



UNIVERSITY  
OF THE PEOPLE  
Tuition-Free Online University



# ADDENDUM

## 2015-16 CATALOG

(as of 3/16/2016)

### UNIVERSITY OF THE PEOPLE

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## **Purpose of this Addendum**

The purpose of the Addendum is to provide information about changes that have occurred since publication of the 2015-2016 UoPeople Catalog. The Addendum contains approved changes to programs and courses as well as changes in policies and procedures UoPeople.

All changes and additions listed here take precedence over the information contained in the 2015-2016 Catalog. All information contained in the Addendum is subject to change without notice.



## MASTER OF BUSINESS ADMINISTRATION (MBA)

Today's global economy requires leaders who excel as collaborators and innovators. UoPeople's Master of Business Administration (MBA) offers students comprehensive knowledge, theories and models used in the corporate world, and provides students the opportunity to further develop business training techniques and strategies. With a focus on preparing its graduates to operate in today's dynamic organizational contexts, the MBA moves students from application to practice with an unparalleled knowledge of business functions, processes and products operating at the highest levels of excellence, and a comprehensive understanding of today's technology-driven environment so high in demand.

Admitting students from all parts of the globe, socioeconomic strata, and cultural and social backgrounds, creating a student body that mirrors today's diverse society, MBA students study with highly-motivated students from around the world, sharing a desire for a quality education grounded in diverse perspectives, focused on cutting-edge theory and practical application.

### Institutional Program Goals

The MBA learning goals specify competencies that provide a foundation for graduates. The program seeks to:

- Provide an understanding of the key sociological, psychological and organizational concepts and theories necessary for effective leadership and management
- Cover the knowledge and skills needed to plan, structure, manage, and monitor organizations
- Introduce methods for improving productivity, responsiveness, quality and customer/client satisfaction
- Provide in-depth knowledge of operational areas and their functions, processes and interrelationships
- Develop cross-cultural awareness and an understanding of the globality of today's economy
- Foster an ability to act creatively and be a driver for change
- Instill an appreciation for the importance of legal and ethical behavior on the part of the organization and its members
- Nurture student potential and promote increased self-awareness and growth
- Support the development of networks among peers from around the globe



## The Curriculum

The UoPeople MBA is entirely online and emphasizes the knowledge, skills and attitudes needed to function in today's diverse and complex organizations. In a program that balances theory and technical skills with real-world experience, students are introduced to the knowledge, competencies and attitudes needed to pursue their personal and professional goals. Its graduates are positioned to grow in business, industry, government and nonprofit management.

Individual courses are the building blocks of each degree program; courses are nine weeks in length. Course requirements emphasize seven strategic managerial competencies including creating and maintaining domestic and international competitiveness; presenting and persuading for decision making; financing; hiring, motivating and managing; ethics and behavior; innovation; managing processes.

The MBA is structured to ensure that student study encompasses a broad range of topics and approaches, with an appropriate balance maintained among the three curricular components: Core Courses, Electives, and Capstone Project. The three components are described below.

### *Core Courses*

The Core consists of eight courses covering the theory, principles, concepts, and tools of the academic disciplines that undergird the field of management. Taught from a global perspective, they build the competencies that students need whether they are involved in the private, public or nonprofit sector and ensure that all students acquire a set of critical foundational skills.

- BUS 5110 Managerial Accounting
- BUS 5111 Financial Management
- BUS 5112 Marketing Management
- BUS 5113 Organization Theory and Behavior
- BUS 5114 Management Information Systems and Technology
- BUS 5115 Business Law, Ethics and Social Responsibility
- BUS 5116 Operations Management
- BUS 5117 Strategic Decision Making and Management

### *Electives*

Electives enable students to select coursework tailored to personal interests and offer the opportunity to acquire breadth beyond that specified in the course courses. Students can shape this unstructured



exploration to satisfy their intellectual curiosity and individual academic needs by choosing electives to reflect individual interests and provide the flexibility to explore in areas of interest while ensuring that primary academic skills are being developed. Choices can be made to gain breadth in general management competencies or to develop depth in some particular area. Students complete at least three elective courses chosen from the following:

- BUS 5211 Managing in the Global Economy
- BUS 5411 Leading in Today's Dynamic Contexts
- BUS 5511 Human Resource Management
- BUS 5611 Managing Projects and Programs

### *Capstone Project*

The Capstone Project, BUS 5910 Management Capstone, is completed as the final course in a student's program of study. In applying the knowledge and research skills in a comprehensive application of the MBA coursework, students present a final research project at the conclusion of the course.

