University of Business, Innovation and Sustainability

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Contents

GENERAL INFORMATION **7**
About UBIS 7
Mission 7
Statement of Purpose and Relative Emphasis 7
Vision and Core Values 7
Value Provided to our Constituency 8
Institutional Goals and Outcome 8
Institutional Goals 8
Institutional Learning Objectives 9
United Nations Sustainable Development Goals 9
History 10
Licensure and Accreditation 10
International Listing 11
Locations 11
Security and COVID-19 Policy 11
Hours of Operation 12
Student Right-To-Know and Campus Security Act 12
Research Institute 12
Academic Programs 12
General Education Requirements 13
Academic Resources 13
University Library and Course Materials 13
Advising 13
Student Orientation 14
Career Services 14
Instructional Modalities 14
Traditional Modality 14
FLEX Modality 14
Admissions Requirements 15
Admissions Procedures 15
Transfer of Credit 18
Undergraduate Degree-Seeking Student 18
Master's Degree-Seeking Student 18
Doctorate Degree-Seeking Student 18
Credit for Prior Learning 19
Credit by Examination (Undergraduate Only) 19
Oversight and Authority 19
Transfer Acceptance to Other Institutions 20
DEGREE MAPS AND REGISTRATION **20**

Definition of full time....20
Course Overload Requests....20
Undergraduate....20
Graduate....20
Doctorate....21
Cancellation Policy....21
Withdrawal Policies....21
Withdrawal from UBIS....21
Withdrawal from a Course....21
Administrative Course Withdrawals....21
Grade Assigned for Withdrawal from a Course....21
Continuous Enrollment....22
Readmission / Re-entry....22
Computer Requirements for all UBIS Courses....23
Online Computer Requirements....23
Technical Expertise....23
FINANCIAL POLICIES....25
Tuition and Fees....25
Types of Aid....26
Payment Policies....27
Financial Hold Policy....27
Refund Policy....27
ACADEMIC POLICIES....27
Academic Credit....27
Credit Hour Definition....28
Carnegie Unit....28
Student Identification Verification....28
Grading Procedures....29
Grade Tables....29
Undergraduate....29
Graduate....30
Special Grades....31
Academic Standing....32
Dean's List....32
Course Repeats....32
Change of Program....32
Add/Drop....33
Administrative Course Drops – No Participation....33
Student Notification....33
Transfer Credits....33
Program Changes....33

Repeated Courses....33
Incompletes....34
Grade Appeal....34
Graduation Requirements....34
Undergraduate....34
Graduate....34
Doctorate....35
Academic Distinction at Graduation....35
Reprint of Final Documents....35
Subsequent Degrees....35
Satisfactory Academic Progress....35
Academic Counseling for At-Risk Students....36
Academic Disqualification....36
Grade Point Average....37
Qualitative Exclusions....37
Maximum Timeframe....37
Pace of Completion....37
Appeals Process and Mitigating Circumstances....38
Appeal Process for All Students....38
Academic Reinstatement Policy....39
Course Participation Policy....40
Terms Off....40
Leave of Absence (LOA)....40
Scheduled Term Off (STO)....41
Non-Scheduled Term Off (NSTO)....42
Non-Matriculating Status Policy....42
Student Grievance Procedures....43
STUDENT RIGHTS AND RESPONSIBILITIES....44
Academic Integrity and Ethics....44
Academic Freedom....45
Guidelines....45
Exceptions....45
Equal Opportunity Policy....46
The American with Disabilities Act (ADA)....46
Student Governance....46
Student Responsibilities....46
Student Code of Conduct....46
Anti-Hazing....47
Disciplinary Suspension or Dismissal....47
Student Records....48
Privacy of Student Records....48

Change of Contact Details 48
DEGREE REQUIREMENTS 49
Academic Progress and Grade Requirements 49
Undergraduate Students 49
Graduate Students 49
Capstone Bachelor Project or Master Thesis 49
Completion Status 49
PROGRAMS OF STUDY 51
Bachelor of Business Administration 51
Program Description 51
Program Outline 51
Master of Business Administration 54
Program Description 54
Program Outline 54
Master of Arts in International Relations 55
Program Description 55
Program Objectives 55
Program Outline 56
Doctorate of Business Administration 57
Doctorate of Business Administration (EDBA) Pathway 58
Doctorate of Business Administration All but Dissertation (ABD) Completion Pathway 58
Doctorate of Business Administration Graduation Requirements 59
Advancement to Candidacy 59
Dissertation Requirements 60
Institutional Review Board (IRB) 60
Research Advisor/Supervisor 60
Dissertation Advisory and Defense Committee 61
Dissertation Defense 61
COURSE DESCRIPTIONS 63
Undergraduate Courses 63
Graduate Courses 71
Doctorate Courses 78

GENERAL INFORMATION

About UBIS

The University of Business, Innovation and Sustainability (UBIS) is a private, for-profit institution headquartered in Washington, DC, United States, operating primarily through online delivery. The University established its U.S.-based headquarters in 2023 following licensure approval by the Higher Education Licensure Commission of the District of Columbia in October 2022.

UBIS provides high-quality education with an emphasis on business, innovation, sustainability, and international relations within a multicultural and global learning environment.

Mission

The University of Business, Innovation and Sustainability is dedicated to redefining traditional education by challenging its boundaries and reimagining the essence of learning. We enhance the quality and accessibility of global education, striving to create internationally-focused business leaders and enrich communities. Our innovative approach inspires self-determination and empowers lifelong learners to drive positive change worldwide.

Statement of Purpose and Relative Emphasis

The purpose of UBIS is to provide accessible, career-centered higher education in business, innovation, sustainability, and international relations to an international adult student body. Instruction is the primary focus of the institution and receives the greatest share of institutional resources and faculty effort. Research is a supporting activity, pursued principally through the UBIS Research Institute and through faculty scholarship that informs curriculum currency and relevance. Public service is undertaken on a more limited scale, through community engagement, partnerships, and the institution's commitments under the United Nations Sustainable Development Goals. UBIS does not hold a public service mandate of the kind associated with publicly funded institutions.

Vision and Core Values

Our vision is for the global citizen to have the access to the education that they desire. UBIS is a learning institution that cares for the individual student in an international and multicultural environment, providing the highest quality education by means of an experienced and committed practitioner-faculty, and by using up-to-date learning technologies. UBIS will satisfy lifelong knowledge and education needs, including general knowledge and information, bachelor's, master's, Doctorate, and continuing education.

In all our activities, we shall adhere to the highest academic and ethical standards. We see high-quality teaching and learning outcomes as a primary differentiating factor and as a necessity for success. UBIS places a high degree of focus on ensuring and maintaining the highest quality and most globally practical educational standards in the international education community. In pursuit of this vision, UBIS shall:

- Provide students with a strong academic foundation and encourage student interest in learning through access to information using modern information technology;
- Provide the appropriate educational resources necessary to satisfy the academic requirements within an open admission system;
- Encourage student skills in leadership for activities in global business and in an international

environment;
- Become the education provider of choice for corporations, human resource, and training managers in our designated markets;
- Maximize the learning opportunities that arise from a multicultural environment;
- Pursue research, development, and innovative activities that shall contribute to solving problems in society, environment, and economy; and place the highest importance on the development of faculty and staff.

UBIS Core Values	
● Integrity ● Accountability ● Academic Excellence ● Student-Centered	● Professionalism ● Innovation ● Diversity ● Social Responsibility

Value Provided to our Constituency

For young and mid-career adults who desire a career-centric education, UBIS is a university that, unlike other institutions, provides an English-language international education delivered in a multicultural environment using Western teaching methodologies.

UBIS utilizes a multi-pronged approach:

- Headquarters based in Washington, DC
- Distance learning modalities
- Corporate and executive education programs

Through this approach, UBIS supports lifelong learning opportunities through undergraduate, master's, and Doctorate degree programs, as well as executive and professional development opportunities.

Institutional Goals and Outcome

Institutional Goals

Goal 1: Improve the quality of UBIS' programs in a flexible teaching and learning environment that features collaborative learning for a multicultural adult student body resulting in the increased marketability of its graduates. Create a focus on learning including clearly defined learning outcomes, including the skills, values, perspectives, and knowledge needed in the 21st century workplace.

Goal 2: Increase and diversify enrollment to ensure continued sustainability by creating and developing a quality marketing and admissions team with revitalized marketing campaigns and admissions processes designed to attract and retain learners from UBIS' target market.

Goal 3: Contribute to the improvement of student success through the delivery of high quality and efficient student technology and services appropriate for UBIS's students and fully integrated with administrative, instructional and support systems. The Board and Leadership Team are committed to advancing the learning platform and modernizing the education and administration systems for improved access, simplicity, and ease.

Goal 4: Increase the influence and effectiveness of the faculty in creating an efficient and sustainable learning environment using innovative teaching methodologies, digital technologies and incorporating best practice into the curriculum. Assist the faculty in developing best practices in the emerging digital learning environment.

Goal 5: Improve UBIS' academic and institutional assessment processes to support the achievement of its goals, objectives, and student learning outcomes. This includes increasing fiscal stability. Improve the focus on accountability and performance and reporting outcomes process for the efficient and effective management of the Institution. Embed continuous improvement year over year.

Goal 6: Continue to develop the school research process to create a supportive, collaborative culture of research within the Institution where staff are encouraged to engage in research output and where the Institution sets clear research goals through its research institute and is supportive of staff's research efforts.

Institutional Learning Objectives

As an institution focused on providing students with up-to-date educational resources, strong academics, and an interactive learning environment, by the end of each program, students will demonstrate the following aptitudes:

- Develop competency in various business, information technology, entrepreneurship, innovation, sustainability, and international relations fields.
- Analyze business, information technology, entrepreneurship, innovation, sustainability, and international relations issues and develop effective decisions.
- Effectively create and implement business, information technology, entrepreneurship, innovation, sustainability, and international relations concepts.
- Cultivate business, information technology, entrepreneurship, innovation, sustainability, and international relations partnerships and networks.
- Utilize a wide range of analytical tools, collect and analyze data, draw proper conclusions, create models, and implement them in a business and international relations context.

United Nations Sustainable Development Goals

The UBIS Sustainability Policy provides the structure for integrating sustainable practice at the institution across four key areas: teaching and learning, research, facilities and operations, and affiliations and community engagement. The theme of sustainability is well integrated into UBIS programs. UBIS has embraced the broader notion of developing a sustainable enterprise and subscribing to the UN Sustainable Development Goals ("SDG"). Through a systematic review of course and program content to identify how the course content maps to the United Nations SDG, UBIS has embedded the principles of the United Nations SDG into the curriculum and outcomes assessment process.

UBIS Sustainability Policy upholds the principles of the United Nations SDG, which provides "the blueprint to achieve a better and more sustainable future for all including climate, social and governance goals" (United Nations, n.d.).

This policy integrates sustainability principles into UBIS's key functional areas.

Through its teaching, learning, research, facilities, operations, and partnerships and engagement, UBIS aims to:

1. minimize environmental impact of its operations and move towards restoring environmental integrity
2. promote social justice, diversity, equity, and access
3. contribute to human health and wellbeing
4. maintain its financial viability

Through this policy and the sustainability strategy, UBIS aspires to:

1. demonstrate leadership in sustainable development in the higher education sector, and to foster sustainability values and principles for students, staff, and the broader community
2. enable students, faculty, and staff to develop the skills and knowledge to contribute to a sustainable future
3. ensure that its commitments under environmental, health and safety, equity and diversity, and financial legislation are met
4. continually improve its sustainability performance and impact.

History[1]

The University of Business, Innovation and Sustainability (UBIS) Washington, DC is a private institution of higher education licensed by the Higher Education Licensure Commission (HELC) of the District of Columbia.

The UBIS Education Group LLC Board voted in the spring of 2022 to seek permission to expand its higher education activities into the United States. Application was made to the Washington DC Higher Education Licensure Commission, and, in October 2022, permission was granted; the Washington DC legal entity opened, and academic operations commenced in January 2023.

Today, UBIS Washington, DC provides career-focused undergraduate and graduate business education through flexible online learning designed to serve students across the United States and internationally. The institution is committed to academic quality, innovation, student success, and continuous improvement while maintaining compliance with applicable regulatory and accreditation requirements.

UBIS Education Group LLC also owns and operates UBIS SA, a separately established institution of higher education licensed and headquartered in Geneva, Switzerland. UBIS SA traces its origins to 2006, when it was established to provide internationally focused business education and continues to operate under Swiss jurisdiction.

Although UBIS Washington, DC and UBIS SA share common ownership and maintain academic collaboration through institutional agreements, they are separate legal institutions operating under their respective governance and regulatory authorities. Each institution maintains its own licensure, governance, academic records, and institutional responsibilities.

Licensure and Accreditation

1. **Higher Education Licensure Commission ("HELC", the "Commission")** is a five-member mayoral- appointed regulatory, consumer protection authority. They are responsible for public

[1] The name of the parent company changed in November 2022 from Hamilton White Group Switzerland LLC to UBIS Education Group LLC.

protection with regard to legitimate quality education in the District of Columbia. The Commission establishes standards for postsecondary educational operations, authorizes operations, approves programs, issues, or denies licenses, and oversees all private postsecondary educational institutions in the District of Columbia. 1050 First St. NE, Washington, DC 20002, (202) 707-6436, https://helc.osse.dc.gov.

2. **International Accreditation Council for Business Education ("IACBE")** accredits the following programs at UBIS: Bachelor's in Business Administration (BBA), Master's in Business Administration (MBA), Master of Arts in International Relations (MAIR), Doctorate of Business Administration (DBA). 11374 Strang Line Road Lenexa, Kansas, USA., +1 913 631 3009, https://iacbe.org.

3. **Council for Higher Education Accreditation ("CHEA")** is a national advocate and institutional voice for academic quality through accreditation, CHEA is a U.S. association of degree-granting colleges and universities and recognizes institutional and programmatic accrediting organizations. CHEA is the only national organization focused exclusively on higher education accreditation. Schools accredited by IACBE are listed in the directory of programmatically accredited institutions on the CIQG/CHEA website. Additional information regarding the institution, if licensed, may be obtained by contacting the Council for Higher Education Accreditation, One Dupont Circle NW, Suite 510, Washington, DC 20036, +1 202-955-6126, email: chea@chea.org, website: https://www.chea.org.

International Listing

1. **World Higher Education Database ("WHED")** is globally recognized as a reliable source of information and provides information on around 21,000 higher education institutions (HEIs) in 196 countries and territories. Since 1950 and in collaboration with UNESCO, the WHED is recognized as an official source of information on HEIs by national higher education authorities, governmental agencies and/or national academic bodies at global level. UBIS is a recognized HEI. Additional information regarding the organization may be obtained by contacting IAU/UNESCO Information Centre on Higher Education, UNESCO House, 1 rue Miollis, 75732 Paris Cedex 15, France, Fax: +33 1 47 34 76 05, https://www.iau-aiu.net**.**

Locations

Washington, DC location is at 1100 15th Street NW Suite 04-106 Washington, DC 20005. The Washington, DC, location serves as the headquarters and main campus. The facility contains desks and office equipment for use by staff and students as needed.

All UBIS degree programs are delivered principally by distance education through the Canvas learning management system, using synchronous videoconferencing and asynchronous instruction, and are available to students irrespective of their location. No instruction is offered at any location in the District of Columbia other than the Washington headquarters identified above. Corporate and executive education programs are delivered by the same modalities, either online or at client premises by arrangement.

Security and COVID-19 Policy

UBIS maintains procedures for addressing security and safety matters at its locations. Any disruptive or criminal activity should be reported to the designated person in charge. Students are responsible for securing their personal belongings, and UBIS is not responsible for loss or damage

to personal property on its premises.

UBIS also maintains procedures for responding to public health concerns, as applicable. Health and safety measures are implemented in accordance with applicable requirements and guidance from local health authorities.

Hours of Operation

The official office hours are 09:00 – 17:00 in the local time zone.
Contact Phone Number: +1 202-931-7580

Student Right-To-Know and Campus Security Act

UBIS does not participate in federal student aid programs and is therefore not subject to the reporting requirements of the Student Right-To-Know Act or the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. Notwithstanding this, UBIS maintains and makes available upon request and subject to the data protection regulations pertaining to the request, information on student completion and graduation rates, together with security incident reports maintained at each location. Students and prospective students may request this information from the UBIS Office of the Registrar at registrar@ubisglobal.com or may access it through the consumer information page at https://ubisglobal.com/consumer-information/.

Research Institute

The objectives of the Research Institute are aligned with the mission and goals of UBIS. The Research Institute aims to enrich the intellectual life of UBIS by enlarging its academic network and promoting high-caliber research in areas of excellence, with demonstrable impact and strong community engagement. As a private global university, our interconnectedness provides an opportunity to develop multi-cultural interdisciplinary expertise in research, which can make meaningful contributions to the international community. The Institute's research collaborations with industry and the broader academic and nonacademic community will strengthen the employability of UBIS graduates and enhance the reputation of UBIS.

Academic Programs

The programs described in this catalog are designed to give effect to the stated purpose of the institution. Each program is offered in business, innovation, sustainability, or international relations, is delivered in English through online modalities that support access for working adults internationally, and is subject to periodic quality assurance review to confirm continued alignment with the mission, the institutional goals, and the institutional learning objectives set out above. UBIS does not offer programs outside these disciplines.

UBIS Washington, DC offers degree programs at the Doctorate, master's, and bachelor's levels in Business Administration and International Relations. The University periodically reviews its academic programs to ensure that curricula remain current, academically appropriate, and responsive to developments in the relevant fields and professional environment.

All course materials provided by UBIS will be in English. All student work production and submissions for the course must be done in English. Upon review and approval of UBIS, some courses may be aided by local materials, native language lecturing, translators, or tutoring to assist with learning and comprehension for students for whom English is not their native language.

Undergraduate students are required to complete general education requirements that are distributed

across traditional liberal arts categories and interdisciplinary components. General Education requirements are described in greater detail in the Undergraduate Programs section of the Academic Catalog. Students may also choose to transfer in general education coursework that was successfully completed at other accredited institutions in the humanities, social and natural sciences, and math.

Minors, concentrations, and elective courses are subject to availability, at the discretion of the University.

General Education Requirements

The purpose of UBIS's general education requirements is to provide students with the tools to support their understanding of concepts, think critically, and reflect on the interaction of subject areas. Writing, reading, and research work together to provide students with an understanding of the world around them and the ability to express that understanding throughout their academic endeavors.

General education includes the knowledge, skills, and perspectives that are part of an educational experience for all undergraduates regardless of major. They help students become well-rounded individuals and responsible citizens. Upon completion of an undergraduate program at UBIS, a student will demonstrate the ability to:

- Use written and oral communication skills for academically and professionally appropriate discourse
- Construct reasonable arguments using various forms of evidence from multiple sources
- Use basic mathematical and scientific concepts and methods to show how various natural phenomena influence individuals and society
- Use appropriate information literacy tools and practices, including technology, to gather, organize, evaluate, and present information
- Analyze the ethical choices inherent in decision-making

Academic Resources

University Library and Course Materials

The UBIS library supports the educational goals and instructional needs of students and faculty utilizing American textbooks and materials whenever possible. The University library, course books, materials, soft skills training tools and the career center are all available online through the learning management system. UBIS offers an online library, Aquinas Network which provides comprehensive online research featuring complete articles with full-text and graphics available 24 hours a day. The online library provides a core library collection with access to over 60 million journal articles, books, encyclopedias, newspapers, magazines and audio and video clips that support all academic programs. The core collection includes databases from Gale, InfoTrack with Informe, ProQuest, eLibrary, Credo, RCL Web and Books in Print.

Advising

Academic advising ensures students have the information they need to make informed decisions regarding requirements, policies, and procedures of their academic program. All students have access to academic advising from the first class until after graduation to collaborate on the development of their individualized academic plans, assist with educational milestones, and maintain a commitment to earn a degree.

All students have access to academic counseling and advice throughout their career at UBIS. The University has a team of professionals who support each student's progress through the degree. Students who require help in planning their course schedules, who have specific, course-related

questions, who need help in understanding University's academic regulations, or who have any other academic-related questions have direct access to faculty and is assisted by a member in the following areas: Admissions, Student Services, the Registrar, and Academic Affairs. Faculty have assigned virtual office hours where students can either meet via teleconferencing software or using the Canvas LMS communications platform to discuss academic issues or request additional clarifications.

