	
BA	598	DBA Dissertation II (data analysis and interpretation)	3	
BA	599	DBA Dissertation III (dissertation preparation and defense)	3	
<b>Total Required for the DBA 500 Courses and Dissertation.....</b>			<b>15</b>	<b>Units</b>
<b>Total Required for the DBA Degree .....</b>			<b>93</b>	<b>Units</b>

After passing the required DBA qualifying exam, doctoral students begin the process of exploring a range of potential research by enrolling in either BA 501 or BA 502. 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. BA 510 will focus on research design and advanced methodology and provide instruction and support for students in formulating, structuring and implementing research questions; designing and conducting business experiments, that best fit their intended research studies; objectives and the characteristics of the data they intend to collect. Because research design and methodology is inseparable from the selection of a research area, it is recommended that BA 510 be carefully coordinated and taken simultaneously with BA 501 or BA 502.

Registration for BA 597 (Dissertation I) requires the completion of BA 501 or BA 502 and BA 510 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 presentation 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 successful in 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 closely with their academic advisors making any 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 a 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 Provost and Registrar.

Students demonstrating satisfactory progress on their BA 598 DBA Progress Report Form are allowed to register for BA 599 (Dissertation III). They are expected to work with their advisor 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.

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.

## **DBA DISSERTATION REQUIREMENTS AND PROCEDURE**

Students in the research project stage of matriculation for the DBA degree must maintain satisfactory status with the University and are required to enroll in the sequence of doctoral dissertation courses needed for the development and completion of the dissertation.

### **DBA Dissertation Requirements**

The dissertation 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 appointed by the university President and consists of the Provost, the Academic Department Chair, at least two 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 by his/her choice in the field of the research and/or related to the content field. An 80% quorum is required for each 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:

1. A title that is appealing and meaningful, reflecting the contents of the dissertation.
2. 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.
3. 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 begin with a brief introduction to guide the reader into the main contents of that chapter. Similarly, every chapter should end with a brief summary that captures the main points that have been discussed in that chapter.
4. 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.
5. 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.
6. The methodology chapter (chapter 3) should consist of an elaboration of the research strategy, research setting\* and where applicable, the study population, sampling method, operationalization and measurement 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 (e.g., it should be argued why the chosen research strategy is suitable to answer the research question and the relevance of data collection methods and sources to answer the research question should be explained). \*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. This should be discussed with your supervisor.
7. The findings from the study (chapter 4) should be presented in a transparent manner. Accurate conclusions should be drawn from the data analysis techniques used. Figures and tables are recommended to be used to present the research findings. Care should be taken to present the data analysis separate from the interpretation of results of the analysis, which occurs in the next chapter.
8. 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.

9. 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 the committee at least 30 days before the date of the dissertation defense. The candidate should verify, by contacting each member of the doctoral committee, that the dissertation is acceptable over wise respond to his or her questions or remarks in writing. The committee may request additional independent anonymous review, and/or some work corrections before the passing the dissertation to the defense status. Based on the information from the committee members, the President or the Committee Chair will schedule the defense. The Registrar must be notified 14 days in advance of the defense by the committee chair. Then dissertation is scheduled and the information sent to all members of the graduate faculty.

#### 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 will include 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.

Five copies of the approved dissertation should be provided to the Registrar's Office. One of these copies, an additional title page, and abstract will be submitted to the appropriate agency for the publication in "American Doctoral Dissertations."

### DOCTOR OF BUSINESS ADMINISTRATION DEGREE PROGRAM CHART

<b>Core Courses (3 units each):</b> 54 units		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 492 or 494 – Graduate Internship and Report (4 units)	

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

**DBA Research Project (Seminar and Dissertation Courses, 3 units each):** 15 units

BA 501 or 502 – Doctoral Research Seminar (3 units)		BA 598 – DBA Dissertation II (3 units)	
BA 510 – DBA Dissertation Seminar (3 units)		BA 599 – DBA Dissertation III (3 units)	
BA 597 – DBA Dissertation I (3 units)			

## ACADEMIC PROGRESS REQUIREMENTS

Students enrolled in the DBA program are expected to maintain their grades corresponding to the policy of satisfactory progress (pages 30-32) 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 Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
DBA Degree	36	End of 1st Academic Year	12	3.0
	72	25% of MTDC	24	3.0
	108	End of 3rd Academic Year	36	3.1
	140	50% of MTDC	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 (7.5 years)	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.