## **MBA Admissions Requirements**

To be admitted to the MBA Program, applicants must be 18 years old or older and meet all the admissions requirements at UoPeople as follows:

- **Bachelor's Degree and GPA Requirements**  
Applicants must have earned a Bachelor's Degree with a cumulative GPA of 2.50 or higher on a 4.0 scale.
- **Two Years of Full-Time Work Experience**  
Applicants must have a minimum of two years of full-time work experience; the work experience can be in a wide range of areas and is not limited to the field of business.
- **Complete MBA Prerequisite Coursework**  
A Bachelor's Degree in Business Administration is not required for entry to the MBA program. However, applicants must be able to demonstrate readiness for advanced study at the graduate level in Business Administration to ensure that students possess the knowledge and skills necessary to succeed in the program.  
The eight MBA prerequisite courses may be completed prior to applying to UoPeople or may be taken at UoPeople as a Non-degree Special Student; applicants may need to complete all or only some of the MBA prerequisites. MBA prerequisite courses do not count toward the MBA



degree and must be completed before beginning any MBA coursework. The eight MBA prerequisites courses or their equivalents<sup>[1]</sup> are as follows:

- Basic Accounting (BUS 1102)
  - Microeconomics (BUS 1103)
  - Macroeconomics (BUS 1104)
  - Principles of Marketing (BUS 2201)
  - Principles of Finance (BUS 2203)
  - Organization Behavior (BUS 4402)
  - Business Policies and Strategies (BUS 4403)
  - Introduction to Statistics (MATH 1280)
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- Applicants who have completed some or all of the MBA prerequisites must present an official transcript(s) showing that they had earned a grade of B- or higher (2.67 on a 4.0 scale) in each MBA prerequisite course.
  - Applicants who have not earned a B- or higher (2.67 on a 4.0 scale) in each MBA prerequisite course, but who have met all other Admissions requirements, may be admitted to UoPeople as Non-degree Special Students and will be required to earn a B- or higher (2.67 on a 4.0 scale) in each MBA prerequisite course; courses may be elected one or two at a time.
  - Non-degree Special Students who earn a grade lower than B- (2.67 on a 4.0 scale) in any of the MBA prerequisite courses at UoPeople are dismissed from the University without appeal, and may not apply for readmission until having been away from UoPeople for a minimum of 12 full months. Students who have been dismissed from the University on two occasions are not eligible to apply for a second readmission.
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- **English Language Proficiency**  
Applicants must submit proof of English Language proficiency in one of the following ways:
    1. Be a native English speaker; or
    2. Present a diploma from an institution where English was the primary language of instruction; or
    3. Provide an official transcript indicating completion of at least 30 semester credit hours with an average grade of "B" or higher at an accredited college or university where the language of instruction was English; or

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<sup>[1]</sup> Course equivalences at UoPeople are listed in parenthesis.



4. Provide qualification exams and minimum scores for admission as follows:

| English Proficiency Qualification   | Minimum score required |
|---|------------------------|
|   | MBA                    |
| Test of English as a Foreign Language (TOEFL*) Paper-based Test (PBT)     | 530                    |
| TOEFL* Internet-based Test (iBT)  | 71                     |
| International English Language Testing System (IELTS)                     | 6.5                    |
| Pearson Test of English (PTE) Academic Test                               | 50                     |
| Eiken English Proficiency Exam  | Pre-1                  |
| ACT COMPASS   | Level 3                |
| Exams identified within the Common European Framework of Reference (CEFR) | B-2                    |

\* To submit TOEFL scores, the institutional code for UoPeople is 4577.

Applicants who cannot present evidence of meeting one of the qualifications listed above or whose score falls below the minimum score required, but who have met all other Admissions requirements, may still be considered for admission. If admitted, these students will be required to successfully complete a University approved English course and examination as a Non-degree Special Student in order to demonstrate a proficient level of English. Upon successful completion of the course and examination, students may continue to study at UoPeople.

English proficiency qualification test documentation may be submitted electronically unless otherwise specified by the University. If submitted via regular post, documentation must be either original documents or notarized photocopies, bearing original stamps and signatures from a notary public or the issuing institution. Meeting the minimum entry requirements does not guarantee admission to the University. Applicants are welcome to contact the Office of Admissions at [admissions@uopeople.edu](mailto:admissions@uopeople.edu) with any questions regarding English proficiency qualifications.



## MBA Application Process

To apply for admissions consideration to the MBA Program, applicants complete an online and offline application, pay a non-refundable Application Processing Fee of \$50, and submit the following:

- **Educational History**

Applicants submit a copy of their education history including the names, locations, institution enrollment dates, and name of the diploma earned. The Office of Admissions may request that applicants provide additional information about their educational history to supplement the information submitted on the online application.

- **Resume**

Applicants submit a resume showing at least two years of full-time work experience.

- **Letter of Recommendation**

Applicants submit a letter of recommendation from one individual who can write knowledgeably about their academic background and/or work experience. The recommender's first and last name, email address, and phone number including country code should be submitted by the applicant.

- **Submit Proof of Bachelor's Degree Completion – Diploma and Transcript**

Applicants must present proof of having earned a Bachelor's degree from an accredited institution, sending the diploma and a transcript in one of the following formats:

(a) official copies of a diploma and transcript sent directly to University of the People from the institution or an official authority like the Ministry of Education in the country in which the high school is located; or

(b) photocopies of the original diploma and transcript (or transcript showing graduation) certified by a notary; or

(c) the original diploma and transcript.