Student Orientation

All students are required to attend an orientation to the University and the program at the beginning of their program. Current students are invited to join a term-start orientation program to refresh their knowledge of the University, the resources, and the policies. The New Student Orientation is available in the Canvas LMS system during the student's entire tenure at UBIS for review.

Career Services

UBIS offers a full career center through third party entities. Students may explore careers, assess skills, build resumes, and access career-readiness support, such as in-demand soft skills training in the dedicated career center.

Further, UBIS is working in cooperation with Job Teaser to give students career tips and advice, in Europe and the United States, apprenticeships and job offers in Europe. UBIS also offers Career Workshops for CV and motivation letter writing, as well as advice for job search and interview. These services are available on demand as one-to-one meetings scheduled ahead of time.

Instructional Modalities

UBIS Washington, DC delivers its academic programs online. Bachelor's and master's degree programs are available through two instructional modalities: Traditional and FLEX. The modalities are not separate degree programs. Students in both modalities complete the same curriculum and are subject to the same course learning outcomes, assignments, examinations, academic requirements, and academic standards. Courses in both modalities are taught and evaluated by qualified UBIS faculty. The primary differences between the modalities are the manner of course delivery, scheduling, pacing, and faculty support.

Traditional Modality

Traditional courses are delivered according to the University's regular academic term schedule. Courses begin at the start of an eight-week academic term and include scheduled weekly live lectures conducted by the assigned course faculty member. Lecture recordings are provided within the course for reference and for students who are unable to attend a live session.

The assigned course faculty member is responsible for instruction, grading, academic guidance, and student communication for the course. Faculty provide office hours or individual consultation by request. Students complete assignments and examinations according to the established course schedule.

FLEX Modality

FLEX courses use an asynchronous delivery model without regularly scheduled weekly lectures, except for designated writing and research courses that require substantial faculty evaluation of written or research-based work. In these courses, qualified faculty provide instruction and lectures as part of the course.

FLEX students receive the same course content, assignments, examinations, learning outcomes, and academic requirements as students in the Traditional modality. A qualified FLEX oversight faculty member is assigned to each FLEX course and provides academic support, monitors student progress, validates course grades, and communicates with students throughout the course.

The FLEX oversight faculty member provides at least one hour of bookable individual or group consultation availability each week. Students are not required to use these consultation sessions. The faculty member also provides progress communications at least every two weeks and may provide additional academic guidance or recommend that a student transition to the Traditional modality when the student's progress indicates that the FLEX delivery model may not be appropriate.

FLEX courses may begin on any Monday designated as an academic week in the University academic calendar. Students have a maximum of eight academic weeks to complete each course, subject to University breaks. Students may complete coursework earlier and request registration in an additional course for accelerated progression. Early course completion and the final grade must be validated by the FLEX oversight faculty member before an additional course may be registered.

Regardless of modality, students have access to their courses and course materials through the University's learning management system and remain subject to the same academic integrity requirements and academic standards.

Admissions Requirements

UBIS does not discriminate based on gender, sexual orientation, ethnicity, religion, age, disability, or national origin in admission, access, treatment, or employment in any of its activities or programs. UBIS reserves the right to deny admission or re-entry to any applicant or student the University, at its discretion, determines is either:

a) unlikely to benefit from its programs;
b) discloses or is found to possess an adverse background that disqualifies them; or
c) whose presence in the program is considered by the administration to be disruptive and/or
d) potentially harmful to UBIS students, faculty, and/or staff.

All students admitted to UBIS must adhere to the Student Code of Conduct, which prohibits conduct that significantly impairs the welfare or the educational opportunities of others within the University community.

Under special circumstances and with all requisite approvals, a student may be enrolled in two programs concurrently at UBIS. However, if a student does not meet the Satisfactory Academic Progress requirements in any given semester, then s/he will be unenrolled from one of the programs in the subsequent semester.

Admissions Procedures

UBIS undergraduate programs admit students who are high school graduates or who have an accepted, equivalent form of high school completion. Masters-level graduate programs admit students who hold an undergraduate degree or who have an accepted, equivalent form of undergraduate studies or experiences. Doctorate programs admit students who hold a master’s degree or who have an accepted, equivalent form of master’s level studies or experiences.

All applicants must submit the online application and fee, along with a scanned copy of a passport or other government-issued identification. Specific requirements for admission to degree programs at each degree level are delineated as follows:

Admissions Requirements
Bachelor's Degree Admission Requirements: ● Must submit the Application Form with the following documents: ○ Online Application and Fee ○ Identification: scanned version of the 1st page of the applicant's passport or Government ID ● High School diploma, BTEC Diploma (level 3 or higher), National BTEC (RQF) (Level 3 or higher), or University transcripts, depending on program ● English Proficiency, if previous schooling has not been in English or if the student is a non-native English speaker (IELTS: 6.0, TOEFL: 75, or equivalent) ● Letter of Intent and Motivation for Program Acceptance: 250-word letter indicating intentions and interest ● A resume or CV
Master's Degree Admission Requirements: ● Must submit the Application Form with the following documents: ○ Online Application and Fee ○ Identification: scanned version of the 1st page of the applicant's passport or Government ID. ● Bachelor's degree, BTEC Diploma (level 6 or higher), or equivalent ● English proficiency (IELTS 6.0, TOEFL 75, or equivalent), if previous schooling has not been in English or if the applicant is a non-native English speaker ● Resume describing professional and academic experiences ● Letter of intent and motivation for program acceptance (250-word letter indicating intentions and interest)
Doctorate Degree Admission Requirements: ● Must submit the Application Form with the following documents: ○ Online Application and Fee ○ Identification: scanned version of the 1st page of the applicant's passport or Government ID. ● Transcripts: Must hold a master's degree, or equivalent ● English Proficiency, if previous schooling has not been in English or if the student is a non-native English speaker (IELTS: 6.0, TOEFL: 75, or equivalent) ● Letter of Intent and Motivation for Program Acceptance: 250-word letter indicating intentions and interest ● Resume: Description of professional and academic experiences ● Recommendation Letter: Letter from candidate's previous educational institution or employer.

- If applying for Professional experience validation for credits program, there will be an additional fee *

Proof of graduation, consistent with the entry requirements for the program for which admission is being sought, is required for all applicants. Applicants who graduated from a foreign high school or secondary school must provide certified copies of their credentials or official transcripts, translated (if applicable), and evaluated by either the Academic Official, a designee, a member of the National Association of Credential Evaluation Services (NACES), or the Association of International Credentials Evaluators, Inc. Any foreign qualifications are assessed based on official US guidelines.

Candidates requesting transfer of credits from a postsecondary school must have an official transcript evaluated and translated (if applicable), which will be reviewed and confirmed by the appropriate academic designee.

Additionally, applicants must present proof of English language skills. International students can either provide official transcripts showing successful completion of coursework from an accredited high school or English language school certified with SEVP or take one of the approved proficiency exams and meet the minimum score requirements, which are as follows:

- IELTS (International English Language Testing System): 6.0
- PTE (Pearson Test of English): 67 (at least 56 in each of the "Communicative Skills" sections)
- CPE (Cambridge Certificate of Proficiency in English): Grade B
- CAE (Cambridge Certificate in Advanced English): Grade A
- TOEFL (Test of English as a Foreign Language) (internet-based): 75
- Duolingo: A composite score of 105 for undergraduate applicants and a composite score of 120 for graduate applicants

If the native language of the international student is English, and the University can confirm it, the student is not required to take the TOEFL test. There is no limit to the number of times a student can take the test. TOEFL test scores are valid for two (2) years after the test date, and the official scores become part of the permanent student record once the student has enrolled with the University.

Lastly, an interview with the Doctorate Academic Leader or a UBIS designee is conducted to determine the student's English language capability.

Official English test scores become part of the student's permanent academic record upon enrolment.

If an applicant has completed a previous degree delivered in English, the University will review the documentation and determine whether an English language certificate is required.

Acceptance or Denial

Applicants are notified of their acceptance promptly with an official acceptance letter. Official acceptance letters will be provided to those prospective students meeting all admissions requirements.

UBIS reserves the right to deny admission previously accepted if any of the items listed above are not successfully completed or found to be falsely represented. Denial letters will be provided to those prospective students explaining which admissions requirements were not met and any next steps.

UBIS admits students on a rolling basis. Applications are accepted throughout the year and are processed for the next available term. There is no fixed application deadline. Applicants are advised to submit a complete application in advance of the intended term start date to allow time for review of

credentials and completion of the Enrollment Agreement.

UBIS does not offer provisional or conditional admission. Applicants are admitted only once all admission requirements set out in this catalog have been satisfied and all required documentation has been received and verified

Enrollment Agreement

All students must complete the Enrollment Agreement with an Admissions Representative to include collecting any additional documentation. The Enrollment Agreement will indicate the program of study in which the student is enrolled. The student's Enrollment Agreement defines the student's curriculum and degree requirements. The executed Enrollment Agreement will be effective for one year from the date signed. A signed Enrollment Agreement must be on file before students can start class.

Transfer of Credit

UBIS may accept college-level credit earned at accredited or otherwise officially recognized institutions of higher education in good academic standing. Applicants who submit official transcripts may have prior coursework evaluated for transfer credit following admission. Transfer credit is awarded based on its applicability to the degree requirements of the student's declared program.

Transfer credit accepted by the University becomes part of the student's permanent academic record and is not removed. Accepted transfer credit does not carry quality points and is not included in the calculation of the student's UBIS grade point average (GPA). The University applies recognized international grade equivalency standards, where appropriate, when evaluating international coursework.

As the receiving institution, UBIS reserves the right to determine the transferability of credits earned at other institutions and organizations. Acceptance of transfer credit by UBIS does not guarantee that credits earned at UBIS will be accepted by another institution.

Transfer credit must be comparable in content, level, and learning outcomes to the corresponding UBIS course or degree requirement.

No time limit applies to General Education coursework. Undergraduate and graduate core coursework is generally subject to a maximum age of ten (10) years. Exceptions may be approved by the University's academic leadership when appropriate.

Undergraduate Degree-Seeking Student

Undergraduate transfer credit is accepted only for courses completed with a grade of C or higher. Students may transfer up to 90 U.S. credits (75% of the total degree requirements) from recognized institutions of higher education. General education coursework completed as part of an associate or bachelor's degree may be accepted where appropriate to the student's program of study.

Master’s Degree-Seeking Student

Students enrolled in master's degree programs may transfer up to 50% of the total credits required for the degree. Courses must be equivalent in level and content, applicable to the student's program of study, and completed with a minimum grade of B.

Doctorate Degree-Seeking Student

Under the standard transfer credit policy, Doctorate students may transfer up to 9 U.S. credits of equivalent Doctorate-level coursework completed with a minimum grade of B at recognized institutions of higher education.

Approved institutional articulation agreements, pathway programs, or Prior Learning Assessments may permit additional advanced standing where authorized by the University.

Students admitted through the Doctorate of Business Administration (DBA) All but Dissertation (ABD) pathway may be awarded up to 40 U.S. credits of advanced standing following a comprehensive review of prior Doctorate coursework, academic achievement, and scholarly experience.

Credit for Prior Learning

UBIS recognizes that college-level learning may be acquired through professional experience, military service, industry certifications, independent study, and other documented learning experiences. Students may request a Prior Learning Assessment (PLA) for consideration of advanced standing toward their degree program.

Credit awarded through Prior Learning Assessment must be supported by appropriate documentation and demonstration of learning outcomes equivalent to the corresponding UBIS coursework.

Undergraduate students may be awarded up to 12 U.S. credits through Prior Learning Assessment. Graduate students may also be awarded up to 12 U.S. credits based on documented professional experience, with exceptions of up to 15 U.S. credits approved through institutional academic review where appropriate.

Credit awarded through Prior Learning Assessment is recorded on the official transcript as transfer credit (TC). It carries no quality points and is not included in the calculation of the cumulative grade point average.

Credit by Examination (Undergraduate Only)

Undergraduate students may earn transfer credit for approved courses by successfully completing a proficiency examination when they can demonstrate prior learning equivalent to the course learning outcomes. Approval must be obtained before attempting a proficiency examination, and students may not attempt the examination more than once for the same course.

The assessment method is determined by the Academic Department and may include written, oral, practical, or other appropriate evaluations. Students who successfully complete the examination will receive transfer credit (TC), which is recorded on the transcript but is not included in the cumulative GPA. Students who do not achieve a passing result must complete the course through normal enrollment.

Credit by examination is available only for approved undergraduate courses. Because some courses require supervised instruction, laboratory work, or other learning experiences, not all courses are eligible for credit by examination. Applicable administrative fees may apply.

Oversight and Authority

Transfer credit policies, Prior Learning Assessment procedures, and institutional articulation agreements are established and maintained under the authority of the University's academic

leadership. The Registrar's Office evaluates transfer coursework and determines course equivalencies in accordance with institutional policy and approved academic procedures.

Transfer Acceptance to Other Institutions

Acceptance of transfer credit is always determined by the receiving institution. While UBIS may accept transfer credit from other recognized institutions in accordance with its Transfer of Credit Policy, UBIS cannot guarantee that credits earned at UBIS will be accepted by another college or university. Students intending to transfer UBIS credit should consult the receiving institution regarding its transfer credit policies.

DEGREE MAPS AND REGISTRATION

Applicants to the University will be registered for the courses available in their program of study. Registration starts two weeks before the beginning of each term. Students must be officially registered to attend classes and receive grades and transcripts.

During the admissions process, students receive as part of their Enrollment Agreement a degree map indicating all the courses they will be required to complete to earn their degree. A master copy is retained in the student information system.

Students are registered for courses each term by the Registrar's Office according to the requirements of their degree program. Students enrolled in programs with electives will be sent the electives available each term prior to term enrollment. Elective courses can be selected by students based on the availability of course offerings if prerequisites have been met.

Definition of full time

- Four 3 US credit courses per 16-week semester are considered full time for undergraduate programs.
- Four 3 US credit course per 16-week semester are considered full time in graduate programs.
- One 5 US credit course **OR** one 3 US credit dissertation course per academic term is considered full time in Doctorate programs.

Course Overload Requests

Undergraduate

Undergraduate students desiring to register for more than two (2) courses in an eight-week term must have successfully completed a minimum of 6 US credits at UBIS and possess a cumulative grade point average of 3.5 or better. A Course Overload Request must be presented to the Registrar for approval. If a student does not possess the required grade point average and feel unusual circumstances warrant an exception, a request in writing may be presented to the academic official. No undergraduate student may exceed 9 US credits per eight-week term.

Graduate

Graduate students desiring to register for more than two (2) courses in an eight-week term must have successfully completed a minimum of 6 US credits at UBIS and possess a cumulative grade point average of 3.5 or better. A Course Overload Request must be presented to the Registrar for approval. If a student does not possess the required grade point average and feel unusual circumstances warrant an exception, a request in writing may be presented to the Academic official. No graduate student may exceed 9 US credits per eight-week term.

Doctorate

Doctorate students desiring to register for more than one (1) course in a given term must have successfully completed a minimum of 6 US credits at UBIS and possess a cumulative grade point average of 3.5 or better. A Course Overload Request must be presented to academic leadership for approval.

Cancellation Policy

If an application for admission is denied by UBIS, all monies paid, other than the application fee, will be refunded.

An applicant who provides written notice of cancellation within three (3) business days of signing the Enrollment Agreement or making the initial payment, whichever occurs later, is entitled to a refund of all monies paid except the application fee.

If an enrollment is cancelled by student request or by University action during the Add/Drop period of the student's first academic term, all funds remitted to UBIS, other than the application fee, are eligible for refund.

If an enrollment is cancelled after the Add/Drop period of the student's first academic term, refund eligibility is determined in accordance with the University's Refund Policy.

Withdrawal Policies

Withdrawal from UBIS

Students shall have the option to withdraw from UBIS at any time by giving notice of their intent to terminate enrollment in writing by completing Student Status Change Request Form, which can be obtained from Student Services or the Registrar's Office. In the absence of the student giving written notification, UBIS reserves the right to dismiss or terminate any student at any time for unsatisfactory academic performance, violation of the Student Code of Conduct, unpaid fees, or other reasons at the discretion of the administration or Academic Official. In such cases, UBIS will notify the student in writing, a degree will not be awarded to the student, and, as appropriate, the participant's sponsor, partner, or education specialist will be notified.

Withdrawal from a Course

If a student wishes to withdraw from a course in a term, the student must complete a Student Status Change Request Form which can be obtained from Student Services or the Registrar's Office. Further details regarding financial obligations are provided in the UBIS Refund Policy.

Administrative Course Withdrawals

If a student fails to participate in a course in excess of 7 days, the university reserves the right to administratively drop a student for non-participation at the discretion of the Academic Official. Further details are provided in the Course Participation Policy.

Grade Assigned for Withdrawal from a Course

A student is permitted to obtain a letter grade of "W" if they withdraw from a course prior to no greater than 50% of the scheduled classroom hours having elapsed. Failure to attend or complete any class from which the student has not been officially withdrawn through a written request process will result in the grade earned in the course being that which includes all work completed up to that point

and any missed work. Students that officially withdraw after 50% of the classroom hours have elapsed will take a "WF" grade. The "WF" grade is calculated as credits attempted and carries a grade point value of 0.0 for the purposes of determining Academic progress. Both "R" and "W" grades will be calculated as courses attempted for the purposes of determining Academic Progress and will not have any point value.

Continuous Enrollment

A student must maintain continuous enrollment or request to be in a non-matriculating status. After three consecutive terms of no earned coursework, the student will be administratively withdrawn from the University. A student may return to the institution following the re-admission (i.e., within one year of withdrawal) / Re-entry Policy (i.e., after one year of withdrawal).

Date of Determination

For a student with an approved leave of absence or an approved term off, the date of determination is the day after the student's scheduled return date.

Date of Withdrawal

The withdrawal date for students who are administratively withdrawn is the last day of the term in which the student last participated. Last date of participation is defined as the last day a student had academically related activity, which may include assignments, discussion questions, quizzes, projects, or examinations.

The withdrawal date for students who are officially withdrawn per the student's request is the date of the official request as indicated on the Student Status Change Form.

Readmission / Re-entry

Academically or voluntarily withdrawn students can be re-entered to UBIS. They must not have registered, however, for a minimum period of one complete academic semester (2 terms). Re-entry must be no later than one year for undergraduate and graduate programs from the withdrawal date; otherwise, the student must start at the beginning of application and acceptance process.

Former students seeking re-entry must demonstrate resolution of previous barriers to program completion and likelihood of future success. Re-entry applications are subject to a limit of two attempts, with exceptions for extenuating circumstances such as military deployment. A former student interested in a different program should contact the Admissions office.

For re-entry into the same program, a re-entry Interview must be completed in order to discuss prior withdrawal circumstances and preventative measures. Academic Official (or designee) will decide on course credit transfers and repeats. Financial obligations must be resolved prior to approval, determined by the Bursar (or designee).

Students who are successfully re-entered and did not meet matriculation requirements in their previous studies are placed on Academic Probation status at the start of the re-entry. For undergraduate, graduate, and pre-dissertation candidacy Doctorate re-entries, the Academic Probation status duration will be one academic semester (2 terms). For Doctorate re-entries at the dissertation candidacy level, the Academic Probation status will be in effect for the first 16- or 24-week advising course. Failure to meet academic requirements will result in dismissal. Scholarship eligibility is contingent on resolving academic deficiencies.

Re-entry students must sign a new enrollment agreement, settle prior balances, and receive a revised graduation date. Students are required to comply with any new program requirements, policies and procedures, textbook changes or changes in tuition and fees that are delineated in the Academic

Catalog in effect at the time of their re-entry. Students seeking to re-enter must wait until the next available term to start.

Computer Requirements for all UBIS Courses

All UBIS courses are delivered online. Students must have access to a reliable computer with high-speed internet in order to complete coursework through the UBIS Learning Management System (ULMS). Student computers and software must meet the minimum technical requirements listed below. All new students are also required to complete the online orientation before being granted access to their courses.