## GRADUATION REQUIREMENTS FOR DBA DEGREE

Completion of a minimum of 93 units of graduate coursework, including core requirements, specific area of concentration requirements, and DBA dissertation defense with the cumulative GPA of 3.2 or higher. Grades B- or better are required in all courses to fulfill degree requirements for the DBA program.

## SUGGESTED COURSE SEQUENCING FOR DBA DEGREE PROGRAM

A specific sequence of core courses in the DBA program is not required. It is suggested that a student discusses the schedule with the Provost before attending classes.

## 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 ten (10) 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.

### **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 (five) years. The estimated tuition and fees for completion of DBA degree program is listed below:

<b>Tuition &amp; Fees</b>	<b>Charges</b>
Tuition*	\$4,050
Registration Fee*	\$50
Student Services Fee*	\$30
Computer Lab Fee*	\$30
Library Fee*	\$50
Instructional Materials Fee*	\$25
Publication Fee*	\$10
STRF (domestic students only)*	\$0
Total Charges the Student is required upon Enrollment*	\$4,245
Estimated Total Charges for Period of Attendance	\$45,705
Estimated Total Charges for Entire Educational Program	\$45,705

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

# ALLIED HEALTH STUDIES

The Lincoln University studies in Diagnostic Imaging (DI) with concentrations in Sonography and Echocardiography are dedicated to provide 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 programs emphasize the necessity of professional development and life-long learning. They include academic activities and externships that enable graduates to develop a knowledge base for the use of diagnostic ultrasound imaging and echocardiography equipment for testing of the human body. They also provide 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 DEGREE

The **Bachelor of Science (BS) in Diagnostic Imaging Degree** at Lincoln University consists of 45 units of General Education, 16 units of Core, 34 units of General Ultrasound, 21 units of a Concentration and Elective courses, and 6 units of Externships supervised by certified advisors. Students may choose one of two concentrations, and will be eligible to perform clinical practice in two externship rotations.

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.

### BS IN DIAGNOSTIC IMAGING GE PROGRAM LEARNING OUTCOMES (PLOs GEBS)

**PLO GEBS1:** Demonstrate proficiency in college-level mathematics, English, natural and social sciences.

**PLO GEBS2:** Being able to interpret and apply arithmetical, algebraic, and statistical methods to problems.

**PLO GEBS3:** Communicate effectively in diagnostic field by applying Standard American English. Be able to use appropriate terminology accepted in DI field.

**PLO GEBS4:** Think critically and apply common sense in approaching and solving DI real-world problems.

**PLO GEBS5:** Demonstrate proficiency in skills that sustain lifelong learning, particularly to think critically and responsibly; be able to evaluate and integrate DI information.

**PLO GEBS6:** Understand social responsibilities of active citizenship and community engagement.

**PLO GEBS7:** Develop basic understanding of bioethics' standards acceptable in the field of diagnostic imaging.

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

**PLO BS1:** Develop and demonstrate knowledge in principles of ultrasound technology, medical terminology, physiology, sonography, and echocardiography.