Online Computer Requirements

Students must have regular daily access to a computer that meets the following minimum requirements:

- Students must have regular daily access to a computer that meets the following minimum requirements:
- A functioning email account
- Access to Microsoft 2010 or Microsoft Office 365
- CPU: 1.8+ GHz / multi-core
- A monitor capable of displaying 1024x768 at 16-bit color
- Minimum 4 GB of RAM
  - High-speed internet access on LAN connection (DSL or faster)
- While dial-up or Bluetooth (hotspot) may work, it may not be suitable for many applications
- A supported web browser
  - Google Chrome, version 86 or greater
  - Sound card and computer speakers to listen to audio presentations
  - Adobe Reader, version DC
  - Graphics: DirectX, 64+ MB
  - Java, version 8 or greater

Note: Best practice is to allow application software (QuickTime, Adobe Reader, etc..) to update as new versions are released. Students will need to allow Popups from the ULMS to maximize learning capabilities. (In applicable classes)

Operating Systems for PC Users:

- Windows 7 – 32 or 64 bit
- Windows 8 – 32 or 64 bit
- Windows 10 – 32 or 64 bit

Operating Systems for Mac Users:

- OSX 10-version 10.8 or newer Apple QuickTime ** all browsers except Google Chrome may not function effectively with UBIS LMS **.

Technical Expertise

Students who enroll in an online course are responsible for having the requisite computer skills (and access to technology) to be successful in the distance learning format. Faculty members in UBIS online classes are not responsible for teaching these skills within the course. Students are

recommended to take a computer class to increase his/her computer knowledge before attempting an online classes.

Below is a list of competencies that will enhance students' online learning experience.

- Knowledge of computer terminology, such as browser, operating system, application, software, files, documents, icon, etc.
- Understanding of basic computer hardware and software with the ability to perform computer operations, such as:
  - Using keyboard and mouse
  - Managing files and folders: save, name, copy, move, backup, rename, delete, check properties
  - Software installation, security, and virus protection
  - Using software applications, such as Word, PowerPoint, Excel, email
  - Knowledge of copying and pasting, spell-checking, saving files in different formats
  - Uploading and downloading attachments
  - Internet skills (connecting, accessing sites, using browsers, and VPNs when necessary)
- Ability to use online communication tools, such as email (create, send, receive, reply, print, send/receive attachments)
- Create online accounts

FINANCIAL POLICIES

Tuition and Fees

Tuition is charged on a term credit hour basis. Books and supplies are not included in tuition charges. Students are charged 100% for any term in which they continue past the ADD/DROP period before withdrawing. Tuition and fee rates are listed in U.S. Dollars (USD).

Program	**Per credit hour Tuition (USD)**	**Total Tuition (USD**
Bachelor's Degree Programs		
Online Traditional	$325.00	$39,000.00
Online FLEX	$178.75	$21,450
Master's Degree Programs		
Online Traditional (45 Credits)	$467.00	$21,000.00
Online FLEX (45 credits)	$256.85	$11,550
Online Traditional (36 Credits)	$467.00	$16,800.00
Online FLEX (36 Credits)	$256.85	$9,240
Doctorate Programs		
Doctorate of Business Administration Online	$567.50	$34,050.00
Study Abroad Excursion Options (All Programs)		
Per Study Abroad Excursion* *(*Study Abroad Pricing is an Estimate)*	N/A	$2,000.00 - $6,000.00

Fee	Cost/Description (Shown in US Dollars)
Application Fee	$100.00
Course Retake Fee	Rate equivalent to the cost of the course tuition.
Doctorate - Oral Defense Retake Fee	$500.00
Doctorate - Research Advising Fee – Additional or Extended Advising (per term)	$550.00
Graduation Fee	$250.00
Graduation – Regalia/Cap and Gown Purchase	Available on our official UBIS regalia shop: https://capgown.com/pages/ubis
Fee for Apostille (includes shipping)	$500.00
Late Payment Fees – Students	$100.00 (per course per term)
Prior Learning Assessment Fee	$300.00
Professional Portfolio Assessment for Academic Credit Fee	$2,500.00
Reprint Fee - Diploma Per Copy	$100.00
Official Transcripts and Attestations Per Copy	$20.00
Unofficial Transcript	Students can generate their own unofficial transcript for free from the Student Portal.
Reprint Shipping Fee - Transcripts, Diplomas and Attestations	Contingent on shipping location, freight, and carrier fees.
Educational Technology Fee Per Course	$20.00

*UBIS RESERVES THE RIGHT TO CHANGE THE ABOVE COSTS, INCLUDING TUITION AT ANY TIME

Types of Aid

UBIS does not participate in any federal student aid programs. The following student assistance programs are available to eligible students.

- Private Lenders: Private educational loans are available to those who qualify. These programs require students to complete a loan application. Approval and/or interest rate are dependent upon an applicant's and/or co-applicant's credit worthiness.
- Installment Plans: For those students who demonstrate a financial need and have been unable to obtain alternative funding, an installment plan may be available through UBIS or a third-party

lender to assist with part or all of any remaining unfunded balance.

Payment Policies

Tuition and fee payments are expected based upon terms listed in the acceptance letter sent to students after registration. Students are responsible for any financial obligation incurred while attending UBIS.

Payments can be made via Flywire which allows for credit card, and bank transfers; payments are also accepted via PayPal or cash.

The University is not responsible for exchange rate fees or penalties incurred because of payment with a credit card or other restrictive payment cards. The student should contact his or her financial institution for account balances, daily transaction limits and other restrictions. Returned checks or wire transfers will result in an additional processing fee.

Financial Hold Policy

Students who accrue an outstanding tuition balance of USD 3,500 or more will be placed on financial hold. While on financial hold, students will not be permitted to register for additional courses, access new academic services, or progress in their program.

The financial hold will remain in effect until the outstanding balance is paid in full or a deferred payment plan has been formally approved and signed by both the student and UBIS administration. Payment plans are granted at the discretion of the University and must be adhered to according to the agreed terms.

Failure to comply with an approved payment plan may result in reinstatement of the financial hold and additional administrative action.

Refund Policy

Students who withdraw from the University or withdraw from all courses during a term must submit written notice to the University.

If a student withdraws during the Add/Drop period, applicable tuition and fees for the affected enrollment will be removed from the student account in accordance with the University's Cancellation Policy.

After the Add/Drop period, tuition charges become billable. Any funds remitted to UBIS that exceed the total tuition and fees due for billable courses will be refunded to the student.

Refunds are processed after all applicable charges have been calculated and any outstanding financial obligations to the University have been satisfied.

ACADEMIC POLICIES

For the purposes of this catalog, references to Academic Officer, Academic Official, Chair, or institutional designee refer to the appropriate academic authority designated by the University administration to oversee academic policy implementation.

Academic Credit

All academic work at UBIS is evaluated in semester credit hours, a commonly used standard unit of credit in both US and abroad. Transfer courses expressed in quarter credits are converted to semester credit hours prior to acceptance. An academic year is defined as a minimum of 24 US. Students advance in grade level as each 30 US credits are earned.

Credit Hour Definition

As a university delivering courses in an American style, UBIS defines a semester credit hour as:

- *15 hours of academic engagement and 30 hours of out of class preparation, reflection, and study.*

This formula is typically referred to as a Carnegie unit and is used by the American Council on Education in its Credit Recommendation Evaluative Criteria.

Carnegie Unit

Activity	**Calculation of Credit Hours awarded in each course**
Academic Engagement (Contact Hours) **45** hours for a 3- credit class	For a 3-credit hour class this is equivalent to 15 contact hours per each credit or 45 contact hours per course per term ● Calculation of these hours may be derived from: participation in discussions, reading, reviewing PowerPoints, completing LMS assignments and activities, taking quizzes or exams, uploading assignments, participating in group activities, and/or responding to other students or instructor(s).
Preparation (Outside Hours) **90** hours for a 3- credit class	For a 3-credit hour class this is equivalent to 30 contact hours per credit or 90 contact hours per course per term ● Calculation of these hours may be derived from: reviewing textbook, PowerPoints, pdfs, or other readings in the course, reviewing LMS assignments, constructing LMS activities or assignments, and preparing for upload, reflecting on coursework or discussions, researching, writing, and constructing written assignments
Overall Total	**Should comprise a minimum of 135 contact hours for a 3-credit course per term**

**For a 5-credit hour course the total is 75 Contact Hours + 150 Outside Hours = 225 Total Hours*

Student Identification Verification

UBIS has processes in place to ensure that the student who registers for a course or program is the same student who participates in and completes the coursework and receives the associated academic credit.

Verifying the identity of students in UBIS courses and programs is a significant, multifaceted, and ongoing process. Identity verification begins when a student applies for admission to the University and continues through graduation, transfer, or withdrawal from study. Procedures related to student identity verification include but are not limited to:

- registration, advising and transcript procedures,
- course management system login and security functions, in which each student is assigned a unique username and password. This unique set of login credentials consists of data which the student is likely to know, and which others are unlikely to know. The student is forced to use these credentials to access the University's course management system and reset their

password to one which is entirely confidential.
- data transmission of login information is secured using appropriate encryption technology.

UBIS meets this requirement by doing the following:

1. Verify the identity of a student who participates in class or coursework by using at least one of the following options in all online courses or programs
2. Every enrolled student will be given a secure login and password.
3. Copy of passport and Personal Photo are kept on file at the university, the personal photo and the passport are compared by the registrar to verify the identity of the student, before issuing the student a photo student ID.
4. In the distance learning format, courses have synchronous teleconferencing sessions where being on camera is a requirement. In these settings, faculty are able to identify the attendees as registered students.
5. Make every possible attempt to protect student privacy in accordance with local, national, and federal laws as applicable.

The student is responsible for maintaining current contact information such as email address(es) and phone number(s) in the student account because the email address or phone number along with the student ID are used as primary means of identification for communication purposes.

The student is responsible for safeguarding email account login information and student password. UBIS shall not be responsible for the misuse of password by any person.

Grading Procedures

UBIS' grading system is based on the standard American 4.0 grading system. Course grades are issued for each course. Evaluation of student work is identified as grading criteria and weighted appropriately in the determination of a final course grade as in the American grading system. Students may view their grades through the student portal. Faculty members are required to post final grades within seven days of completion of the course. The University has established the following grading guidelines to be complied with by all faculty.

Grades of plus (+) and minus (-), except for A+, are used in assigning grades and determining a grade point average (GPA). Quality points, used in determining a grade average, are assigned as follows:

Grade Tables

Undergraduate

Grade	**Quality Points**	**Grade Percent**	**Definition**
A	4.00	93-100	Outstanding Achievement–Demonstrates intellectual initiative in accomplishing course goals and objectives through high levels of originality and creativity.
A-	3.75	90-92	Excellent –Exceeds most requirements and expectations; demonstrates excellent analytic, synthetic, integrative, and/or creative skill.
B+	3.50	87-89	Superior –Exceeds most requirements and expectations in one or more ways; demonstrates creativity and originality in a variety of ways.

B	3.00	83-86	Very Good Work –Meets designated course goals and objectives by demonstrating understanding of the course materials at an acceptable level.
B-	2.75	80-82	Good – Meets all requirements and expectations and exceeds some in one or more ways; demonstrates analytic, synthetic, integrative, and/or creative skill.
C+	2.50	77-79	Above Average – Meets all requirements and expectations and exceeds one or more; demonstrates analytic, synthetic, integrative, or creative skill.
C	2.00	73-76	Average Work–Student performance demonstrates average comprehension and satisfactory achievement of the course goals and objectives
C-	1.75	70-72	Below Average – Meets nearly all requirements and expectations but fails to meet the standard in some area; work retains some academic value; a warning grade.
D+	1.50	67-69	Far Below Average – Fails to meet some aspects of requirements or expectations.
D	1.00	60-66	Unacceptable Work – Student performance demonstrates minimum acceptable performance in accomplishing course goals and objectives.
F	0.00	<60	Failing – Student performance demonstrates unsatisfactory or below minimally acceptable achievement in accomplishing course goals and objectives.

Graduate

Grade	**Quality Points**	**Grade Percent**	**Definition**
A	4	93-100	Outstanding Achievement – Student demonstrates intellectual initiative in accomplishing course goals and objectives through high levels of originality and creativity
A-	3.75	90-92	Excellent – Exceeds most requirements and expectations; demonstrates excellent analytic, synthetic, integrative, and/or creative skill.
B+	3.5	87-89	Superior – Exceeds most requirements and expectations in one or more ways; demonstrates creativity and originality in a variety of ways.
B	3	83-	Very Good Work – Student performance meets designated course goals and

		86	objectives by demonstrating understanding of the course materials at an acceptable level.
B-	2.75	80-82	Good – Meets all requirements and expectations and exceeds some in one or more ways; demonstrates analytic, synthetic, integrative, and/or creative skill.
C+	2.5	77-79	Above Average – Meets all requirements and expectations and exceeds one or more; demonstrates analytic, synthetic, integrative, or creative skill.
C	2	73-76	Average Work – Student performance demonstrates average comprehension and satisfactory achievement of the course goals and objectives
C-	1.75	70-72	Below Average – Meets nearly all requirements and expectations but fails to meet the standard in some area; work retains some academic value; a warning grade.
F	0	0-69	Failing – Student performance demonstrates unsatisfactory or below minimally acceptable achievement in accomplishing course goals and objectives.

It is important to note that undergraduate students must maintain a **2.0 GPA** to retain their matriculated status. Graduate students must maintain a **3.0 GPA** to retain their matriculated status, but a "C" grade is passing. However, some University programs and courses require higher minimum grades. Minimum grade requirements are documented within policy for those specific programs. Students who receive a grade below the minimum passing grade established for a course will not earn quality points, as the grade is considered a failing grade. Each course syllabus indicates the relationship between course components and assignments in determining a final grade.

Special Grades

The following grades are not issued quality points and do not calculate into the GPA:

AUD	Audit	Students will receive a designation of "AUD" on their permanent record which will not carry any academic credit because there is no measurement of the student's performance.
I	Incomplete	An "Incomplete" will be given at the discretion of the instructor and if approved by the Chair or UBIS Designee. An Incomplete (I) shall revert to a Failure (F) if the student does not complete all the required course work by the end of the granted extension period.
P/F	Pass/Fail	Pass/Fail is used in those courses where a grade is not given, but the student receives either a Pass or Fail score.
R	Repeat	Indicates a course has been repeated, only the last of the two grades is computed in GPA.
TC	Transfer Credit	Denotes transfer credit, not included in determining GPA.
W	Official	Withdrawal from a course without academic penalty.

	Withdrawa l	
W F	Withdrawa l/ Failure	A grade of WF will be counted towards the student's grade point average as a failure.
IP	In Progress	Student is currently enrolled or awaiting a final grade

Academic Standing

D L	Dean's List	Denotes superior performance by a fulltime student and is awarded every semester to those who maintain a grade point average of 3.5 for undergraduate and 3.75 for graduate students.
P	Probation	Denotes probationary status of a student. A student who is on probation is on warning for not maintaining the necessary GPA. Students on academic probation will be given one final complete term (terminal probation) to reach the required GPA.
T P	Terminal Probation	Terminal probation is the final chance for a student to raise his/her GPA prior to expulsion. The student will be given one subsequent term to raise his/her GPA to the required level.

Dean's List

A matriculating undergraduate student having a cumulative GPA of 3.5 or higher and having completed at least twelve credits for the semester will be placed on the Dean's List. A matriculating graduate student having a Cumulative GPA (CGPA) of 3.75 or higher and having completed at least nine credits for the semester will also be placed on the Dean's List. A student's name may be removed from the Dean's List for violations of the Student Conduct Code. Dean's List is not retroactive for those students' receiving changes of grades or changes of Incompletes.

Course Repeats

Students may repeat a course in which they received a 'C,' 'D' or 'F.' The grade earned in the last attempt is used in the calculation of the grade point average. Both course attempts are considered in the calculation of quantitative progress (maximum time frame). Course repeats are priced at current tuition rates. See Tuition and Fees for details.

Change of Program

Students wishing to change their program must enter the most current program offered. Students must do this by submitting an SSCR form and through a consultation with appropriate UBIS personnel as some other institutional requirements or restrictions may apply. Students changing into a new program must have documentation on file that meets all admission requirements for the new program being entered. However, some credits earned while enrolled in the former program may not apply to the new program requirements due to differences in degree and content requirements for the new program being entered.

If a student changes programs, only those courses that apply toward the new program will be counted in calculating GPA and the number of credits attempted. If a graduate of UBIS University enrolls in a new program at the University, only those courses that apply toward the new program will be counted in calculating the GPA and number of credits attempted.

To meet market demands and to stay competitive and relevant in the fast-paced global industries, UBIS programs are regularly updated. When program updates do not change the total number of credits in a program, students will complete the newest version of the program. The most recent program outline can be found in the most current Academic Catalog. Students will be notified if the version of their program is changed.

Add/Drop

For all programs, the add/drop period is defined as the first 7-calendar days (or one week) of the term (ending Sunday midnight). All schedule changes for the full term must occur during the add/drop period.. During this period, students may add or drop classes, but may not withdraw from school without penalty. New students may be admitted during this period provided they attend at least one scheduled class during the add/drop period. Students will not be enrolled after the add/drop period. A student may be permitted to start after the add/drop period if documented mitigating circumstances exist; however, this occurs only at the discretion of and requires permission from the Academic Official or UBIS Designee. Students dropping courses must also take note of the Refund Policy.

Administrative Course Drops – No Participation

If a student fails to participate in a course during the add/drop period of his/her session, the Registrar will drop the student from the course(s), and he/she may not attend the course(s) during that session. Students will not receive a grade for the course(s); the student will be unregistered, and the unscheduled course(s) will not show on the transcript. Please see the Institutional Refund Policy for financial obligations.

Student Notification

The University will notify students at any point during their enrollment if their status changes.

Transfer Credits

Accepted transfer credit becomes part of the student's permanent academic record and may be applied toward degree requirements in accordance with the University's Transfer of Credit policy. Transfer credit does not carry quality points and is not included in the calculation of the student's UBIS grade point average (GPA). Where applicable, accepted transfer credit is included in attempted and completed credit hours when measuring academic progression and satisfactory academic progress.

Program Changes

Students who change programs at the University are re-evaluated to determine which credits apply to the new program.

Repeated Courses

Undergraduate students can repeat any previously completed course or courses for which the grade received was C, D or F. The course can be retaken no more than twice. Only the last attempt for each course will be counted in the student's GPA. Each grade received for a repeat course will be part of the student's permanent record.

Graduate students can retake up to two courses previously completed. Only the grade earned for the retake will be used to calculate a graduate student’s final GPA. If a course is being retaken, the graduate student must specify the course as a retake during registration.

Incompletes

A grade of "I" is granted only when, due to extreme extenuating circumstances, a student is unable to complete the work outlined in the course by the class end date. It is the responsibility of the student to request an incomplete from the course instructor in writing by submitting to the professor an Academic Incomplete Request Form. A student is only eligible for an "I" if they have completed 75% of required assignments and received passing grades up to the point at which an incomplete is requested. Course work must be completed within fourteen (14) days following the end of a session in which an 'I' grade was assigned. On the fifth (5th) week following the end of a course, the Registrar will change all remaining 'I' grades to 'F'. Under extenuating circumstances, an Academic Official may make an exception to this policy. Students may appeal the grade with necessary documentation.

Grade Appeal

UBIS promotes a principle of fairness in all academic decisions. Students requesting to dispute a grade for a valid reason must meet with their instructor to settle the grade dispute. Students must make all grade grievances within 30 days of the issuance of the disputed grade. In cases where a satisfactory settlement cannot be reached between the student and instructor, a formal appeal must be submitted in writing to the Academic Leadership. If no appropriate solution can be reached, the Academic Leadership will make the final decision based on discussions with all parties involved.

Graduation Requirements

University diplomas and are issued to students who have successfully completed all program requirements, are in good academic standing, and whose credentials have been officially conferred. Following the completion of each academic term, the Registrar coordinates the credential conferral process and verifies that all graduation requirements have been satisfied. The official conferral date recorded on the diploma is the final day of the academic term in which all degree requirements were completed, or in the case of Doctorate degrees, the date of Complete Pass achieved. Diplomas are generally issued within six to eight weeks following conferral.

Undergraduate

Undergraduate degrees are awarded to students who have:

- successfully completed all requirements of the designated degree program;
- maintained a minimum cumulative GPA of 2.0;
- successfully completed the required capstone project;
- completed the minimum residency requirements established by the University, including at least 30 U.S. credits completed at UBIS, with a minimum of 15 U.S. credits completed in the program core; and
- satisfied all academic and administrative obligations to the University.

Graduate

Graduate degrees are awarded to students who have:

- successfully completed all requirements of the designated degree program;
- maintained a minimum cumulative GPA of 3.0;
- successfully completed the required research thesis or culminating academic requirement, where applicable;
- completed the minimum residency requirements established for the program; and
- satisfied all academic and administrative obligations to the University.

Doctorate

Doctorate degrees are awarded to students who have:

- successfully completed all requirements of the designated Doctorate program;
- successfully completed and defended the required dissertation;
- completed the University's Doctorate residency requirements; and
- satisfied all academic and administrative obligations to the University.

Academic Distinction at Graduation

UBIS recognizes superior academic achievement by conferring a Distinction upon bachelor and master students with an outstanding academic record. One of the following Latin distinctions will be recorded on transcripts:

- students with a minimum CGPA of 3.75 will receive the distinction of *Summa cum laude*.
- students with a 3.5 CGPA or higher will receive the distinction of *Magna cum laude*.
- students with a 3.25 CGPA or higher will receive the distinction of *Cum laude*.

Latin distinctions are not retroactive for those students who receive changes of grades or changes of Incompletes.

Reprint of Final Documents

Students may request to have final documents reprinted. Students will need to pay the reprint fee prior to issuance of new documents.

The replacements/duplicate will list the date the degree was originally conferred. The signatures of the University officials and the formatting of the documents may not be the same as the original documents. Documents will be reissued in the current format and will bear the signatures of current University officials.

Subsequent Degrees

A student wishing to pursue subsequent degrees must submit new admissions paperwork to UBIS. A second degree may only be awarded in a major that is significantly different than previously awarded or for a different credential level (e.g., Bachelors to Masters). All graduation requirements must be met for the subsequent degree.

Satisfactory Academic Progress

Satisfactory academic progress applies to all students and is necessary to maintain eligibility for enrollment at the institution. All enrolled students must meet the University's minimum standards of achievement about cumulative grade point average and pace of completion. A student's academic progress is evaluated at the end of each semester (2 academic terms). The University's Satisfactory Academic Progress (SAP) consists of two measurements:

1. A quantitative measurement which determines if students are completing the courses they attempt (pace of completion) at a minimum cumulative rate of 67% that will ensure completion of the program within a maximum time frame of 150% of the program length in credit hours; and
2. A qualitative measurement which determines if students have a satisfactory cumulative grade point average in their program of study.

A student's failure to meet these standards will result in the student being placed on academic warning, academic probation, academic terminal probation, and dismissal from the University. The

following applies to all students enrolled at the University:

- The qualitative and quantitative standards of satisfactory academic progress will be evaluated at the end of each semester. A semester consists of 2 academic terms. The length of an academic term is 8 weeks.
- Students must be progressing at a pace of completion in their educational program consistent with the maximum time frame permitted for their program of study. The maximum time frame is a period that is no longer than 1.5 times the published length of the educational program as measured in credit hours. For example, a program requiring 120 US / 240 ECTS credit hours for graduation would allow the student a maximum of 180 US / 360 ECTS credit hour attempts (120 x 1.5 = 180, 240 x 1.5 = 360 respectively) to complete the program of study.
- Undergraduate students must successfully complete a cumulative minimum of 67% of attempted credits and earn at least a cumulative grade point average (CGPA) of 2.0 at each evaluation point to be considered in good academic standing. See the grading scale sections of this handbook for the impact of each grade on SAP calculations.
- Graduate students must successfully complete a cumulative minimum of 67% of attempted credits and earn at least a cumulative grade point average (CGPA) of 3.0 at each evaluation point to be considered in good academic standing. See the grading scale sections of this handbook for the impact of each grade on SAP calculations.
- Transfer and waiver credits counted as attempted and earned. All attempted credits (including failed, withdrawn, repeated) included in pace of completion calculations.
- The University offers foundational courses. These are not calculated in the student's GPA or pace of completion as they do not count towards a program of study.
- All periods of enrollment are counted towards Satisfactory Academic Progress (SAP).

Academic Counseling for At-Risk Students

Academic counseling constitutes the University's academic probation status for the purposes of this catalog. Terminal probation is the final probationary term, at the end of which a student who has not returned to satisfactory academic progress is subject to academic disqualification.

Academic counseling is a support mechanism used during periods of academic warning or probation to assist students in returning to satisfactory academic progress.

Academic counseling shall occur when a student fails to meet SAP standards. Counseling lasts until the end of the next term of enrollment. If the student does not meet SAP standards at the end of the next term of enrollment, students are put on terminal probation. At the end of the terminal probation period (one term), a probationary student's file will be reviewed by the appointed academic officer to determine whether the student will be allowed to continue studying at the University.

Students on Academic Counseling must achieve an acceptable GPA as defined by SAP standards above, show satisfactory class participation and completion of attempted courses. Students on counseling who do not meet these three criteria by the end of their counseling period are in danger of suspension or dismissal according to the Academic Officer's decision.

Any period of counseling, academic suspension or dismissal will be recorded on the students' academic records.

Academic Disqualification

Academic disqualification (AD) will result if a student fails to clear an academic counseling status after terminal probation.

To reapply, a formal application for admission must be submitted in accordance with university admission procedures. In addition, applicants should explain the reasons for the scholastic deficiencies; the way the intervening time has been spent; and why they should be given favorable consideration for readmission. The readmission file will be reviewed by an Academic Official and a decision reached regarding readmission. If approved, the student would be required to complete all program requirements in effect at the time of readmission. No dismissed students may claim any reimbursement of their fees.

Grade Point Average

One aspect of academic progress is the student's cumulative grade point average (CGPA). Undergraduate students must be advancing toward or maintaining a minimum of a 2.0 CGPA for all UBIS University coursework to meet academic standing and to meet the requirements for graduation. Graduate students must maintain a **3.0 GPA** to retain their matriculated status.

A student's cumulative program GPA is calculated using only those grades earned at the University for the current program of study. The program GPA is computed by adding the program applicable cumulative grade quality points earned (calculated by multiplying the credit hours and the weight of the grade earned in the course) and dividing it by the program applicable cumulative total number of credit hours completed. Courses from which the student withdraws are not included in the program GPA calculation for the qualitative measurement.

Qualitative Exclusions

The following are excluded from the qualitative computation:

- Waivers-Credit exam
- National Testing Programs
- Courses with the following grades:
  - Audit (AUD)
  - Incomplete (I)
  - Repeat of a course (R)
  - Passing (P)
  - Withdrawal (W)
  - Transfer Credit (TC)

Each academic program has a published standard credit load for completion. Pace of completion is automatically evaluated for all periods of attendance at the University.

Maximum Timeframe

The maximum duration of studies for undergraduate students is 72 months for a bachelor's degree for full time students. It is 28 months for graduate students and 72 months for the DBA.

The maximum timeframe to complete the program cannot exceed 150% of the published length of the program measured in credit hours attempted for undergraduate and graduate students. Progress is evaluated cumulatively at the completion of each payment period for a student's primary program of study to ensure completion of the program within the 150% maximum timeframe. If a student exceeds either the maximum calendar duration or the 150% credit-hour limit, the student may be placed on academic disqualification status. If a student cannot complete the program of study within the maximum time frame (as determined at the end of the payment period), the student will be placed on disqualification status without the ability to appeal.

Pace of Completion

The quantitative measure for the pace of completion is calculated using the following formula:

> *Cumulative number of credit hours the student successfully completes / Cumulative number of credit hours the student attempted.*

At the end of each payment period, the student's pace of completion is evaluated. Students must earn at least 67% of the credit hours attempted toward completion of the primary program of study. Credit hours taken at other institutions and accepted toward a student's primary program of study at the University are included in both attempted and completed credit hours when measuring pace of completion. Courses from which the student withdraws are counted as attempted credit hours when calculating the quantitative measurement or program pace.

Included in Pace of Completion

The following are included as attempted in the pace of completion calculation:

- Withdrawal (W)
- Withdrawal Failure (WF)
- Courses completed with the following grades: A, B, C, D and F (+/-)
- Repeated courses (R)
- Incompletes (I)
- Transfer Credits (TC)
- Pass/fail (P/F)
- In Progress (IP)

Appeals Process and Mitigating Circumstances

Resolution of Student Concerns

A grievance is a claim by a student that there has been a violation, a misinterpretation or an inequitable application of an existing policy, rule, or regulation of the University. An appeal and/or a formal grievance are two ways that students can request a formal change to an official decision of the Institution. Whenever possible the submission of an appeal or grievance will be dealt with confidentiality. In addition, all investigations will be undertaken impartially with no reprisals of any kind being undertaken by any member of the school for the submission of an appeal or grievance. Appeal and/or grievance proceedings will be treated in accord with the University's student privacy policy.

The steps involved with resolving a student's concern are an informal appeal, a formal appeal, and formal grievance. It is a requirement of the University that a student exhaust the appeal process in its entirety prior to submitting a grievance to allow for an appropriate resolution to be reached. Further, if an appeal or grievance is not submitted within ten (10) business days the initial decision of the school will stand.

Mitigating circumstances for which an appeal may be made are illness, death of a family member, military duty, jury duty, or employment responsibilities beyond the student's control. Appropriate written documentation must accompany an appeal. Students whose appeals are approved, may continue their studies at the University under an academic plan as described earlier.

Appeal Process for All Students

Step 1: Informal Appeal

The Informal Appeal process allows students to identify a concern and have it addressed expeditiously without the need for the issue to go to the Appeals Committee.

1. Students will meet with the instructor, if appropriate

2. If there is no resolution, the student may file an Informal Appeal
3. For an Informal Appeal, the student must complete and submit a student issues/concern form
4. The student will meet with the Chair or UBIS Designee or other designee to discuss the Informal Appeal
5. If there is still no resolution, the student may file a Formal Appeal

Step 2: Formal Appeal

The Appeals Committee acts upon requests for exceptions to existing academic policies and requirements. The committee works to find equitable and reasonable solutions supported by evidence.

1. Students must complete and submit an appeal form
2. The Appeals Committee, composed of faculty and Chair or UBIS Designee, or another designee, will convene to review the student's appeal.
3. The Committee will evaluate the appeal based on the following
    a. The Committee will review the appeal and supportive documentation
    b. Review student academic performance
    c. Evaluate the impact of significant non-academic issues
    d. Interview the student if she/he desires to present her/his case to the committee
    e. Review documentation provided by the student
4. If the student feels that the Appeals Committee did not follow due process, she/he may request a review by following the formal grievance procedure

Step 3: Formal Grievance Procedure

Students may wish to formally file a complaint with the University. In instances where all other attempts at resolution have failed, a student's concerns can be resolved using the Grievance Procedure:

1. Within five (5) business days of the alleged action(s), the student must present in writing, all facts of the grievance as below:
    i. E-mail address: confidential@ubisglobal.com
2. A response to the grievance will be made within ten (10) business days of the receipt of the written complaint. A grievance committee, if formed, will be composed of the appropriate number of individuals from the appropriate areas to ensure a fair and unbiased evaluation.
3. After the initial decision has been rendered, the student may request that a Academic Official review the process and outcomes of the grievance.
4. After a decision has been rendered by the Provost, the student may request that the CEO review the process and outcomes of the grievance.
5. If the student continues to feel that due process has failed after exhausting the above procedures, the student may submit a complaint to the Higher Education Licensure Commission, 1050 First Street, NE, Washington, DC 20002, telephone (202) 727-6436. The Commission is the agency of last resort in the student grievance process.

Academic Reinstatement Policy

Students who have been academically dismissed and wish to return to the University must complete the academic reinstatement process. Students must not have attended the University for a minimum of one complete academic semester (two terms) following dismissal.

Requests for reinstatement are reviewed by an Academic Official or designee. Approval is based on the student's demonstrated ability and likelihood to successfully complete the program, including consideration of the circumstances that contributed to the previous academic dismissal.

If academic reinstatement is approved, the student must complete all applicable Readmission/Re-entry requirements, including financial clearance through the Bursar's Office and compliance with current University policies, procedures, program requirements, and tuition and fee schedules.

Students approved for academic reinstatement will return under academic counseling, and all Satisfactory Academic Progress requirements will apply. Failure to meet academic requirements after reinstatement may result in dismissal.

Course Participation Policy

Class participation is vital to students' educational experience at UBIS. Students are expected to participate in all classes of their courses, including asynchronous activities such as submitting assignments, participating in academic discussions, or engaging with course learning activities. After seven (7) days of no academic participation, students will receive a warning. Continued absence of academic participation beyond this period may result in review of the student's continuing enrollment in the course at the discretion of academic leadership. Late submission of student work may result in a lower grade. Policies regarding late submissions are detailed in each course syllabus.

Terms Off

In recognition of the global mission of UBIS and the unique variety of holidays and vacations around the world, students are allowed to take one 8-week term off per academic year without penalty by notifying the Registrar's Office prior to the start of the term. A student may opt for three types of term-off requests, based on the various situations a student may have.

Leave of Absence (LOA)

Students wishing to take a Leave of Absence must inform the Registrar's Office by submitting a Leave of Absence Request form that can be obtained from the Registrar's Office or from Student Services.

A student's approved leave from active continuous program registration. This leave would fall outside of the standard eight-week STO policy that is allotted to students (see below). The LOA may be a maximum of three academic terms and shall not exceed 180 days.

Guidelines for LOAs:

- UBIS will only approve an LOA if the student is in good financial standing with the University/Institute.
- A student must be in attendance for at least one term to be eligible to request an initial LOA.
- The student must provide supporting documentation for the request that confirms the need by the student.
- A student on LOA will be scheduled to return at the beginning of the next term and must return and post attendance by the end of the add/drop period for that term.
- If a student takes a LOA during a course, the student must repeat the entire course, unless a final grade can be given.

- If a student fails to return from an approved LOA, the student is considered to have withdrawn from UBIS and their last date of attendance (LDA) will be their actual last date of recorded attendance.
- Under no circumstances will an LOA be permitted to exceed 180 days during an academic year. The academic year begins in August and is counted using calendar days, which includes weekends and holidays.

Process to Request an LOA:

- Students must appeal for an LOA via the student services form, which you can request from Student Services
- The student must formally request an LOA by submitting a request form and providing the following as documentation for the request:
    - Reason for request, which may include:
        - Serious illness or hospitalization of student or family member (mother, father, spouse, and child)
        - Pregnancy and childbirth (medically necessary as prescribed by a doctor)
        - Death of immediate family member (father, mother, spouse, domestic partner, child, grandparent, brother, sister, aunt, uncle, father-in-law, mother-in-law, brother-in-law, and sister-in-law)
        - Natural disasters, inclement weather, or emergency situations which require the University to cancel classes.
        - Other extenuating circumstances approved by the University
    - The request must be made in writing with appropriate supporting documentation provided to the University and must be submitted before the student exceeds any attendance policy. The written request must include the reason for the request, as well as the dates being requested.
    - Length of request (not to exceed 180 days).
- The Academic Officer and/or designated person or committee reviews the form and documentation and either approves or denies the request.
- The academic team will contact the student with approval or denial notification via email.
- IF the LOA is approved – the student notification will include a mandated term of return.

Completion of Coursework upon Return from an LOA

If a student takes an approved leave of absence in the middle of a course, the University must ensure no additional charges are incurred when the student returns. To ensure no additional charges are incurred, the University will issue the student a leave of absence credit. This credit will be applied to the course scheduled after the leave of absence end date.

Failure to Return from an LOA

The University will advise the student, prior to granting the leave of absence, the effect that failure to return from a leave of absence may have on payment terms. If a student does not return from an approved leave of absence, the withdrawal date will be the student's last date of attendance.

Scheduled Term Off (STO)

Each UBIS student is allowed to take one term off per year, in which the student and UBIS have communicated and agreed upon BEFORE the term off.

Guidelines for STOs:

- This term off shall not exceed one term.
- The student must request an STO before the beginning of the term in which they are requesting off
- UBIS will only approve an STO if the student is in good financial standing with the University/Institute.
- A student must be in attendance for at least one term to be eligible to request an initial LOA.
- Students must return to their academic program in the next consecutive term after the STO has ended.

Process to Request an STO:

- Students must actively communicate their intent to take their term off by submitting the Term Off Request form that is available from the Student Services department.
- The Academic Officer and/or designated person or committee reviews the form and documentation and either approves or denies the request.
- Student Services will then inform the student of their decision via email
- If approved, the student notification will include a mandated term of return, which be the beginning of the term directly after the STO term.

Non-Scheduled Term Off (NSTO)

Non-scheduled Term Off is a status used to identify any students who failed to register for the active term, did not have an approved STO or LOA, and is not in a non-matriculating status.

If a student fails to register for a course, does not request an STO, or is not approved for an LOA, the Registrar will automatically move the student to NSTO status. Student Services will notify the student that they are in an NSTO status and that if they do not register by the next consecutive term, UBIS may withdraw
them from the institution.

Non-Matriculating Status Policy

Non-matriculating status is available to students who experience circumstances that prevent continued enrollment but require additional time before determining whether they will resume their studies. This status is intended for situations where a defined return term cannot be established at the time of request.

Students requesting non-matriculating status must submit a completed request form for review and approval. Approval requires that the student be in good academic and financial standing with the University. Requests may be reviewed by the appropriate Academic Official or designee.

Students approved for non-matriculating status are not required to maintain continuous enrollment, will not be automatically registered for courses, and will not incur regular tuition charges while in this

status. The status may remain active for a maximum of one academic year from the academic term of approval.

Prior to the expiration of the approved non-matriculating period, the student will be contacted and required to participate in advising to determine a plan for resuming studies. Students who are approved to return must complete all applicable re-entry requirements and comply with current University policies, procedures, program requirements, and tuition and fee schedules.

Students who are unable to resume studies at the conclusion of the approved non-matriculating period will be withdrawn from the University.

Student Grievance Procedures

UBIS carefully considers student grievances and adjusts when appropriate. Students submitting a grievance are not subject to unfair action or treatment because of their initiation of such a grievance.

It is the University's objective to maintain good communications and to assure that concerns of all members of the University community (students, staff, and faculty) are addressed fairly. To accomplish this, the following process should be used in seeking resolution of a student's concerns:

Step 1: Discuss with course instructor (if appropriate)

Step 2: Discuss with Student Services Representative, who will neutrally and impartially assist students in solving problems and resolving complaints

Step 3: If necessary, submit a written appeal to a Academic Official or designee

After the second step, a grievance must be submitted in writing to a Academic Official or designee by the end of the academic session following the session in which the action being appealed occurred. If the grievance is not satisfactorily resolved, it will be then taken to the Academic Officer.

When a final decision has been reached, the Academic Officer or designee notifies all relevant parties in writing. If a grade change or other record revision is required, the Academic Official or designee notifies the Registrar. The Registrar makes appropriate change(s) to the student's records. The decision of the Academic Official or designee is final.

If all available channels fail to resolve the complaint, UBIS will seek an independent, outside party (an Ombudsperson) to mediate the grievance.

Step 4: Students who are not satisfied with the outcomes of the UBIS internal complaint process, can submit a complaint to the Higher Education Licensure Commission 1050 First St. NE, Washington, DC 20002. (202) 727-6436. Students will be asked to provide contact information for themselves and the institution, dates of attendance, a full description of the problem, relevant documents to support the complaint and the desired outcome. Complaints filed with HELC are made available to UBIS, so that the University may file a response to the allegations. Investigation and resolution of complaints take varying amounts of time. The Higher Education Licensure Commission is the agency of last resort in the student grievance process.

STUDENT RIGHTS AND RESPONSIBILITIES

Academic Integrity and Ethics

UBIS requires all students to be honest in their academic work and assignments. Academic dishonesty is viewed as an ethical issue and a serious violation of the principles expressed in the University's mission statement. Academic dishonesty defrauds everyone who depends upon the integrity of the University, its courses, and its degrees.

UBIS is committed to observing strict rules regarding student integrity. As such, UBIS will not tolerate plagiarism or any other form of cheating. Students who are caught cheating or plagiarizing will be reported to the Office of the Academic Official. The report will go into the students' academic records. The first instance will result in an official warning from the Office of the Academic Official. The second instance will be cause for dismissal from the course. Three instances of cheating or plagiarism (in different courses) will result in dismissal from the University.

Academic dishonesty may take many forms, and each is considered an equally serious offense. The more common forms of academic dishonesty are:

- **Cheating** – Cheating includes the intentional giving or receiving (or attempts thereof) of any assistance not authorized in advance by an instructor, including the use of notes, copying or prior knowledge of examination materials.
- **Fabrication** – Fabrication includes the intentional falsification or invention of any information for inclusion in a written paper or project.
- **Plagiarism** – Plagiarism includes the intentional use or representation of the thoughts, ideas, or words of another as one's own work in any assignment including the paraphrasing of information, the duplication of an author's words or ideas without identifying the source, and the failure to cite quoted material properly.
- **Duplication of Materials** – Academic integrity extends to the appropriate duplication of the materials of others that are under copyright protection. Faculty and students are required to comply with all copyright restrictions in the use of materials within the classroom and in reports and presentations.