**PLO BS2:** Demonstrate ability of accurate patient positioning techniques and use of imaging technology.

**PLO BS3:** Adapt imaging procedures based on patient's needs and clinical limitations.

**PLO BS4:** Practice effective oral and written communication skills in the clinical setting.

## BACHELOR OF SCIENCE IN DIAGNOSTIC IMAGING COURSE COMPOSITION

### I. General Education (see general program description on page 35)

1. Natural Sciences (SCI 10, SCI 31)	6
2. Social Sciences (HIST 10, ECON 10)	6
3. Humanities (HUM 10, PSYCH 10, BA 19)	9
4. English (ENG 75, ENG 82A)	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

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

**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

**Total Required for Core Courses.....16 Units**

**III. General Ultrasound 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 or DI 235		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 or DI 234		7

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

**V. Externships**

DI	281/285 A	Practicum / Externship I	3
DI	281/285 B	Practicum / Externship II	3

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

**Total Required for the Bachelor of Science in Diagnostic Imaging Degree.....122 Units**

**BACHELOR OF SCIENCE IN DIAGNOSTIC IMAGING DEGREE PROGRAM CHART**

**GENERAL EDUCATION (45 units)**

MATH 10		ENG 75		BA 10	
SCI 10		ENG 82A		BA 19	
SCI 31		HIST 10		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 281 A	
DI 241		DI 261		DI 244 or DI 245		DI 281 B	

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

DI 235		DI 255		DI 231 or DI 234		DI 285 A	
DI 245		DI 265		DI 241 or DI 244		DI 285 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 30-32) 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 Attempted*	Evaluation Point	Minimum Credit Units Earned	Minimum Cumulative GPA
<b>BS in DI Degree</b>	48	End of 1st Academic Year	21	2.0
	72	25% of MTDC	30	2.0
	96	End of 2nd Academic Year	42	2.0
	144	50% of MTDC	61	2.0
	183	End of 4th Academic Year	84	2.0
	183	End of 5th Academic Year	105	2.0
	183	100% of MTDC (6 years)	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 DEGREE**

Students should complete the grade and GPA requirements described on the chart 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 ten (10) years or more before the program completion will be deemed "no longer applicable".

## SUGGESTED COURSE SEQUENCING FOR THE BACHELOR OF SCIENCE IN DIAGNOSTIC IMAGING 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	Business 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

### Fall

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	281 A	Practicum / Externship I in Sonography**	3
<b>B. Echocardiography</b>			
DI	265	Advanced Echo Imaging (Lab)	3
DI	285 A	Practicum / Externship I in Echocardiography**	3

### Spring

BA	110	Management Principles	3
<b>A. Sonography</b>			
DI	281 B	Practicum / Externship II in Sonography**	3
<b>B. Echocardiography</b>			
DI	285 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.

\*\* Externship courses DI 281/284/285 A and DI 281/284/285 B have to be completed in the maximum of one year each. If the full required grading package is not provided in one year after a course beginning, the grade "NC" is recorded, and the student should re-register for the course with 3 units.

## 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 4 (four) years. The estimated tuition and fees for completion of BS degree program is listed below:

<u>Tuition &amp; Fees</u>	<u>Charges</u>
Tuition*	\$5,220
Registration Fee*	\$50
Student Services Fee*	\$30
Computer Lab Fee*	\$30
Library Fee*	\$50
Instructional Materials Fee*	\$25
Publication Fee*	\$10
STRF (domestic students only)*	\$0
Total Charges the Student is required upon Enrollment*	\$5,415
Estimated Total Charges for Period of Attendance	\$56,393
Estimated Total Charges for Entire Educational Program	\$56,393

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

## DIAGNOSTIC IMAGING COURSES 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 281/285 A	Practicum/Externship I	0	0	135	135	3
DI 281/285 B	Practicum/Externship II	0	0	135	135	3

\* Externship courses DI 281/285 A and DI 281/285 B have to be completed in the maximum of one year each. If the full required grading package is not provided in one year after a course beginning, the grade "NC" is recorded, and the student should re-register for the course with 3 units.