Students, faculty, and staff must also be cognizant of and avoid copyright infringement. Copyright infringement is using someone else's ideas or material, which may include a song, a video, a movie clip, a piece of visual art, a photograph, and other creative works, without authorization or compensation, if compensation is appropriate. The use of copyrighted material without permission is against federal law, and penalties may include fines and/or imprisonment.

Because of expanded availability of digitized files and computing, peer-to-peer file sharing has become commonplace. UBIS requires students to respect local laws regarding copyrighted material and file sharing networks. In addition, UBIS reserves the right to revoke the Information Technology privileges of those using or contributing to illegal activity as defined by local laws.

The concept of "Fair Use" applies, and the limited reproduction of copyrighted works for teaching and research purposes *may* be permitted. Multiple copies for classroom use may be produced provided the copies are not sold or distributed beyond classroom use and provided such duplication is specifically for a direct educational purpose. This statement does not restrict the limited duplication of copyrighted materials through the University's purchased online databases. Should questions exist regarding the duplication of materials, academic advice should be sought before materials are copied.

Faculty and students may face civil or criminal charges if they are found to be contributing to illegal activity as defined by local laws.

While intent is a component of academic dishonesty, a lack of knowledge of the specifics as to what constitutes a violation of the University's standards is not accepted as an excuse. Any questions regarding the specific application of the Academic Integrity Policy should be directed to an instructor.

In cases involving charges of academic dishonesty made either by an instructor or another student, the instructor shall present the evidence in the case to the Academic Official, or designee, as appropriate. If there is any sound reason for believing that there has been an act of academic dishonesty, the Academic Official or designee consults with the student involved. The Academic Official or designee imposes the appropriate penalty and notifies the student in writing. The student, in writing, will acknowledge the penalty. At a minimum, a grade of "F" is assigned to any assignment, paper, or test on which a violation of the Academic Integrity Policy has occurred. Repeated violations may result in the student being dismissed from the institution.

Academic Freedom

UBIS encourages an environment that supports independent thinking and open dissemination of knowledge conducted with civil and respectful discourse. Thus, UBIS takes responsibility to protect faculty and students from inappropriate influences or pressures.

Guidelines

UBIS, as an institution of higher learning, upholds a policy of academic freedom. Faculty are free to explore whatever research topics are of interest to them, including controversial and unpopular ideas, as directed by their scholarship, research, and objectivity, without regard to the opinions of the staff, administrators, institutional benefactors, community leaders, politicians, or religious leaders. The academic leadership at UBIS likewise asserts the view that academic freedom fosters creativity and excitement in the learning process, attracting excellent faculty who ardently want to teach, and serious students who want to learn.

In addition, academic freedom is essential to protect the rights of the faculty member in teaching and the student in learning. Academic freedom carries with it responsibilities as well as rights. Those with teaching responsibilities are expected to present scholarships objectively and fairly. They are to reveal sources of intellectual property and identify personal opinions when they voice them.

In line with the UBIS code of ethics, membership in the academic community imposes on administrators, faculty members, other institutional employees, and students an obligation to respect the dignity of others, to acknowledge the right of others to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression. Each UBIS faculty member is a citizen, a member of a learned profession, and a representative of UBIS. When speaking or writing as a citizen, the faculty member should be free from institutional censorship or discipline. However, as a member of the academic community and a representative of UBIS, the faculty member should at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that he or she is not an official spokesperson for UBIS. Furthermore, each faculty member must refrain from using institutional resources to further his or her interests or activities which are not a part of his/her assigned responsibilities to the institution.

As per UBIS' Governance Policy academic freedom supports the development of an open, democratic, and collegial institution and includes access to proper whistleblowing procedures.

Exceptions

The academic leadership at UBIS reserves the right to set minimum standards for curricular content, the use of learning outcomes measurements, and course work performance requirements.

Equal Opportunity Policy

UBIS is committed to creating and maintaining an environment that is free of discrimination. The University prohibits harassment, discrimination, and retaliation that is based upon race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, or veteran status. The UBIS community is committed to an environment that prohibits discrimination.

The American with Disabilities Act (ADA)

UBIS does not discriminate on the basis of disability in its services, programs, or activities. The University will, upon request, provide reasonable accommodation for people with UBIS and will make reasonable modifications to policies and procedures to ensure that people with disabilities have an equal opportunity to enjoy the programs, services, and activities. To request a reasonable accommodation, or a modification of policies or procedures contact the Academic Official as soon as possible, preferably one week before the activity or event. A grievance procedure is available to resolve complaints.

Student Governance

The Global Student Council (GSC) is an organization composed of, and run by, students of UBIS. Its purpose is to represent the University's student body, give students an opportunity to have a voice; provide feedback to improve every aspect of the institution; and develop and bring to fruition ideas, projects, activities, and events for the benefit of the students and of the institution. The aim of the GSC is to solidify the student body, create a community and increase the number of social interactions and activities conducted over the course of the school year.

Student Responsibilities

Students are responsible for ensuring that they understand and follow fully the University's policies and regulations as outlined in this Handbook. Students are also responsible for being familiar with the formal requirements needed to complete their degree, and for keeping themselves informed of any changes in the policies and regulations. Notices will be posted or forwarded informing students of changes. Every effort should be made to uphold all academic standards and adhere to all academic regulations.

Students are obliged to behave in an orderly and proper manner; any student breaking any academic rules will be liable to disciplinary action. Any student who intentionally damages any UBIS property or the personal property of members of UBIS must pay for its repair and may be subject to disciplinary action. Students who disrupt teaching, study, the administration of UBIS, or the performance of a UBIS member will also be liable for disciplinary action.

All the regulations in this Handbook and all other official documents of the University are binding on every student. The University reserves the right to change its regulations, including cancellation of courses and programs, at any time.

Student Code of Conduct

Students are responsible for understanding and complying with all University policies and regulations as outlined in this Handbook and other official University communications. Students are also responsible for being aware of the academic requirements of their programs and for keeping themselves informed of any updates or changes. The University reserves the right to amend its regulations, including the modification or cancellation of courses or programs, at any time.

Students are expected to behave in an orderly and responsible manner at all times. Any student who violates academic or institutional regulations may be subject to disciplinary action. Students who

damage University property or the property of members of the UBIS community may be required to pay for repairs and may face disciplinary consequences. Disruption to teaching, learning, administration, or University activities is not permitted and may also result in disciplinary action.

As a member of the UBIS community, students are expected to uphold standards of integrity and responsible conduct. Unacceptable conduct includes, but is not limited to:

- Violation of University policies and regulations
- Violation of applicable local, national, or federal laws that impact the University community
- Disruption of University operations or learning activities
- Academic dishonesty, including plagiarism, forgery, or misuse of University documents
- Providing false or misleading information to the University
- Unauthorized access to or misuse of University systems, facilities, or resources
- Damage to University property or the property of others
- Violation of disciplinary sanctions
- Threat or infliction of physical harm
- Harassment in any form, including sexual, racial, ethnic, religious, or other discriminatory harassment
- Disorderly or disruptive conduct in academic or University-related activities

Anti-Hazing

All acts of hazing are prohibited. Students are entitled to be treated with consideration and respect. No UBIS student, individually or as part of the student organization, is permitted to engage in behavior that is likely to cause physical or psychological harm to any other person within the UBIS community. Such behavior is forbidden in admitting, initiating, pledging, joining, or continuing membership in any group-affiliation activity. Instances of hazing will be investigated, and disciplinary procedures will end in student(s) termination from the University.

Disciplinary Suspension or Dismissal

The University reserves the right to suspend or dismiss a student for violation of its policies or regulations, or for any conduct against the best interests of the University or of other students in attendance.

A student who is suspended or dismissed for conduct reasons will be notified in writing, setting out the grounds for the decision and the effective date. A student wishing to obtain further information about the decision may request it in writing from the Academic Official, who will respond within ten business days.

The student may appeal the decision by submitting a written appeal to the Academic Official within fifteen business days of notification, stating the grounds for appeal and enclosing any supporting documentation. The student will be notified of the outcome in writing within twenty business days of receipt. The decision of the Academic Official is final within the University.

A student dismissed for conduct reasons may apply for readmission no earlier than one academic semester following the effective date of dismissal. Readmission is at the discretion of the University and requires evidence that the circumstances giving rise to the dismissal have been addressed. A student dismissed for hazing, for threat or infliction of physical harm, or for harassment in any form is not eligible for readmission.

Student Records

As required by local and federal laws, the University maintains records relating to students for various academic purposes. This includes information as defined by the University (which includes name, dates of attendance, enrollment status, awards, honors, and degrees conferred).

Student Records are maintained in a secure database at UBIS. All transcripts are maintained in perpetuity and available to any student or graduate upon request. Student official transcripts are not released to students who do not have good standing with the University. Financial records are maintained for a minimum number of 3 years as mandated by regulations. Copies of financial records are available upon request within this time frame.

Students may request unofficial copies of academic and financial records by contacting the Registrar's office at registrar@ubisglobal.com

For official academic documents, students may complete their requests via the UBIS Document Request Portal available at https://ubisglobal.com/ubis-academic-document-request-form/

Privacy of Student Records

As required by local and federal laws, the University maintains records relating to students for various academic purposes. Information as defined by the University (which includes name, dates of attendance, enrollment status, awards, honors, and degrees conferred) may not be released without the enrolled student's written permission. UBIS will not disclose any information from a student's educational record, except to personnel within the institution, without the written consent of the student. When appropriate, UBIS will honor all requests for student information from government agencies.

Students who need to discuss their academic status in regard to compliance with the University's academic requirements, or who want to discuss a grievance or any other concerns relating to academic issues can make an appointment to see an Academic Official or designee.

Change of Contact Details

Students must inform the administration office without delay of any change in their home or business address and other contact details such as phone number or e-mail address.

DEGREE REQUIREMENTS

Academic Progress and Grade Requirements

All students are required to maintain satisfactory academic progress throughout their course of studies. Students failing to do so are subject to further review and possible dismissal from the University. To be considered for readmission, a dismissed student must resubmit an application form. Admission will be considered after resolution of the difficulties that led to the initial dismissal.

Undergraduate Students

All undergraduate students are required to maintain at least a 2.0 grade point average (GPA). This requirement applies to all courses taken and to those courses designated for the student's concentrations. Students who fail to maintain these GPAs will be placed on academic probation.

Graduate Students

All graduate students are required to maintain at least a 3.0 GPA. This requirement applies to all University courses taken, including graduate foundation courses.

Students with a GPA below the required 3.0 will be put on academic probation, which lasts for one term. At the end of the probationary period, students must have achieved the required 3.0 GPA. Under no circumstances will they continue taking classes if they do not achieve a 3.0 GPA at the end of their probation unless they are given special permission by an Academic official to continue classes. Graduates not achieving the minimum GPA after two successive terms will be suspended or dismissed according to the recommendations of an Academic Official.

Capstone Bachelor Project or Master Thesis

During the duration of their studies at UBIS, students may work on their research project and are encouraged to apply assignments and information from their classes to the development of their research plan. They will meet with their assigned advisor on an as-needed basis to ensure that they are progressing in their project. The research work may be either internal or external (e.g., in the framework of an internship or at the student's workplace). The result will be a major case study or a written thesis to be presented and approved prior to graduation.

Completion Status

If a student does not meet the Cumulative Grade Point Average (CGPA) required for graduation and needs to be placed in an academic status of "completion" rather than granted graduate status, the policy and procedure will involve the following steps:

1. **Review of Academic Record:** The student's academic record is evaluated to confirm their CGPA and identify any deficiencies.
2. **Notification:** The student is informed about their current academic status and the specific CGPA shortfall.
3. **Meeting with Student Services:** The student may be required to meet with student services or a faculty mentor to discuss the implications of not meeting graduation CGPA requirements.
4. **Status of Completion:** The institution may place a student in an academic status of "Completion", which indicates that while the student has completed all course requirements for the degree, they have not met the CGPA requirement for graduation.
5. **Options for Improving CGPA:** The student is provided with options to improve their CGPA. This could include retaking certain courses, enrolling in additional coursework, or other academic opportunities aimed at grade improvement.

6. **Timeframe and Guidelines:** The student is given a specific time frame and set of guidelines to achieve the required CGPA. This may vary depending on each student's situation.
7. **Reassessment:** Once the student has undertaken the steps to improve their CGPA, their academic record is reassessed to determine if they now meet the graduation criteria.
8. **Graduation Status Review:** If the student raises their CGPA to the required level within the specified time frame, their status may be changed from "completion" to "graduate," and they would then be eligible for the conferral of the degree.
9. **Documentation and Transcripts:** Throughout this process, all changes in the student's academic status are documented, and transcripts are updated accordingly.

PROGRAMS OF STUDY

Bachelor of Business Administration

Program Description

The mission of the Bachelor of Business Administration (BBA) degree is to provide students with a broad foundation covering the major functional areas in business: accounting and finance, management, marketing, and operations and by developing skills and knowledge that can be applied to problem solving across areas in any business, industry, organization, or government agency context.

Graduates of the Bachelor of Business Administration can:

1. Analyze the financial health of businesses through financial statements and applicable quantitative and qualitative tools/methodologies.
2. Apply management principles in ways that optimize organizational resources and respond to the impact of change on business sustainability.
3. Develop a business plan that considers implementation issues, including the financial, legal, operational, and administrative procedures involved in new business ventures.
4. Conduct assessments of business problems and opportunities resulting in recommendations for courses of action.

Program Outline

To receive a BBA, students must earn 120 US / 240 ECTS semester credit hours that are equal to 14 courses—including a capstone project. All courses are worth 3 US / 6 ECTS credits

General Education (42 US / 84 ECTS credits) *

The program includes 42 credits in general education in the natural sciences, social sciences, and humanities categories. The General Education courses are as follows:

Required	Course Number	Course Title	Credits
	SOCI233	Cross-Cultural Communications	3
	ENGL101	English Comp 1	3
	ENGL295	Research and Report Writing	3
	GNED112	Student Success Strategies	3
	HIST201	Survey of World History	3
	MATH110	College Math: Algebra	3
	PHIL101	Introduction to Philosophy	3
	PHIL240	Ethics Introduction	3
	PSYC101	Principles of Psychology	3
	COMM101	Introduction to Communication	3
	SCIE112	Environmental Science	3
	ECON205	Microeconomics	3
	ECON301	Macroeconomics	3
	POLS215	International Political Economy	3

**Any 3-credit courses from the above categories completed successfully at other higher education*

institutions may be transferred into the program.

Required Core Courses (36 US / 72 ECTS credits)

The program includes 36 credits of the required core. The courses are as follows:

Core	Course Number	Course Title	Credits
	ACCT101	Accounting I	3
	ACCT102	Accounting II	3
	BUSN110	Foundations of Business	3
	COMP201	Introduction to Information Technology	3
	MGMT303	International Business Management	3
	MGMT317	Organizational Diversity	3
	MGMT221	Contemporary Management Practices	3
	MGMT238	Intro to Human Resources	3
	MRKT110	Principles of Marketing	3
	MGMT435	Strategic Management and Planning	3
	MGMT305	Organizational Communication	3
	RESP480	Capstone	3

Elective and Minor Courses (Choose 42 US / 84 ECTS credits)

The program includes a choice of 42 credits from Program Elective and Minor. Select 14 Courses from Electives and Minors. Courses are as follows:

Electives	Course Number	Course Title	Credits
	ACCT210	Cost Accounting	3
	BUSN301	International Business Law	3
	BUSN310	Export Procedures and Practices	3
	MCOM403	Issues in Global Media	3
	MGMT315	Managerial Accounting and Financial Analysis	3
	MGMT330	Purchasing and Materials Mgt	3
	MGMT411	Performance Measurement and Eval	3
	MGMT420	International Banking and Finance	3
	MGMT427	Operations and Project Mgt	3
	MGMT 235	Global Market Competition Management	3
	MGMT442	Business Sustainability	3
	MRKT324	International Marketing	3

Minors	Course Number	Course Title	Credits
	MGMT417	Human Resource Management	3
	MRKT319	Principles of Marketing and Advertising	3

General Management	MCAP303	Organizational and Technology of Information Management	3
Service Management			
	MGMT417	Human Resource Management	3
	CUST410	Service Innovation	3
	CUST414	Customer Service Excellence	3
International Business			
	MRKT304	Global Marketing	3
	BFIN309	Global Financial Management	3
	MGMT318	Economics of Environmental Management	3
Marketing Management			
	MRKT302	Marketing Innovations	3
	MRKT303	Marketing Research Management	3
	MRKT304	Global Marketing	3
Banking and Financial Management			
	BFIN302	Financial Markets	3
	BFIN303	Managing Financial Risk	3
	BFIN309	Global Financial Management	3
Managing Sustainability and Ethics			
	MGMT342	Business Ethics and Social Responsibility	3
	MGMT301	Leadership	3
	MGMT318	Economics of Environmental Management	3
International Relations *(Choose 3)*			
	INTR301	Politics 1: People and Politics	3
	INTR302	Role of Civil Society	3
	INTR401	World Political Affairs Since 1919	3
	INTR402	International Organizations	3
	Total to Graduate		**120**

**Additional minor courses may be offered by educational partner institutions that students are allowed to transfer into the UBIS program with prior approval from the* Academic Official.

Master of Business Administration

Program Description

The Master of Business Administration is intended for working professionals who want to achieve a business degree in as little as 12 months. This option offers the opportunity to participate in short study-abroad sessions or complete an internship. These experiences provide an immersive opportunity to network with other professionals globally.

Program Outline

MBA students complete nine required core courses (27 US credits) and three courses (9 US credits) in a selected concentration or research track, for a total of 12 courses comprising 36 US credits.

Students must select one of the four concentrations or tracks listed below and complete the three required courses

Required Core (27 US / 54 ECTS credits)

The program includes 27 credits of required core. The courses are as follows:

Core Accelerated Courses	Course Number	Course Title	Credits
	FIN 608	Financial Accounting and Reporting	3
	MCO 608	Technology and Operations Management	3
	MGT 621	Introduction to Global Business	3
	MGT 616	Integrative and Strategic Thinking	3
	MGT 607	Statistics and Data Analysis	3
	MGT 609	Supply Chain Management	3
	MGT 620	Ethical Issues for Managers	3
	MKT 606	Marketing Strategy	3
	MGT 642	Business Leadership and Strategy	3

Concentration Courses & Tracks (Choose 9 US /18 ECTS credits)

1. Management Concentration (9 US / 18 ECTS Credits)
2. Finance & Banking Concentration (9 US / 18 ECTS Credits)
3. Research Track (9 US / 18 ECTS Credits)
4. Innovation and Entrepreneurship with Business Project Planning (9 US / 18 ECTS Credits)

Concentrations	Course Number	Course Title	Credits
Management	MNG 601	Executive Leadership	3
	MNG 607	Future Decision making and Management Science	3
	MNG 603	Managing Organizational Diversity	3
Finance & Banking	FIN 601	Corporate Finance	3
	FIN 602	Financial Markets and Institutions	3
	FIN 609	International Financial Management	3
Research Track	RES 601	Research Methodology	3
	RES 602	Thesis Defense	3
	RES 603	Thesis Supervision	3
Innovation and Entrepreneurship with Business Project Planning	MNG 601	Executive Leadership	3
	MNG 651	Business Project Plan 1	3
	MNG 655	Business Project Plan 2	3
	Total to Graduate		**36**

Master of Arts in International Relations

Program Description

The UBIS Master of Arts in International Relations (MAIR) program is based on current educational trends in international business education. This program was developed to meet demand of the international job market, propel careers of our alumni, and contribute to professional knowledge and competence in the field. The program provides insights into political and pragmatic motivations that impact international business. The field of international studies encompasses topics in geopolitics, international law, global sociology, and government provides the broad background needed to tackle complex issues that impact global businesses.

Program Objectives

The Master of Arts in International Relations provides both broad vision and practical skills. This Program helps graduates to develop and manage immediate needs without losing sight of the larger context. With this Double capacity, the Master of Arts in International Relations graduates will be ready to work as leaders, directors, consultants and professionals in international organizations,

national public administrations, private for-profit companies, as well as civil society, nonprofit organizations, foundations, and associations.