# COURSE DESCRIPTIONS

## **BUSINESS ADMINISTRATION – UNDERGRADUATE LEVEL COURSES**

### **BA 10 – INTRODUCTION TO BUSINESS**

A survey of the basic functions, objectives, and structure of a modern business within the framework of a free-enterprise system. The course focuses upon the specialization and interdependence of business function and skill in decision-making. It is a prerequisite for all business major courses except accounting and statistics. (3 units)

### **BA 19 – BUSINESS 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. (4 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 20A*

### **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 145 – 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 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**

A study of the organization of the system project, project management, and control from the feasibility, definition, design, development, and testing stages to implementation. It uses existing computer programs and student-designed programs. Emphasis is on management use of information systems and measuring the 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 – INDUSTRIAL AND 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 the 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. The instructor discusses 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 new and small business typically starts with a narrow entrepreneurial, or family oriented, human resources base. 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. (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. (4 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 255 – ENTREPRENEURIAL MANAGEMENT**

Exploring the management as a new and total enterprise. Concentration on the impact of innovative personality and its approach to decision-making. 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. This course consists of case studies, discussing in-class exercises, readings and an outside project. (3 units) *Prerequisite: BA 110*

**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 or equivalent*

**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 286 – 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, 130, 150*

**BA 290 – BUSINESS POLICIES**

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 3/4 units (45/60 hours) of lectures or as 2/3 units (30/45 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 300A – SURVEY OF BUSINESS FOUNDATIONS**

This course begins with an investigation of the concept Economics, both micro and macro, followed by an examination of basic accounting theory procedures and the fundamental 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. (3 units)

### **BA 300B – FINANCIAL ACCOUNTING FOUNDATIONS**

The course is an intensive study of the fundamental areas of accounting. It begins with examinations of basic accounting theory and procedures, proceeds to the application of these concepts, and includes planning of profits, costs, and financial control. (3 units)

### **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 such as 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. Assignments may include use of the Internet. (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 is intended to enable the student 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 will be used to provide practical applications of the concepts and principles. (3 units)

### **BA 305 – PROJECT MANAGEMENT**

The objective of this course is to prepare the graduate student for managing projects undertaken by an organization. It will cover concepts and skills used by managers to propose, plan, secure resources, budget, and lead projects teams to successful completion of their projects. It will provide graduate students with a holistic, integrative view of project management that describes how projects contribute to the strategic goals of the organization. (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. 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. (3 units) *Prerequisite: BA 308*

**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 the organization and its environment, including government, labor, public groups, various ideological constellations, 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 between business and its environment. (3 units) *Prerequisite: BA 309*

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

The course studies problems in supervising and working effectively with people problems of proprietorships, partnerships, or small corporations in matters of organizational structure, personnel policies, and managerial succession. (3 units) *Prerequisite: BA 308*

**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 or BA 300B*

**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: CS 10, 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, stochastic equations, statistical quality control and others. (3 units) *Prerequisite: BA 115 or BA 241.*

**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 treatment 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 and credit selection process is, how to measure and manage credit risk, and what the common risk management models are. (3 units) *Prerequisite: BA 303*

#### **BA 370 – 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)

#### **BA 372 – CONSUMER RESEARCH**

Analyzes the factors that influence consumer behavior and apply this knowledge to develop effective marketing strategies. Emphasis is on consumer psychology and the means by which consumer behavior can be influenced or altered. The course includes both 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. *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 386 – 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 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. It includes oral presentations 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 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 391 – GRADUATE INTERNSHIP IN INTERNATIONAL BUSINESS\*\*\*\***  
**BA 392 – GRADUATE INTERNSHIP IN FINANCE MANAGEMENT AND INVESTMENTS\*\*\*\***  
**BA 393 – GRADUATE INTERNSHIP IN GENERAL BUSINESS\*\*\*\***  
**BA 394 – GRADUATE INTERNSHIP IN HUMAN RESOURCES MANAGEMENT\*\*\*\***  
**BA 395 – GRADUATE INTERNSHIP IN MANAGEMENT INFORMATION SYSTEMS\*\*\*\***  
**BA 396 – GRADUATE INTERNSHIP IN MARKETING MANAGEMENT\*\*\*\***

The emphasis of BA 391 – 396 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 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; Provost 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 for a committee. It is normally taken during the last term of the program. (3 units) *Requirements: GPA 3.2 or above; Provost's approval; Registrar Office permission; completion of BA 311 or 312 and preferably BA 390. CR/NC*

**NOTE:** Courses BA 391 - 396, BA 398, and BA 399 can be extended for one additional term. These courses can be assigned for two terms as 3+1 units or 1+3 units if the internship or research project started in a summer session or late in a semester.