Graduates of the Master of Arts in International Relations can:

1. Incorporate foundational global and intercultural knowledge, theories, research methods, and approaches to investigate global issues.
2. Frame and evaluate global challenges in international political, economic, security, or diplomatic areas in the selected region or concentration, drawing on perspectives and methods from diverse fields of study.
3. Apply the advanced knowledge gained in the field of global studies to a practical challenge, articulate in writing the insights gained from this experience, and assess approaches, scholarly debates, or standards for professional performance applicable to the challenge.
4. Assess and develop an ethical position on a contemporary social issue from a socio-historical perspective and from multiple viewpoints of the stakeholders.
5. Synthesize and transfer learning to new, complex situations within course work or beyond the classroom.

Program Outline

To attain a Master of Arts in International Relations, students must earn 45 US / 90 ECTS credits hours equal to 15 courses including a research project. All courses are worth 3 US / 6 ECTS credits.

Required Core (45 US / 90 ECTS credits)

The program includes 45 credits of required core. The courses are as follows:

Core	Course Number	Course Title	Credit Hour
	ECO 601	International Economics	3
	HIS 602	International Politics: Power and Purpose in Global Affairs	3
	INR 601	International Relations Theory	3
	INR 612	World Politics Trend and Transformation	3
	INR 614	Global Sociology and Its Impact	3
	MGT 609	Operations, Supply Chain and Project Management	3
	LAW 601*	International Law*	3
	MKT 606	Marketing Strategy	3
	MGT 620	Strategic Human Resources Management	3
	MGT 616	Strategic Management, Competitiveness & Globalization	3
	MGT 613	Multinational Management	3
	MGT 621	Introduction to Global Business	3
	MGT 642	Business Sustainability, Ethics and Social Responsibility	3
	RES 601	Research Methodology	3
	RES 602	Thesis Defense	3

**Formerly IRL 601 International Law*

Doctorate of Business Administration

Program Description

The mission of the Doctorate of Business Administration (DBA) degree is to prepare scholars and professionals to meet the needs of the fast-changing business world, develop critical thinking skills necessary to design and implement advanced business practices aimed at tackling the challenges of a complex and global economy, to further applied research with strong business impact, to devise new business practices and models.

Program Objectives

Upon completion of the program, graduates will be able to identify problems related to U.S. and foreign businesses and to respond artfully to these challenges. In addition, graduates will be empowered with the knowledge and skills required to work as leaders in U.S. business organizations, nongovernmental organizations, and international entities.

Graduates of the Doctorate of Business Administration can:

1. Demonstrate support of current and emerging business theory, practice, and influences that support business sustainability, creativity, and innovation in changing environments.
2. Integrate appropriate theories, research methodologies and experiential data in making evidence-based decisions to solve current business administration problems.
3. Formulate effective solutions to real-world problems in business administration that improve the effectiveness of organizations in support of organizational missions.
4. Demonstrate ethical behavior in organizational governance, leadership, and engagement Program Outline

To receive a Doctorate of Business Administration, students must earn 60 US semester credit hours that are equal to 14 courses, and successful defense of a dissertation.

The UBIS DBA: Credit Weighting and Course Mapping (Total Credit Weighting: 60 US Credits)

The Traditional DBA Program Structure			
Course Code	**Course Name**	**Year**	**US Credits**
DBA 701	Introduction to Business & Management Research at the Doctorate Level	Year 1	5
DBA 702	Introduction to the Literature Review	Year 1	5
DBA 703	Applied Research Trends in Strategic Management, Organisational Behaviour and Leadership	Year 1	5
DBA 704	Introduction to Action Research	Year 1	5
DBA 705	Research Trends in ESG	Year 1	5
DBA 706	Introduction to Case Study Research Methodology	Year 1	5
DBA 707	Introduction to Qualitative Research Methods	Year 2	5
DBA 708	Introduction to Quantitative Research Methods	Year 2	5
DBA 709	Research Proposal Development and Defense	Year 2	2

DBA 800	Principles of Academic Writing and the Dissertation Introduction	Year 2	3
DBA 801	Doctoral Research: The Literature Review	Year 2	3
DBA 802	Doctoral Research: Methodology	Year 2	3
DBA 803	Doctoral Research: Data Analysis Results and Findings	Year 3	3
DBA 804	Doctoral Research: Discussion and Conclusion	Year 3	3
DBA 810	Dissertation Defense and Publication	Year 3	3
	Total Credits		60
	Total Period	3 years	

Doctorate of Business Administration (EDBA) Pathway

The Doctorate of Business Administration (EDBA) Executive pathway meets the demands of experienced business executives and industry leaders. This highly flexible and well-structured program challenges you to develop new philosophies that reshape the business world.

The DBA Executive Pathway does not involve a traditional lecture-based delivery structure. With the executive pathway, students receive guidance on the same concepts of the core curriculum and DBA learning and academic requirements via advisor-led progress. Leveraging advisor-led learning, this pathway provides a broad theoretical framework of current business issues. With a strong foundation in applied research and analysis along with a supportive immersive dissertation track, executives can discover, define, and find the type of learning and support unique to their professional, academic, and focused dissertation topic.

Doctorate of Business Administration All but Dissertation (ABD) Completion Pathway

The Doctorate of Business Administration All but Dissertation (ABD) Option is designed for individuals who were enrolled in an accredited educational leadership Doctorate program and completed all requirements but the dissertation. UBIS will work with ABD applicants to the DBA program, to conduct a comprehensive prior learning assessment that reviews previous coursework, experience, and scholarship. Up to 40 credits may be earned toward advanced standing in the DBA program. Students are required to have completed coursework from a recognized or similarly accredited institution of higher education.

The DBA Executive Pathway Structure				
Program Code	**Modules**	**Flexible Duration**	**Credits**	**Credit Distribution**
TIER 1 EDBA900	UNIT 1: An Introduction to Doctoral Writing and Research Methods	1 year	20	2
	UNIT 2: Introduction and Literature Review			2

	UNIT 3: Advanced Quantitative Research Methods			2
	UNIT 4: Advanced Qualitative Research Methods			2
	UNIT 5: Applied Research in Organizational Behaviour and Leadership			2
	UNIT 6: Action Research Approaches in Operational Management			2
	UNIT 7: Corporate Governance and Social Responsibility			2
	UNIT 8: Dissertation Proposal			6
TIER 2 EDBA901	Research Development and Progress Review	1 year	30	N/A
	Assessment: Mini Defense, Two to Four Chapters, IRB Review			
TIER 3 EDBA902	Thesis Completion and Viva Voce Examination	1 year	10	N/A
	Assessment: Data Analysis, Conclusions, Revisions, Viva Voce Examination			
		Total Credits	60	

* *Students who do not complete their dissertation within 36 months may be granted an extension; any time extension will be decided on a case-by-case basis and additional tuition will apply*.

Doctorate of Business Administration Graduation Requirements

The Doctorate degree program requires the satisfactory completion of 60 US credit hours distributed among the following areas: advanced practice and specialty; writing and research requirements; and dissertation requirements The degree of doctorate is awarded in recognition of in-depth knowledge in a major field and comprehensive understanding of related subjects together with a demonstration of ability to perform independent investigation and to communicate the results of such investigation in an acceptable dissertation. Students are expected to follow their program of study. Doctorate students must complete: 1) 60 US credit hours of Doctorate coursework, which includes the completion of 42 credits of the 700 series courses and 18 credits of the 800 series dissertation seminars, and 2) successfully complete and defend a Doctorate dissertation. All course work must be at the 700 level or higher, and at least 40 credit hours of coursework must be graded. A minimum of 15 semester hours of dissertation research is required for all Doctorate students

Advancement to Candidacy

Upon completion of the 700-course series, students at our institution will advance to the 800 series and become eligible for the Doctorate degree program. To be considered for candidacy for the

Doctorate degree, commonly referred to as ABD (all but dissertation), students must submit a Research Proposal that is formally approved by their research advisor and the Doctorate Academic Leader. Once approved, students can enter the dissertation research phase of the program.

It is important to note that students are expected to make regular and continuous progress towards their degree. Advancement to candidacy must occur within a maximum of five years from the start of the program, and students must complete their Doctorate within seven years. However, individual programs may require students to advance to candidacy before the time limit set in this policy at the discretion of the Academic official.

A student who is refused candidacy status may undertake further study toward the Doctorate degree and submit their dissertation proposal three times only. If the third submission was not approved as acceptable the student may not undertake further study.

Doctorate students on the traditional pathway have three consecutive calendar years from the semester of the first credited registration. Executive pathway candidates will complete the program over 2.5 years on average and candidates on the All But Dissertation pathway will accomplish the degree over two years on average. Maximum seven years are allowed for all pathways to complete all requirements for the doctorate.

Dissertation Requirements

All candidates for a Doctorate degree must electronically submit a dissertation as evidence of their ability to conduct independent research at an advanced level. The dissertation must represent a significant contribution to existing knowledge in the student's field. Students must prepare their own dissertations. Joint dissertations are not permitted. The dissertation must conform to regulations concerning format, quality, and time of submission as established by the Department of Academic Affairs. Research work connected with a dissertation is to be carried out under the direct supervision of a member of the University faculty selected in consultation with the student.

Approved dissertations are to be uploaded to the University portal before certification for the doctorate. Because dissertations are made public immediately upon acceptance, they should not contain proprietary or classified material. When the research relates to proprietary material, the student and advisor are responsible for making preliminary disclosures to the sponsor in advance to permit timely release of the dissertation.

Institutional Review Board (IRB)

UBIS places a significant emphasis on promoting scholarship and advancing knowledge through research, which often requires the involvement of human subjects. UBIS is committed to ensuring that all research involving human subjects is conducted ethically and with the utmost consideration for the rights and well-being of those involved. Compliance with university policy and federal regulations is mandatory, and all research involving human subjects at UBIS must be preceded by submission of an IRB application.

For Doctorate students pursuing dissertation projects, their research falls into the category of minimal risk and may be exempt from certain requirements outlined in Section 46.104 of the e-Code of Federal regulations. However, it is still necessary for students to submit their projects and instruments to the IRB Committee for review before completion of DBA803. Exempt reviews will be conducted by at least one reviewer, and the review process may take up to four weeks.

Research Advisor/Supervisor

When a student has been advanced to candidacy, the student may begin dissertation research by registering for the applicable dissertation courses in the appropriate sequence. Dissertation students

are supported by a university faculty member serving as an academic advisor or research supervisor, according to the student's pathway.

For the Traditional DBA and ABD-DBA pathways, an advisor or supervisor is assigned for each 800-series dissertation course. The assigned faculty member may vary by course, allowing students to benefit from different areas of faculty expertise as they develop the components of their dissertation. For the DBA Executive pathway, a research supervisor is appointed following successful completion of Tier 1 and normally remains with the student throughout the remainder of the program, providing continuity of research supervision across Tiers 2 and 3.

The assigned advisor or supervisor provides academic guidance appropriate to the student's current dissertation course or tier, including research conception, methodology, research conduct and ethics, and the development and communication of the student's research. The advisor or supervisor provides constructive feedback based on their area of expertise and supports the student in developing an original, academically rigorous, and professionally relevant dissertation.

Students advanced to candidacy also receive monthly consultation during each academic term. These consultations supplement the individual advising or research supervision provided through the student's dissertation coursework.

The Doctorate student is responsible for initiating and maintaining regular communication with the assigned advisor or supervisor, incorporating appropriate feedback, and meeting established research and dissertation requirements. The advisor or supervisor's guidance does not replace the student's responsibility for the content, originality, integrity, and completion of the dissertation.

Dissertation Advisory and Defense Committee

The Dissertation Defense Chair organizes the Dissertation Defense Committee in accordance with faculty eligibility requirements established and overseen by the Provost. The committee must consist of a minimum of three qualified UBIS Doctorate faculty members. Committee members must hold an appropriate terminal degree and be qualified to serve as DBA faculty. The Dissertation Defense Chair must be qualified faculty in the student's program.

The faculty member with formal responsibility for confirming the student's readiness to proceed to the dissertation defense is not eligible to vote on the defense outcome. For the Traditional DBA and ABD-DBA pathways, this is the advisor responsible for the student's required defense-readiness documentation. For the DBA Executive pathway, this is the student's assigned research supervisor.

Qualified external individuals may be appointed to the Dissertation Defense Committee on an exceptional basis with approval by the Provost. External committee members are voting members of the committee.

Dissertation Defense

Doctorate candidates are required to present and defend their completed dissertation before a Dissertation Defense Committee. The defense may include an inquiry into the candidate's competence in the major field and related areas.

Students must schedule their dissertation defense with the Dissertation Defense Chair no later than eight weeks before the proposed defense date. Before a defense may be scheduled, the dissertation must be complete and approved for defense based on the required defense-readiness documentation.

The candidate must provide a completed copy of the dissertation to each committee member at least four weeks before the defense date to allow sufficient time for review. All voting members of the Dissertation Defense Committee must be present for the defense.

The Dissertation Defense Committee evaluates the dissertation based on its scholarly quality, originality, significance, methodology, and presentation. A majority of the voting committee members must approve the dissertation for the defense to be considered passed. For an odd-numbered committee, a majority requires at least two of three, three of five, or the equivalent majority for a larger committee.

The Dissertation Defense Committee may assign one of the following defense outcomes:

Complete Pass: The dissertation is accepted without required revisions. Upon completion of all other degree requirements, the student is eligible for the degree.

Pass with Minor Revisions: The dissertation is accepted subject to minor revisions. The student is granted 30 to 60 days to complete the required revisions. No additional defense is required. The Dissertation Defense Committee reviews the submitted revisions and determines whether the requirements have been satisfactorily completed.

Conditional Pass with Major Revisions: The dissertation requires substantial revisions before it can be accepted. The student is granted 90 days to complete the required revisions. Following submission and approval of the revised dissertation for defense, the student must complete a second dissertation defense.

Failed: The dissertation does not meet the requirements for a passing outcome. The committee provides the student with a written explanation of the deficiencies and required revisions. The student will be recommended for additional advising, research support, or other appropriate academic steps before the dissertation may be approved for another defense. A Failed outcome counts as one dissertation defense attempt.

A student may have a maximum of three total dissertation defense attempts. A Conditional Pass with Major Revisions requires a subsequent defense and counts as one defense attempt. A Pass with Minor Revisions does not require another defense and does not constitute an additional defense attempt.

If a student does not achieve a Complete Pass within the three permitted dissertation defense attempts, the student will be recorded as Complete Fail, will not be awarded the degree, and will be withdrawn from the Doctorate program.

A student may also fail to complete the Doctorate program if the maximum program duration is reached without completing a dissertation that meets the University’s academic requirements.

COURSE DESCRIPTIONS

The lettered prefix before each course number represents an abbreviation of the courses' discipline. The first digit of the course number represents the level of the course. The following course numbering system is used:

Course Number	Academic Level
100–199	Introductory Undergraduate
200–299	Intermediate Undergraduate
300–499	Advanced Undergraduate
500–699	Master's
700–999	Doctorate

Undergraduate Courses

ACCOUNTING

ACCT 101 Accounting I 3 Credits
This is the first part of the course. The course introduces accounting principles and their application to various services and merchandising businesses. It covers double-entry accounting using the accrual basis, the accounting cycle, income determination, and financial reporting with balance sheets and income statements.

ACCT 102 Accounting II 3 Credits
This course extends the concepts of Accounting I to cover procedures for larger or more complex business entities. It will demonstrate Special Journals, Corporate accounting, and end-of-year adjustments for Fixed Assets, Receivables, and Inventory.
Prerequisite: ACCT 101.

ACCT 210 Cost Accounting 3 Credits
This course introduces the basic concepts of analyzing costs for purposes of managerial planning and control. The traditional job and process costing procedures are studied, along with the analysis of cost behavior, standard costing, budgeting, and costs that are relevant for making decisions.
Prerequisite ACCT101.

BUSINESS

BUSN 110 Foundations of Business 3 Credits
The course introduces the student to the contemporary business world, the business of managing, people in organizations, the principles of marketing, and financial issues.

BUSN 301 International Business Law 3 Credits
This course introduces the student to the principles of public and private international law. It

addresses the legal problems of doing business in developed, developing and non-market countries, together with the economic and political issues that commonly arise.

BUSN 310 Export Procedures & Practices 3 Credits
This course will provide students with the basic body of knowledge and mechanics needed to successfully undertake and explore avenues of exporting. A description of the essentials as well as the parameters of exporting will be given. The course applies to an entrepreneurial export situation, to businesses expanding through foreign sales, and to companies simply trying to improve the operations of an existing export department. An emphasis on finance acquaints the student with frequent financial problems in foreign exchange.

COMMUNICATION

COMM101 Introduction to Communication 3 Credits
The course starts by exploring what communication actually is: how information is sent and received, filtered, and analyzed. Students will learn how to ensure the message sent is what's actually perceived and understood, via both verbal and nonverbal communication. Next, students learn why they are communicating in the first place: conflict resolution and negotiation, interpersonal and intercultural communication, interviews, and communication to small groups, within organizations, and to the public. This course will give students tools to both improve and analyze the effectiveness of their own and other people's communications.

COMPUTER SCIENCE

COMP 201 Introduction to Information Technology 3 Credits
Introduces students to the fundamental concepts in information technology (IT) that provide the technical underpinning for state-of the-art applications. A perspective on a range of information technology is presented. Historical development and social implications in information technology form an integral part of the course.

CUSTOMER SERVICE

CUST 410 Service Innovation 3 Credits
The course will focus on covering the different angles and strategies of creating customer-centric services that cater to the demands of the 21st century. It is to provide students an insight into design thinking, some experience with the messiness of service business model design, a 360° view of creating a service with multiple interfaces of a business model, an understanding of operational innovations for strategic customer centricity, and how digital services contribute to business impacts.

CUST 414 Customer Service Excellence 3 Credits
Key to business success is excellence in customer and client service. By completing this customer service excellence course, students will gain the knowledge and skills to ensure customers' expectations are met in the selling of products and provision of services. For those who are in frontline service and sales roles, this customer service course will provide learning opportunities on the essentials for dealing with complaints and difficult situations, whilst maintaining a strong focus on customer satisfaction and the total customer experience. This course will enhance students' ability to handle customer and client interactions with confidence by implementing best practice customer service techniques, delivering customer satisfaction, and developing customer loyalty.

ECONOMICS

ECON 205 Microeconomics 3 Credits

In Microeconomics, students will study how markets and consumers interact. See how markets resolve problems caused by the reality of scarce resources. Study the public and private sectors,

exports and imports, price elasticity and supply and demand. Students will examine the economics of healthcare, agriculture, labor, poverty, and the theories of Adam Smith and "the invisible hand." Analyze efficiency models in terms of production, distribution, consumer choice, the behavior of the firm, and market structure. In addition, students will explore market failures and the role of government in a market-driven society, as well as looking at international trade and finance.

ECON 301 Macroeconomics 3 Credits
This course provides thorough instruction and study of economic principles. With this macroeconomics course, students will study international issues in today's global economy as well as core economics concepts such as supply and demand, economic measures, growth, employment, and inflation.

ENGLISH

ENGL 101 English Composition I 3 Credits
This course improves student understanding and application of the writing process. Included are selecting and restricting topics, understanding audience and purpose; devising a plan of development; identifying appropriate supporting details and evidence; proper grammar usage and subordination; coordination, unity; coherence; consistency in format and style; and conciseness. Skills used to develop writing a research paper are emphasized.

ENGL 295 Research and Report Writing 3 Credits
This course prepares students for research and report writing required at a professional business level. Gathering and evaluating information are emphasized topics. The course includes report development, report research, report writing and presentation.
Prerequisite: ENGL 101 or equivalent or consent of instructor

FINANCE

BFIN 302 Financial Markets 3 Credits
This course introduces students to financial markets. The course will explore financial institutions and the services those institutions offer. Focusing on management, performance, and regulation of financial institutions, this course will explore the Federal Reserve System and its recent changes. Expanded coverage examines stock valuation, market microstructure strategies, and liquidity in today's financial markets. In addition, students examine popular sources of funding.

BFIN 303 Managing Financial Risk 3 Credits
This course blends institutional material, theory, and practical applications to introduce students to the management of risks associated with financial decisions. Detailed coverage introduces options, futures, forwards, swaps, and risk management as well as pricing, trading, and strategy.

BFIN 309 Global Financial Management 3 Credits
This course will introduce the student to the financial, analytical, and communication skills necessary to develop and implement a financial strategy in the global marketplace. The course will cover the impact of ethical and legal considerations, global markets, and technological innovation on efficient economic outcomes.