**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 needed to understand the topic and important state and federal guidelines. A one-unit written research project with oral presentation is required for the course. (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 140 or 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, stochastic equations, 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 or BA 241*

**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 or BA 241*

**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 treatment 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 the 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 486 – 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 only once with the permission of the Provost. (4 units) *Requirement: Instructor's permission*

**BA 490A – BUSINESS STRATEGY AND DECISION-MAKING FOR INTERNATIONAL BUSINESS**

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 concentration. 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.*

**BA 490B – BUSINESS STRATEGY AND DECISION-MAKING FOR FINANCE MANAGEMENT**

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 Finance Management concentration. 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 490 can be offered as 4 units that consist of 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 491 – 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 presented in front of a committee of at least one faculty member (different from the adviser). 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 492 – GRADUATE INTERNSHIP AND REPORT IN FINANCE AND INVESTMENTS\*\*\*\***

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 presented in front of a committee of at least one faculty member (different from the adviser). 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 494 – 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 presented in front of a committee of at least one faculty member (different from the adviser). 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:** Graduate Internship and Report courses BA 491, BA 492, and BA 494 can be extended for one additional term. These courses can be assigned for two terms as 4+1 units or 1+4 units if the internship started in a summer session or late in a semester.

**BA 501 – 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 502 – DOCTORAL RESEARCH SEMINAR IN HUMAN RESOURCES MANAGEMENT (HRM)**

The Doctoral Research Seminar in HRM 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 510 – DBA DISSERTATION SEMINAR**

The DBA Dissertation Seminar prepares students to begin the dissertation phase of their doctoral study program. This course will focus on research design and advanced methodology. It provides instructions and support for students in formulating, structuring and implementing their future research methodologies, including designing of business experiments, that best fit their intended research studies, objectives and the characteristics of the data they intend to collect (3 units). *Prerequisites: Completion of all DBA core and five elective concentration courses. CR/NC*

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

The course is designed to orient and familiarize students with the first stage of the dissertation research process, guiding them toward the selection of a dissertation topic that is sufficiently well defined to ensure its successful pursuit and narrow enough in its scope that the student can expect to complete the project within a reasonable time frame. After selecting an advisor, the student researches a subject of interest for a dissertation topic, with the focus on the need to have a manageable project, 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 requires the student to write the 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. Then submitting this information 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. (3 units) *Prerequisites: Completion of all DBA core courses, DBA candidacy standing, BA 501 or BA 502, BA 510. 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 publications of the study subject review and research methodology and use of data elements developed in BA 597, students will be expected to write complete literature review and explanations of methodology for the selected topic. The course will require definition of what questions to ask and what parameters to assess and design of experiments for collection and analyzing data needed for results. All these elements allow the student to apply research methodologies, define tools, and project possible conclusions into a working hypothesis. Completion of this course will provide foundation for a preliminary draft of the dissertation for review by the adviser. (3 units) *Prerequisite: Successful completion of 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 this course requires the student to complete and write all chapter 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 in front of the committee. (3 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 70 – 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 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 175 – TOPICS IN ARTIFICIAL INTELLIGENCE\***

A topical investigation of issues associated with WI and Expert Systems. Topics will vary at each offering and will include knowledge representation, natural language issues, all programming languages; object-oriented programming systems, predicate calculus, neural networks, PROLOG, vision and pattern recognition, analysis and design of Expert Systems, and inductive inference. This course may be repeated for credit when topics vary. (3 units) *Prerequisite: CS 50*