GENERAL EDUCATION

GNED 112 Student Success Strategies 3 Credits
This course is designed to assist the student in the successful transition to the program and greater academic success in college. Students will develop an understanding of Information Literacy and implement practices

to demonstrate how information is used to enhance their knowledge of core course concepts such as time- management, note-taking, active listening, test-taking, and career development and understand the importance of using reliable and valid sources. Students will search the Internet and library databases and demonstrate their ability to evaluate and organize information from a variety of sources.

HISTORY

HIST 201 Survey of World History 3 Credits
Survey of World History provides students with an overview of history over the last five millennia. Survey of World History guides students through the important historical events, societies, and people in this course.

INTERNATIONAL RELATIONS

INTR 301 Politics I: People and Politics 3 Credits
This course provides a general introduction to politics, defined as the use of state power to make decisions about who gets what, when, and how in a society. It emphasizes the role of the individual in parallel with law, moral codes, and corporate and other collective institutions all of which are involved in political education. The impact of political ideas on family, school and other key socialization processes and institutions will be explored. An analysis of democracy will highlight the relationship of theoretical analysis to practical action with reference to recent international social and cultural changes.

INTR 302 The Role of Civil Society 3 Credits
The focus will be on non-state actors in International Relations such as non-governmental organizations, (NGOs), intergovernmental organizations (INGOs), business international non-governmental organizations (BINGOs). The concepts of civic society and pressure groups will be put under the microscope. An important part of the course will be exploring the nature of advocacy and its use in terms of "consultative status" within the United Nations system. Students will be expected to develop their own civic society project.

INTR 401 World Political Affairs Since 1919 3 Credits
A close examination of the Interwar Years, World War II, the end of Colonialism, the "Cold War' and events after the Fall of the Berlin Wall. The use of film, videos and recordings of the spoken word will provide key elements in discussion. Students will be expected to think about international relations theoretically and demonstrate an ability to analyze policy.

INTR 402 International Organizations 3 Credits
This course will examine the changing nature of international organizations. Originally restricted to those activities concerned with official relations between sovereign states on issues such as war, diplomacy, immigration, and other aspects of interstate negotiations, international organizations now include activities between individuals and groups in one state and individuals and groups in another. The review will cover definitions and history, the classification of organizations and their role and function.

MATHEMATICS

MATH 110 College Math: Algebra 3 Credits
This is an introductory level course in algebra. Topics include properties of real numbers, performing operations with polynomials, graphing equations and inequalities, radicals, and exponents, and solving systems of equations and quadratic equations. Students will acquire familiarity with algebraic techniques and be able to solve equations in a documented, logically sequential manner. Students will be able to apply these techniques to work problems and create their own applications to real-life

situations in areas that are relevant to their experience and to future course work.

INFORMATION MANAGEMENT

MCAP 303 Organization and Technology of Information Management 3 Credits
This course will prepare the student for professional involvement with computer and information systems through an understanding of the organization and management aspects of such systems. This includes the management information software; ways of gathering, sorting, and distributing information and data; and evaluating software and hardware.
Prerequisite COMP201. * *Formerly MCAP 403*

MANAGEMENT COMMUNICATION

MCOM 403 Issues in Global Media 3 Credits
This course consists of an exploration of the historical development, control, and ownership of the global media. Topics include role of transnational media corporations, globalization, cultural imperialism, public sphere, global flow of information, Internet culture, public diplomacy and propaganda, and alternative media.

MANAGEMENT

MGMT 221 Contemporary Management Practices 3 Credits
This course is designed to examine both the functions of management (planning, organizing, leading, controlling) and the aspects of business (marketing, finance, production). Students will address a current issue facing management today with consideration given to the external factors affecting business.

MGMT 235 Global Market Competition Management 3 Credits
The nature of international business, the international monetary system, the foreign environment, and strategies of how management can deal with environmental forces, are some of the main topics. Selected case studies should encourage students to evaluate and discuss courses of action taken by companies and industries in the global marketplace. Theoretical foundations to international business and real-world scenarios will prepare students to operate more effectively in the changing global business environment.

MGMT 238 Introduction to Human Resources 3 Credits
This course is a study of personnel management in organizations. The student learns basic functions of procuring, developing, maintaining, and utilizing a labor force to meet the entry-level requirements for employment personnel work. The course supplies students with an understanding of the personnel department.

MGMT 301 Leadership 3 Credits
This course focuses on the impact of leadership and management on organizational effectiveness. Students will be introduced to the attributes of successful leaders and managers, the challenges they face in a global society, and how they build relationships and impact culture for organizational sustainability and innovation.

MGMT 303 International Business Management 3 Credits
This course provides a survey of international business management in the context of the increasing economic interdependence of nations. Theories of international business are examined in conjunction with strategic planning, intercultural factors, foreign management techniques, and political risk analysis. The activities of multinational enterprises in home and host countries are also examined.

MGMT 305 Organizational Communication 3 Credits
The central topics of the course are written and oral communication in business; effective

organization and writing of correspondence, memoranda, reports, and research proposals; interpersonal communication with fellow workers and supervisors; planning, conducting, and participating in meetings; and oral presentation.

MGMT 315 Managerial Accounting and Financial Analysis 3 Credits
This course covers the basic principles of accounting and financial management as they relate to managerial decision-making. Financial statement and annual report analysis, cash budgeting, capital management, long- term financing and financial forecasting are some of the topics covered.
Prerequisite ACCT 101

MGMT 317 Organizational Diversity 3 Credits
This course introduces students to current topics in diversity, national and international demographics of the changing face of the workforce; processes that create diversity including the organization of work, managing differences in work settings, management's responses to diversity; and connection to larger institutional dynamics.
**Formerly MGMT 217*

MGMT 318 Economics of Environmental Management 3 Credits
This course examines a businesses' relationship to the natural environment and its resources. Students will explore current utilization and predicted future availability of natural resources and the economic impact on businesses.

MGMT 330 Purchasing and Materials Management 3 Credits
This course examines the aspects of acquisition and material management. Students examine the functional roles of those individuals having responsibility in this area. The course includes discussion of acquisition law, operations management, pricing, negotiations, and logistics.

MGMT 342 Business Ethics and Social Responsibility 3 Credits
This course examines the role of business in a social system including interrelationships with government, the community, employees, and other major publics. A major focus is social responsibility of business towards society and the environment. Considerations are given to such areas as international business, business ethics, pollution, and impact of governmental regulations.

MGMT 411 Performance Measurement and Evaluation 3 Credits
This course will discuss basic quality measurement and performance issues. The course emphasizes process control concepts, metrics, and strategies for improvement. Current techniques such as total quality management, six sigma, balanced scorecard, and others are covered.

MGMT 417 Human Resource Management 3 Credits
This course surveys the principles and methods of effectively managing people at work. It includes the recruitment, selection, development, utilization of, and accommodation of people by organizations. Employee motivation and contemporary personnel management issues are examined in terms of the impact they have on organization effectiveness, goal attainment, health and viability, and overall performance.

MGMT 420 International Banking and Finance 3 Credits
This is a course designed to give the student an overview of international banking and finance. Topics covered include the international dimensions of finance, foreign exchange rates, international sources of funds, international banking regulations, and the contrast between European, Asian, and American Banking.

MGMT 427 Operations and Project Management 3 Credits
This course examines the direction and control of processes that convert resources into goods and services. It deals with the broad areas of system design, operation, and control. Further, it focuses on the definition, planning, implementation, and evaluation of discrete projects.

MGMT 435 Strategic Management and Planning 3 Credits
This course introduces basic techniques of strategic planning as a basis for integration and application of principles, skills, and perspectives developed in earlier courses to typical management problems.

MGMT 442 Business Sustainability 3 Credits
This course offers an international, scientifically sound, and strictly practice-related perspective. Students will learn about society, business ethics, corporate social responsibility, and sustainability. The focus is on the main issues encountered in the three aspects of responsible management: sustainability, responsibility, and ethics.

MARKETING

MRKT 110 Principles of Marketing 3 Credits
This is an introductory course in the study of marketing presenting basic principles and practices. Topics include marketing orientation, external environments, the industry's code of ethics, and the importance of marketing to the economy and the business firm and more. Emphasis is placed on marketing strategy: the target consumer plus product, price, promotion, and place.

MRKT 302 Marketing Innovations 3 Credits
In this course, students will further explore concepts covered in Principles of Marketing. They will be introduced to tools used to analyze marketing data to make decisions about market segmentation and target market selection, new product and service development, product positioning, and allocation of marketing mix expenditures, to accomplish strategic marketing objectives.

MRKT 303 Marketing Research Management 3 Credits
This course provides a comprehensive introduction to marketing research, specifically, how the information is used to produce marketing decisions is collected and analyzed. It provides fundamental knowledge of key concepts, processes, and techniques, as well as their applications within the real world. The course covers research design, including qualitative and quantitative data, and quantitative methods used for analyzing research data to make decisions.

MRKT 304 Global Marketing 3 Credits
This course is designed to introduce students to the marketing practices of companies seeking market opportunities outside their home country, and to raise awareness about the importance of viewing marketing management strategies from a global perspective. The course will introduce the marketing of consumer and business needs and wants on a global level. Special emphasis will be placed on cultural and environmental aspects of global trade, and integration of culture and marketing functions.

MRKT 319 Principles of Marketing and Advertising 3 Credits
This course provides an overview of the field of marketing to give students an awareness of the institutions and methods employed in the marketing of goods and services. Discussions cover such topics as marketing strategies, opportunity and environmental analysis, new product development, and pricing. Different types of advertising media and their adaptation to various types of business activities are reviewed.

MRKT 324 International Marketing 3 Credits

This course deals with differences in cultural, economic, and legal factors as they relate to the marketing process. This is systematic treatment marketing on a global scale, extending basic principles into foreign requirements.

PHILOSOPHY

PHIL 101 Introduction to Philosophy 3 Credits

This course exposes students to the major themes and concepts of philosophy, including metaphysics, epistemology, free will and determinism, evil and the existence of God, personal identity, ethical values and politics, modern cognitivism and more. And meet the major philosophers throughout the ages: Socrates, Descartes, Locke, Hume, Kant, Hegel, Nietzsche, Mill and Marx. Students will also explore Eastern influences on Western philosophy, including Taoism, Confucianism and Zen Buddhism.

PHIL 240 Ethics Introduction 3 Credits

This course introduces ethical thinking with an emphasis on the contextual nature of ethical decisions. It includes an historical survey of philosophical ethics focusing on the American context, the critique of traditional ethical philosophizing, the relation of science to ethical thinking, and the relation of the ethical perspective to self-understanding in today's pluralistic environment. The relevance and application of ethical theories to the solution of pressing contemporary moral problems is emphasized. Students will gain the ability to form coherent ethical perspectives on current social, political, and business issues.

POLITICAL SCIENCE

POLS 215 International Political Economy 3 Credits

This course reflects today's political climate and offers a country-by-country approach that allows students to examine similarities and differences among countries and within and between political systems. Students will make connections and comparisons about the countries presented. Case studies on 13 countries and the European Union are presented, providing an interesting sample of political regimes, levels of economic development and geographic regions.

PSYCHOLOGY

PSYC 101 Principles of Psychology 3 Credits

This course provides a survey of psychology as both a social and a biological science and covers the general principles and basic methods and facts of general psychology. The emphasis in the course is on the development of critical thinking skills and the analysis of controversial issues in the field. Topics include research methods and fields, the biological basis of behavior, sensation and perception, drug use and abuse, developmental psychology, social psychology, cognitive psychology, learning and memory, personality theory, psychological assessment, abnormal behavior, and therapy. **Formerly PSYC 201*

PSYC 205 Social Psychology 3 Credits

This course provides a study of the social behavior of individuals as they interact with other individuals from both experimental perspectives. Topics include perception of others, affiliation, interpersonal attraction, aggression, small group dynamics, leadership, conformity, conflict, group decision-making, and altruism. Broader social questions such as racial prejudice, interpersonal relationships, gender roles and the effects of urbanization are addressed. A variety of class projects are used to illustrate course concepts.

RESEARCH

RESP 480 Capstone Project 3 Credits

The purpose of the Capstone Project/Activity is to provide students with an opportunity to integrate knowledge and skills acquired throughout the courses of their Degree Programs. It is designed to validate students' abilities to apply learning from many courses to a practical project/activity, either within their workplaces or within their communities or personal lives. This Capstone Project/Activity is an outcome assessment in each UBIS Degree Program. It should integrate the students' course work so that its scope can be used to assess the varied competencies achieved during the students' programs of study at UBIS. As such, it requires students to show how they use the concepts from a minimum of five courses from their Degree Programs. In addition to the specific subject related competencies, the students' written communication skills will be demonstrated in this project/activity.

SCIENCE

SCIE 112 Environmental Science 3 Credits

This course emphasizes the biological and environmental problems facing society. Basic concepts of environment and ecology will be discussed including topics such as the ecosystem concept, the impact of humankind on nature, human population dynamics, alternate energy sources, solid and nuclear waste problems, water and air pollution, endangered species, land use, and conservation.

SOCIOLOGY

SOCI 233 Cross-Cultural Communications 3 Credits

This course introduces students to basic concepts in cross-cultural communications and increases one's awareness of how culture plays a role in our dealings with others. It examines the ways in which misunderstandings arise in both verbal and non-verbal communication processes. The course also looks at the multicultural issues within a single culture, such as those relating to gender or geography. Cultural values and styles related to difference settings will be discussed to increase awareness of how expectations play a part in understanding persons of differing cultures.

Graduate Courses

CAPSTONE

CAP 601 Capstone Project 3 Credits

The intent of the Capstone course is to integrate what was learned during the MBA program into an applied context. This course addresses the business-related fields of organizational theory, human resources, project/program management, accounting/finance, operations management, business law and ethics, leadership, and globalization. The capstone project is a culmination of concepts acquired throughout the MBA program. Students will place into practice their developed skills to produce the capstone project by demonstrating knowledge, understanding and application.

ECONOMICS

ECO 601 International Economics 3 Credits

This course aims to provide students with a detailed understanding of the international dimensions of economic activity and the inter-relationship between national and international economic performance. The modules show how the tools of micro and macroeconomic analysis can be used to evaluate contemporary developments in the world economy and the forces influencing globalization. It also provides a critical appreciation of problems related to design of economic policy in an

international environment.

ECO 602 Strategic Economics 3 Credits

This course, "Strategic Economics," provides students with an in-depth understanding of how economic principles and models apply to strategic decision-making within firms and organizations. The course focuses on the intersection of economics and strategy, equipping students with the analytical tools needed to evaluate competitive environments, market dynamics, and the strategic interactions among firms.

FINANCE

FIN 601 Corporate Finance 3 Credits

This course looks at the realities of finance within a corporate entity. Capital investment decisions are reviewed in more detail, with an emphasis upon risk analysis. Additional topics include the management of cash and working capital, and the valuation of companies. The course makes extensive use of case study analysis to link classroom teaching with corporate realities, and to provide students with additional experience of making presentations.

Any decision that a business makes has financial implications, and any decision which affects the finances of that business is a corporate finance decision. This course will examine corporate finance within that framework. This course will focus on specific areas and issues such as the evaluation of capital investment projects, the problem of risk adjustment in such decisions, capital structures, dividends and share buy-backs, sources of capital, issuing securities, cash and working capital management, and mergers and acquisitions.

FIN 602 Financial Markets and Institutions 3 Credits

This course helps students understand why financial markets exist, how financial institutions serve them, and what services those institutions offer. Focusing on management, performance, and regulation of financial institutions, this edition explores the Federal Reserve System and its recent changes. Expanded coverage examines stock valuation, market microstructure strategies, and liquidity in today's financial markets. In addition, students examine popular sources of funding.

FIN 603 Financial Risk Management 3 Credits

This course provides students with an opportunity to explore various investment options, and markets, how they interact with each other, and how to assess the risks associated with each. Students will explore options, futures, forwards, swaps, and risk management as well as pricing, trading, and investment strategy. Students will analyze portfolio management to identify risk and return.

FIN 608 Financial Accounting and Reporting 3 Credits

This course explains key theoretical concepts and provides practical tools to assess and implement effective financial decisions. The fundamentals are introduced before expanding to strategic finance, linking recent events to finance's role in the business world as well as students' personal lives. This course provides relevant and engaging presentations, numerous examples, and emphasis on Excel applications.

FIN 609 International Financial Management 3 Credits

Develops financial, analytical, and communication skills necessary to develop and implement a financial strategy consistent with firm value creation in a dynamic environment. Stresses the impact of ethical and legal considerations, global markets, and technological innovation on efficient economic outcomes.

HISTORY

HIS 602 International Politics: Power and Purpose in Global Affairs 3 Credits

This course examines five paradigms of international relations theory and connects the scholarly analysis of international politics to policy problems and contemporary affairs. This course presents the study of international politics as a series of intellectual puzzles and policy problems, which help students make the connections between theory and policy, history and the present, and ideals and constraints. Case studies of real-world events address common student deficiencies in history, policy, and geography.

INTERNATIONAL RELATIONS

INR 601 International Relations Theory 3 Credits

This course covers key principles of international relations, providing a thorough introduction to the discipline while avoiding excessive detail and complexity. Every course module includes the most recent statistics, research, trends, theories, and examples drawn from today's headlines, including chemical weapons in Syria, the conflict between Russia and Ukraine, and the debate over climate change and global resources.

INR 612 World Politics Trend and Transformation 3 Credits

Offering analysis of the latest data, research and current events, this course explains the "what" and the "why" behind the happenings on today's international political stage. This course explores recent challenges to global peace and prosperity, changes in the political landscape sparked by Brexit, the rise of China and enduring rivalries, and the decision-making process in world politics.

INR 614 Global Sociology and Its Impact 3 Credits

This class applies and relates key sociological concepts and theories to the forces of globalization-forces shaping virtually every aspect of daily life.

LAW

LAW 601 International Law 3 Credits

Today, no business is purely domestic. Even the smallest local firms are affected by global competition and world events. This course delivers comprehensive, yet accessible, coverage of the legal implications and ramifications of doing business internationally. With a focus on trade, the licensing of intellectual property, and foreign direct investment, the course presents the three major forms of doing business in a foreign country through real examples, precedent-setting cases, managerial implications, and ethical considerations**.**

* *Formerly IRL 601*

LAW 602 Business Law and Ethics 3 Credits

This course provides theory and practical applications in law and ethics. The course presents current controversial issues at the intersection of business, law, and ethics. This course encourages lively classroom debate on pertinent topics, from climate change to the gig economy to telematic surveillance to transgender workplace rights.

LAW 603 International Business Law 3 Credits

This course provides comprehensive coverage of the legal implications and ramifications of doing business internationally. Students examine the related cultural, political, economic, and ethical issues today's global business managers face. With a focus on trade, the licensing of intellectual property, and foreign direct investment, the authors present the three major forms of doing business in a foreign country through real examples, precedent-setting cases, managerial implications, and ethical considerations.

MANAGEMENT COMMUNICATION

MCO 608 Technology and Operations Management 3 Credits

This course enables students to develop the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Students will understand the complex processes underlying product development and the creation and delivery of services, with a focus on utilizing technology to drive competitive advantage. Topics include process analysis, cross-functional and cross-firm integration, product development, information technology, and operations strategy. The course will also cover the phased approach to technology adoption, supply chain management, and the application of technology to enhance organizational strategy.

MANAGEMENT

MGT 607 Statistics and Data Analysis 3 Credits

This course provides an in-depth understanding of statistical analysis techniques with applications in business decision-making. Students will explore both descriptive and inferential statistics, including hypothesis testing, probability, and regression models. By the end of the course, students will be able to apply these techniques to solve real-world business problems while considering ethical implications. The course emphasizes practical applications using business data sets, critical evaluation of statistical methods, and the integration of statistical analysis into decision-making processes.

MGT 609 Supply Chain Management 3 Credits

Operations and supply chain management (OSCM) combines the disciplines of industrial engineering, strategic management, quality control, and management science. This course explains the role of operations in both goods-producing and service-providing organizations with a focus on supply chains, quantitative applications, and project management that involves service processes.

MGT 610 Electronic Commerce 3 Credits

This course provides comprehensive coverage of emerging strategies, up-to-the-minute technologies, and the latest market developments. Students gain an understanding of the dynamics within this fast-paced industry as the book balances technological issues with the strategic business aspects of successful e-commerce.

MGT 611 Strategic Entrepreneurship 3 Credits

Entrepreneurship is defined as the assumption of risk and responsibility in designing and implementing a business strategy. The word “entrepreneur” originates from the French word “entreprendre” which means “to undertake.” In the business sense, this means to start a business. An integral part of entrepreneurship is the ability to develop and implement a business strategy. This course will teach the important factors leading to the creation of new businesses ventures and the characteristics of a successful entrepreneur. Students will participate in an on-line business simulation, either individually or in teams.

MGT 612 Small Business Management 3 Credits

This course covers all the aspects of small business launch and management. This course provides students with strong skills and real cases examples of successful small businesses and possible challenges that must be resolved by the leader.

MGT 613 Multinational Management 3 Credits

This course focuses on opportunities and challenges created by globalization. It explains cross-cultural and management issues related to management in an international marketplace.

MGT 616 Integrative and Strategic Thinking 3 Credits

In this course, students will gain the capacity to understand how firms operate in a global context, incorporating a broad, future-oriented, systems-based approach that utilizes data, information, and insights from diverse perspectives and sources. This course is designed to convey the key concepts of strategic thinking and their fit within the larger context of management strategy and decisions.

Students will be presented with both the practical "how" and the fundamental "why" in light of contributions from behavioral science, economics, and statistics.

MGT 619 Environmental Economics and Management 3 Credits
This course analyzes humanity's relationship to the natural environment and its resources. Attention is given to both current utilization and predicted future availability of natural resources. Specific topics may include population demographics, agriculture, mineral and energy resources, climate change, ecology, and water resources. Along with understanding the underlying science, all topics are examined using the perspective of current economic, social, and political conditions.

MGT 620 Ethical Issues for managers 3 Credits
This course offers a current look at HR and its impact on today's organizations, with new closing cases and new content on ethics and the ethical process, leadership, social media, technology, unemployment, and current economic conditions. Through theoretical frameworks and practical applications, students will explore the ethical challenges faced by managers and learn how to navigate these issues effectively. The course emphasizes critical thinking, ethical decision-making, and the development of a personal ethical framework.

MGT 621 Introduction to Global Business 3 Credits
The global business environment is rapidly changing due to shifts in geopolitical alliances, active support of international institutions in promoting market-oriented economic reforms, and advances in the development and use of information technology. This course prepares students for business launch and management on the international arena.

MGT 640 Business Ethics 3 Credits
This course is based on real cases that show current ethical dilemmas, provide a basis for evaluating business ethics, while encouraging stronger values in future business leaders. Students will analyze common themes in less-than-ethical decision making and explore why leaders make ethical compromises in business that they would not make in personal lives. Also, this course reviews the decision-making process of business leaders today to illustrate why good leaders often make questionable decisions.

MGT 641 Ethics in Informational Technology 3 Credits
This course provides a strong understanding of the legal, ethical, and societal implications of information technology. This course examines issues associated with the professional code of ethics, cyberattacks and cybersecurity, security risk assessment, privacy, electronic surveillance, freedom of expression, censorship, protection and infringement of intellectual property, development of high-quality software systems, the impact of IT on society, social networking, and the ethics of IT corporations.

MGT 642 Business Leadership and Strategy 3 Credits
This course examines the current and future role of business in society, with a focus on Corporate Social Responsibility (CSR), sustainability, business ethics, and corporate governance. Students will explore the complex interactions among business, government, and the public, and discuss the responsibilities businesses have regarding the environment, stakeholders, and ethical practices.

MNG 601 Executive Leadership 3 Credits
This course focuses on the impact of leadership and management on organizational effectiveness. Students will hone their critical thinking and problem-solving skills. Students will learn attributes of successful leaders and managers, the challenges they face in a global society, and how they build relationships and impact culture for organizational sustainability and innovation.

MNG 603 Managing Organizational Diversity 3 Credits
This course will provide an overview of the different ways in which cross-cultural management and

communications processes are handled today. It emphasizes possible (and practical) cultural geographic distinctions that affect individual, group, and organizational behavior. It explores different aspects of intercultural management, including teams, leadership, Human Resource Management, marketing, and negotiations. This course provides a deeper knowledge about how culture shapes management practices in international organizations. This course will provide an in-depth understanding of how to deal with cultural diversity. The different key concepts that will be explained within the course include culture, ethnicity, race, racism, stereotype, prejudice, core values, oppression, and discrimination.

MNG 607 Future Decision-making and Management Science 3 Credits
Geared entirely to Excel 2016, this course helps students take full advantage of the power of spreadsheet modeling. Modeling is integrated into areas of business such as finance, marketing, and operations management. This course blends theory with real examples and real data. Applied learning and theory provide a solid foundation followed by practical, hands-on exercises. Students will learn @RISK and Precision Tree add-ins and how to incorporate "Big Picture" diagrams of spreadsheet models and data mining.

MNG 608 Management of Technology and Innovation 3 credits
In today's economy the management of technology is a major factor in the process layout employed by the firm, in systems used by the company, in its structural design, and in its product marketability. This course examines technology as a guiding focus for explaining the strategic management process by synthesizing material from leading theorists and consultants and discussing the applicable techniques for successfully exploiting technology and innovation.
**Formerly MGT 608*

MNG 651 Business Project Plan 1 3 Credits
This course, geared toward students who are interested in entrepreneurship, covers the basics of preparing a business plan and starting a new venture. It introduces students to the components of a business plan; the concept of team building and covers the essentials of refining and presenting a venture idea. The course includes topics such as marketing and sales. Common business models and their most appropriate usage are also discussed. The course also covers financial planning sources such as Funding from the 3 Fs, customer financing. Consulting, venture capitalists. This section also introduces financial projection techniques and financial modeling.

MNG 655 Business Project Plan 2 3 Credits
The course introduces students to legal issues in entrepreneurship and covers topics such as intellectual property laws, international privacy laws, copyrights, patents, trademarks, and trade secrets. The course also covers major hidden tax traps in business startups, and covers general legal issues faced by an entrepreneur. The course covers negotiation skills with interactive presentations and includes organizational and people issues, and external and internal team building.

MNG 680 Business Internship 6 Credits
The purpose of the internship course is to add value to academic education with competencies related to your major. As students receive hands-on work experience within the internship, they are able to assess their interests, gain confidence, and develop professional skills. This course is designed to provide for student attainment of the competencies for all programs.

MARKETING

MKT 602 Strategic Marketing 3 Credits
In this course, students will go deeper into concepts covered in Principles of Marketing. They will learn how to analyze marketing data to help make decisions about market segmentation and target market selection, new product and service development, product positioning, and allocation of marketing mix expenditures, to accomplish strategic marketing objectives.

MKT 603 Marketing Research 3 Credits
This course discusses the tools of marketing research, including methodology and techniques used in measuring characteristics of markets for products and services. Topics include the research process, data collection, sampling, data analysis, and presentation of results. Contains hands-on development of capabilities to study characteristics of the marketplace.

MKT 604 Multinational Marketing 3 Credits
This course introduces the student to global marketing concepts and strategies. It examines problems of performing various marketing functions in other countries. Emphasis is on understanding the different cultural, economic, political, social and legal environments in which a firm's product might be marketed in global settings and to formulate strategies for such markets.

MKT 605 Digital Marketing 3 Credits
This course provides comprehensive, practical guidance on how companies and organizations can get the most out of the Web to meet their goals. The course links marketing theory with case studies on cutting edge companies such as Amazon, Facebook, and Apple to help students understand digital marketing in the real world. It also looks at localization issues related to branding, language, and intercultural communication.

MKT 606 Marketing Strategy 3 Credits
This course applies an understanding of the competitive global environment, and the creation and implementation of high added-value product and service theories to achieve high marketing management expectations. Additionally, we will examine the planning, pricing, promotion, and directing the flow of a company's products and services to foreign markets. Marketing in a global environment should be viewed through a series of lenses: the cultural environment of global markets, assessment of global market opportunities, development of global marketing strategies, and implementation of global marketing strategies. Global marketing in this course will be viewed as an integrated discipline combining elements of economics, anthropology, history, demographics, linguistics, law, statistics, politics, geography, and international trade.

RESEARCH

RES 601 Research Methodology 3 Credits
Students will be presented with a variety of research methods and approaches, which they will examine and from which they will select the appropriate method/approach for their topic. Methods presented will include quantitative, qualitative, and mixed methods; inductive and deductive methods of inquiry will be differentiated. Students will learn to recognize research integrity and validity.

RES 602 Thesis Defense 3 Credits
This course presents the cumulation of the process of research from the inception of a purpose statement or research thesis to the writing up of a report or essay. Through exposure to a variety of research methods, students learn which methods are appropriate for the research questions and/or hypotheses at hand.
Prerequisite: RES601

RES 603 Thesis Supervision 3 Credits
This course covers traditional research topics in fields such as management, finance, marketing, organizational behavior, as well as non-traditional topics depending on students' needs. Virtually all topics are accepted if the research is connected to management. The thesis supervisor interacts on an individual basis with students.
Prerequisite: RES602

THE 601 Research Methodology 5 Credits
Students will be presented with a variety of research methods and approaches, which they will examine and from which they will select the appropriate method/approach for their topic. Methods

presented will include quantitative, qualitative, and mixed methods; inductive and deductive methods of inquiry will be differentiated. Students will learn to recognize research integrity and validity.

THE 602 Thesis Supervision 5 Credits

This course covers traditional research topics in fields such as management, finance, marketing, organizational behavior, as well as non-traditional topics depending on students' needs. Virtually all topics are accepted if the research is connected to management. The thesis supervisor interacts on an individual basis with students.
Prerequisite: THE601

THE 603 Thesis Defense 5 Credits

This course presents the cumulation of the process of research from the inception of a purpose statement or research thesis to the writing up of a report or essay. Through exposure to a variety of research methods, students learn which methods are appropriate for the research questions and/or hypotheses at hand.
Prerequisite: THE602

Doctorate Courses

DBA 701 Introduction to Business & Management Research at the Doctoral Level

5 Credits

This course introduces students to the core principles and practices of Doctorate-level research within the context of the Doctorate of Business Administration (DBA) program. Students will develop foundational competencies in formulating research questions, evaluating scholarly literature, selecting appropriate methodologies, and communicating findings through the conventions of academic writing. The course provides an intellectually rigorous foundation, equipping students with the critical thinking and research skills essential for success throughout the DBA program.
Prerequisite: Admission to the program

DBA 702 Introduction to the Literature Review 5 Credits

This course introduces students to the literature review process and its foundational role in Doctorate-level research. Students will develop the skills necessary to critically locate, assess, and synthesize scholarly sources, gaining a comprehensive understanding of established knowledge within their field of study. Through structured engagement with existing literature, students will identify research gaps, evaluate potential hypotheses, and determine appropriate methodological directions for original inquiry. The course further emphasizes the importance of sourcing accurate, current, and ethically obtained literature, and examines how scholarly sources inform the development of conceptual and theoretical frameworks essential to Doctorate-level research.

DBA 703 Applied Research Trends in Strategic Management, Organisational Behaviour and Leadership

5 Credits

This course provides an overview of strategic management from both an historical and current practices perspective. The course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis that can impact the performance and success of businesses in a global society. Content also focuses on leadership concepts and strategies, including managing human capital and teams, employing ethical decision-making, and navigating organizational change. Students will learn to synthesize data necessary to assess the strategic health and long-term financial performance of a business.

DBA 704 Introduction to Action Research 5 Credits

This course introduces students to the principles and application of action research methodologies within the field of operations management at the Doctorate level. Through critical engagement with scholarly literature, collaborative discussion, and case-based analysis, students explore the iterative cycles of diagnosis, action, and reflection that characterize action research as a rigorous and practice-oriented research approach. The course emphasizes the dynamic relationship between research and practice, equipping students with the essential competencies to identify operational challenges, design collaborative research interventions, and contribute meaningfully to the improvement of organizational performance.

DBA 705 Research Trends in ESG 5 Credits

The objective of this course is to develop Doctorate students' ability to critically engage with contemporary research trends in Environmental, Social and Governance (ESG) and to apply them to the design of rigorous, ethically conducted Doctorate research. The module prepares Doctorate students to evaluate the relevance of current developments in sustainability, corporate responsibility and governance, integrate insights across the three ESG dimensions, and frame applied research questions that investigate complex organisational and societal phenomena.

DBA 706 Introduction to Case Study Research Methodology 5 Credits

This course introduces Doctorate students to case study research methodology as a rigorous and widely applied approach within Doctorate-level business and management research. Through critical engagement with scholarly literature, collaborative discussion, and applied research exercises, Doctorate students examine the theoretical foundations, classifications, and defining characteristics of case study research.

DBA 707 Introduction to Quantitative Research Methods 5 Credits

This module introduces Doctorate students to the foundational principles and practices of qualitative research methodology at the Doctorate level. Doctorate students will develop essential competencies in identifying and differentiating between key qualitative research approaches, developing data collection instruments, and applying principal qualitative data collection methods. Through collaborative discussion and hands-on engagement with qualitative data analysis tools, the module provides Doctorate students with the foundational knowledge and practical skills necessary to engage confidently and ethically with qualitative research within the field of business and management.

DBA 708 Advanced Qualitative Methods 5 Credits

This course introduces Doctorate students to the foundational principles and practices of quantitative research methodology at the Doctorate level. Doctorate students will develop essential competencies in quantitative research design, data collection, and measurement, with particular emphasis on identifying relationships between variables and applying descriptive and inferential statistical techniques. Through collaborative discussion and applied research exercises, the module equips Doctorate students with the foundational knowledge and practical skills necessary to conduct ethically rigorous quantitative research within the field of business and management.
Prerequisite: DBA 707

DBA 709 Research Proposal Development and Defense 2 Credits

This module serves as the capstone of the taught coursework phase, guiding Doctorate students through the development and formal defense of a Doctorate dissertation research proposal. Doctorate students engage with structured frameworks for proposal development and dissertation design, transitioning from coursework to independent Doctorate research. The module culminates in the formal presentation and defense of the dissertation research proposal, representing a critical milestone in the Doctorate student's DBA journey through which Doctorate students who demonstrate scholarly readiness advance into Doctorate candidacy.
Prerequisites: DBA 701, DBA 702, DBA 703, DBA704, DBA 705, DBA706, DBA 707 and DBA 708

DBA 800 Principles of Academic Writing and the Dissertation Introduction 3 Credits

This course provides learners with a strong foundation in academic writing, essential for producing clear, well-structured, and rigorous Doctorate work. It covers key principles of scholarly writing, including structure, argument development, referencing, and academic tone, aligned with expectations for advanced research. The module also offers focused support on writing the dissertation introduction, guiding learners in presenting the research context, defining the problem, justifying the study, and clearly stating research aims. Emphasis is placed on writing with clarity, purpose, and academic integrity to ensure a strong start to the dissertation. Prerequisite: DBA 710

DBA 801 Doctoral Research: The Literature Review 3 Credits

This course equips learners with the skills to develop a rigorous and critical literature review as part of their dissertation. It focuses on locating, evaluating, and synthesizing academic sources to identify research gaps, establish theoretical frameworks, and justify research questions. Learners will learn to organize literature thematically or methodologically, develop a coherent narrative, and write with academic integrity. Emphasis is placed on critical thinking, advanced academic writing, and aligning the literature review with the broader research aims of the dissertation. Prerequisite: DBA 800

DBA 802 Doctoral Research: Methodology 3 Credits

This course provides learners with a rigorous foundation in research methodology, essential for developing a methodologically sound and academically robust dissertation. Guided by a faculty advisor, learners will construct a research framework aligned with advanced scholarly standards. The module emphasizes critical engagement with research philosophy, methodological coherence, ethical integrity, data collection protocols, measurement instruments, and analytical strategies. Special attention is given to ensuring that each dissertation reflects best practices in academic research and demonstrates a high level of methodological rigor. Prerequisite: DBA 801

DBA 803 Doctoral Research: Data Analysis Results and Findings 3 Credits

In this course, learners will explore how to effectively organize and present research results and/or findings in a clear, objective, and academically rigorous manner. They will engage with appropriate visual and statistical tools to enhance clarity and precision in reporting. Special emphasis will be placed on the critical distinction between the presentation of results and their interpretation, equipping learners with the skills to communicate empirical evidence accurately and in alignment with established research objectives. Prerequisite: DBA 802

DBA 804 Doctoral Research: Discussion and Conclusion 3 Credits

In this course, learners will focus on developing and drafting the Discussion and Conclusion chapter of their dissertation. They will learn how to interpret research findings in depth, drawing out their

significance in relation to the research questions, literature review, and theoretical framework. Emphasis will be placed on critical reflection, exploring patterns and implications, addressing limitations, and articulating well-supported conclusions. Learners will also consider the broader impact of their findings and propose meaningful directions for future research, ensuring the chapter provides a coherent, analytical, and compelling close to the dissertation. Prerequisite: DBA 803.

DBA 810 Dissertation Defense and Publication 3 Credits

The Dissertation Defense serves as the final formal evaluation of a Doctorate candidate's research. In this course, candidates present their study's literature foundation, theoretical framework, methodology, data analysis, key findings, and contributions to the field, as well as implications, limitations, and directions for future research. The presentation is followed by a critical discussion with the dissertation committee. Through this process, candidates demonstrate mastery of the subject, the ability to defend their work, and readiness to contribute to academic and professional practice. Prerequisite: DBA 804

EDBA 900 Tier 1: Advanced Research Planning and Methodology for Business 20 credits

The UBIS DBA is an applied Doctorate designed for professionals seeking advanced research skills in business administration. The first tier provides a foundation in research methodologies, ethical considerations, and strategic planning, preparing learners to define and structure their Doctorate research projects. Pre-requisite: Admission to the program

EDBA901 Tier 2 Research Development and Progress Review 30 Credits

The Research Development and Progress Review supports learners who have completed the 'Research Plan', allowing learners to develop independence and confidence and undertake original research leading to a substantial portion of their research thesis being completed (2-4 chapters or an equivalent). Under supervision (this can be up to twice per month) and through regular submissions and synchronous feedback sessions, students hone and strengthen their ability to conduct innovative, original research at the very forefront of an academic discipline.
Pre-requisite: EDBA900

EDBA 902 Tier 3: Thesis Completion and Viva Voce Examination 10 Credits

The Thesis Completion and Viva Voce Examination represents the final stage of the UBIS DBA, supporting candidates in consolidating their Doctorate research into a completed dissertation. Students finalize their original research contribution through the completion, submission, and defense of a dissertation demonstrating academic rigor, methodological application, critical analysis, and professional relevance. The Doctorate journey concludes with a Viva Voce examination before an examination committee.
Pre-requisite: EDBA901

Additional EDBA Seminars

EDBA 701: Seminar 1: Business and Management Research

Seminars are held for six days, for 3 ½ hours per day during the first two weeks of the term. Each day there will be a mix of lectures, and individual and group assignment assignments. Peer-to-peer and faculty-to-student feedback is also built into the seminar units. A few case studies may also be used to demonstrate the application of some techniques. This seminar will have a practical approach so that the students can understand the intricacies of carrying out research and become discerning consumers of business research while staying focused on the end goal in this course, the preparation

of an EDBA project proposal.

EDBA 702: Seminar 2: Literature Review and Legitimate Sources
This seminar explores the importance of literature review in research. Through a literature review, students gain a thorough understanding of the knowledge and ideas established on a topic, such as the current state of research in the field, identify potential research gaps from which a new research question can address, and identify potential hypotheses and research methods for future research. Students will also learn the importance of accurate, current, and ethical sources. Initially, students will be instructed on the development of the Introduction chapter to their dissertation. The Introduction chapter is heavily dependent upon the literature review because the literature supports several sections in the Introduction chapter including overview of topic, research gap, research questions and methodology.

EDBA 703: Seminar 3: Quantitative and Qualitative Research I
This seminar is designed to train graduate students in qualitative/quantitative research methodology, from conceptualization, through design and data collection processes for use in their graduate studies and as an applied research methodology for problem investigation, problem solving and evaluation in business administration and other related fields. It includes a thorough discussion of research design and the role of theory in guiding and informing research design.

For qualitative research methods the seminar begins with research problems, research questions, and design considerations. Students will learn four data collection methods commonly used in qualitative research--observation, interview, focus group and documents and archival data.

For quantitative research design methods this seminar explores the leading theories and approaches used by quantitative researchers. Emphasis is placed on identifying the relationship between variables and conducting descriptive and experimental research. Seminar content covers data collection, organization, measurement, and statistical software applications that test relationships between variables. The course also emphasizes descriptive and inferential statistical techniques used for analyzing data in research.

EDBA 704: Seminar 4: Qualitative and Mixed Research Methods
This seminar prepares the student to manipulate data collected through statistical and other analysis to produce results and findings. Seminar activities focus on discovering, interpreting, and communicating new knowledge through academic research of publishable quality and which satisfies peer review.

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