**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: Instructor's permission*

**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 286 – SPECIAL TOPICS IN COMPUTER SCIENCE**

A special topic course, by a choice of a group of students. (1-4 units) *Prerequisite: Instructor's permission*

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

Independent and original investigation under the supervision of a faculty member of a specific topic in the computer science. This course requires the completion of a detailed written report of work accomplished and necessary projects to validate the student's understanding of the issues involved. (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 as poverty, antitrust regulation, and urban problems are discussed. (3 units) *Prerequisite: MATH 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: ECON 20A*

**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 286– SPECIAL TOPICS IN ECONOMICS**

A special topic course with special preference to the American economic system. (1-4 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. (3 units including 1 lab unit)

### **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. (3 units including 1 lab unit)

### **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. (3 units including 1 lab unit)

### **ENG 7 – GRAMMAR**

This course covers the basic grammatical structures using an intensive 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 appropriate written English and the spoken forms used in everyday conversations. (3 units including 1 lab unit)

### **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. (3 units including 1 lab unit)

### **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 computer programs in helping students build varied and precise vocabularies. The course 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 82A & 82B – WRITTEN COMMUNICATION I & II**

**First term:** 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.

**Second term:** 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 + 3 units)

### **ENG 86A & 86B – SURVEY OF AMERICAN LITERATURE I & II**

**First term:** Development of American literature from the colonial period through the American renaissance of the mid-nineteenth century, concluding with Melville. Social and political forces shaping the American character are carefully considered. **Second term:** Covers from 1850 until recent times, including Whitman, Dickinson, Twain, James, Crane, and Faulkner; understanding of the American literary traditions. (3 + 3 units)

### **ENG 93 – BUSINESS COMMUNICATION**

Communication and information science in the applied context of business studies, including vocabulary, reading, writing, and speaking skills in the subject areas of marketing, international business, data processing, accounting, finance, and management. (3 units)

### **ENG 96 – WRITING AND WORD PROCESSING**

Instruction will be given to write various forms of composition by employing English writing and word processing and other computer programs. Emphasis will be placed upon overcoming writing problems. (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)

### **ENG 169 – CORE TOPICS IN COMMUNICATION STUDIES**

Examination of communication areas as announced on the class schedule. Topics include: semantics and communication and theory of communication. (3 units)

## **ENG 286 – SPECIAL STUDIES IN ENGLISH**

A course on selected topics in English may be given as independent study. (1-4 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, the growth of bitter regional conflicts and the changing nature of power in the post-industrial world. (3 units) *Prerequisite: ECON 10*

### **HIST 286 – SPECIAL STUDIES IN HISTORY**

Students in this course may be required to read one or more important works in the field of history and write an original 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 Western culture from the Renaissance (approximately 1500 A.D.) to the present. We will look at the visual arts and music as representative of basic cultural change, and will examine the changes in Western thought: the development of scientific method, changing views of physical reality, and the redefinition of social justice. Lastly, we will consider the possibility 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 the most used Spanish vocabulary and how to put the words together to become conversationally fluent. The class will also cover the rules for putting words together to form complete sentences in Spanish, and how to listen to and understand Spanish spoken at a normal conversation speed. (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 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 I**

Differential Calculus, derivative and applications. Techniques of differentiation of algebraic functions. Exponential and logarithmic functions. Implicit method. Graphing, maxima and minima, concavity. Mean value theorem. (3 units) *Prerequisite: MATH 10*

**MATH 22 – CALCULUS II**

Integral Calculus. Fundamental theorem, mean value theorem, Taylor's formula, indeterminate forms. Area and the indefinite integral, techniques of integration. Applications to volume, arc length, physics problems. (3 units) *Prerequisite: MATH 21*

**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 286 – SPECIAL TOPICS IN MATHEMATICS**

A special topic course may be given as independent study. (1-4 units) *Prerequisite: Instructor's permission*

**POLITICAL SCIENCE****POL SCI 10 – UNITED STATES GOVERNMENT**

This course is an introductory survey of the institutions and processes of government in the United States. Although we examine the basic structure of state governments, the major emphasis is 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)

### **POL SCI 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)

### **POL SCI 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*

### **POL SCI 286 – SPECIAL TOPICS IN POLITICAL SCIENCE / DIRECTED READINGS**

Students in this course may be required to read one or more important works in the field of political science and write an original analytical paper on the books assigned. This project will be undertaken under the close supervision of the instructor. This course can be given in the form of special studies. (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 individual and 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, criterion development, selection interviewing, validation, legal issues, human resources planning, recruitment, classification, utility analysis, training, compensation, organization, career development and consulting strategies. (3 units) *Prerequisite: PSYCH 175*

### **PSYCH 286 – SPECIAL TOPICS IN PSYCHOLOGY**

The course offers topics of specialized interest, can be given as a special study. (1-4 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 286 – SPECIAL TOPICS IN SCIENCE**

The course offers topics of specialized interest. (1-4 units) *Prerequisite: Instructor's permission*

## **SOCIAL SCIENCE**

### **SOC SCI 10 – INTRODUCTION TO CAREER PLANNING AND JOB SEARCH SKILLS**

An overview of skills needed to develop effective job search strategies. Use of the Strong Interest Inventory, the Myers-Briggs Type Indicator and other assessment tools. Students will explore their interests, values, and abilities. Discussions focus upon developing career goals, job objectives, and techniques for finding jobs including; networking, resume writing, and job interviewing. (1-4 units)

## **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) *Prerequisite: SCI 10 or equivalent*

### **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 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\*\***

This course for beginners is focusing on sonographic study of the normal gynecologic anatomy, 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 and technology 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 281 A – PRACTICUM / EXTERNSHIP I IN SONOGRAPHY\*\*\*\*****DI 285 A – PRACTICUM / EXTERNSHIP I IN ECHOCARDIOGRAPHY\*\*\*\***

Students will get clinical experience in Diagnostic Imaging covering a wide variety of technical procedures. (3 units) *Prerequisite: Senior standing. Permissions of the externship coordinator and the Program Director. CR/NC*

**DI 281 B – PRACTICUM / EXTERNSHIP II IN SONOGRAPHY\*\*\*\*****DI 284 B – PRACTICUM / EXTERNSHIP II IN VASCULAR ULTRASOUND\*\*\*\*****DI 285 B – PRACTICUM / EXTERNSHIP II IN ECHOCARDIOGRAPHY\*\*\*\***

Students will get in deep clinical experience in Diagnostic Imaging covering a wide variety of technical procedures. (3 units) *Prerequisites: DI 281 A or DI 285 A, permissions of the externship coordinator 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 (p.18)

**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 (p. 17)

**ATTENDANCE REGULATIONS:** Attendance is required for all classes (p. 32)

**AUDITOR STATUS:** A student attending selected classes without pursuing a degree (p. 34)

**CHANGE IN REGISTRATION:** The process of adding or dropping a course (p. 20)

**CONCENTRATION:** A 21-unit coursework for BS degree, a 21-unit coursework for BA 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 (pp. 8)

**CONDITIONAL ACCEPTANCE:** Admission status indicating a deficiency in the student's academic background (pp. 18, 42, 49, 54-55)

**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. 18, 42, 49, 54-55)

**CURRICULUM:** The total sequence and complete description of course offerings (p. 33)

**ESTIMATED TIME FOR DEGREE COMPLETION (ETDC):** An estimated time to complete a degree program. (p. 31)

**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. 20, 28)

**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.18, 29)

**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 (p. 28)

**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. 33)

**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. 28)

**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. 30-32)

**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. 20)

**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, 34)

**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. 21)

# NOTES