If an applicant is unable to provide (a), (b), or (c) listed above, then the applicant must provide the best evidence available, including a signed certification from the applicant regarding earning a diploma, a written explanation of why an official diploma or transcript cannot be sent, and an attachment of an unofficial/copied/scanned diploma or transcript. Submission of these materials does not guarantee admission; the Office of Admissions will assess each of these required submissions on an individual basis to determine acceptance, keeping a full record of the submissions and evaluations.

Diplomas and transcripts that are not in English must be submitted together with an official notarized translation and may require an additional fee for third party evaluation. In certain cases,



the Office of Admissions may require applicants to present additional documentation. All documents submitted for admissions consideration must be sent via post to the Office of Admissions at UoPeople. Documents submitted become the property of University of the People and will not be returned to applicants.

### *Notes about the Application Process*

- Because of state regulatory restrictions, UoPeople currently does not accept applications from individuals who reside in Alabama or Arkansas.
- UoPeople accepts official post-secondary credentials including a Master's and Doctorate degree for admissions consideration.
- University of the People does not require scores on the Graduate Record Examination (GRE) or the Graduate Management Aptitude Test (GMAT).

## Review of Documentation

Any document sent throughout the admissions process may be reviewed by relevant institutions, including the institution issuing the documentation and/or by an established foreign evaluation service that can establish degree comparability. Approved evaluation services are World Education Services (WES [www.wes.org](http://www.wes.org)) and American Association of Collegiate Registrars and Admission Officers (AACRAO [www.aacrao.org](http://www.aacrao.org)). The University may also accept evaluations from other credible sources, and students are welcome to check with the Office of Admissions at [admissions@uopeople.edu](mailto:admissions@uopeople.edu) for further information.

Applicants who falsify or withhold information on an application, or intentionally mislead or misinform personnel or administrators will be declared ineligible for admission. In cases discovered after admission to UoPeople, the student will be subject to disciplinary action, including dismissal from the University without further appeal.

## Making Our Decision

UoPeople accepts applications to the University five times a year and prospective students may apply for admission to any of the five terms. For admissions consideration, the online application and any required documentation must be received by the application deadline.

Every application is reviewed by the Office of Admissions to determine an applicant and/or student's overall readiness to study and ability to successfully complete a degree program. Admittance is at the University's sole discretion. Meeting minimum admissions requirements does not guarantee placement; decisions are made on an individual basis.



The Admissions Committee will meet and review applications at least once a term in order to guarantee that all applications are processed equally, and that admissions compliance requirements are upheld. UoPeople will announce its decisions on a rolling basis, and all relevant applicants will be informed of their admission status by the final Notice of Admission Day. For more information regarding the Admissions dates please refer to the Academic Calendar.

Students are invited to contact the Office of Admissions at [admissions@uopeople.edu](mailto:admissions@uopeople.edu) with any questions regarding the admissions process.

### *Confirming Enrollment*

Once admitted to the University, applicants must confirm their enrollment within seven days of being informed of their admission. Admitted applicants are required to sign and submit an enrollment agreement to the University as part of their enrollment confirmation. Enrollment agreements are then signed by a UoPeople official administrator on behalf of the University. Applicants who fail to confirm their enrollment within the required timeframe will be assumed to have declined the offer of admission and the application will be closed.

Students who wish to defer their enrollment to the MBA after signing the enrollment agreement may email their Program Advisor up to one week before the start of the term. Admissions deferrals are allowed for up to one term only. Special circumstances requiring deferral for longer than one term will be considered on a case-by-case basis.

Enrollment as a Non-degree Special Student does not constitute admission to the MBA Program nor does it ensure preference for admission to the University at a later date.

### Licensure and Placement

UoPeople does not guarantee employment for its graduates, nor does it offer a hiring placement service. It makes no claims about potential salaries or about specific positions a student might secure as a result of obtaining a MBA. Additionally, the MBA is not designed to prepare one for any particular position, trade or field and does not lead to employment where licensure is a prerequisite for practice.

UoPeople is at times notified about internship opportunities that might come available and works to inform students to the extent possible, but does not offer an internship placement service. However, workshops on topics such as resume development, interview strategies, communication skills, job search techniques and follow-up, are offered to MBA students and the University helps provide links for students with similar resources and support.



## Processing Fees

University of the People does not charge students for their educational instruction, course materials or annual enrollment. It does charge modest fees for application and course assessment.

### Application Processing Fee

1. Applicants to the University are required to pay a non-refundable Application Processing Fee of \$50.
2. The Application Processing Fee is subject to change as of September 1 and will apply to applications that are in process.
3. The Application Processing Fee must be submitted by the applicant along with his or her application for admission.
4. The Application Processing Fee does not include any additional fees that may be required for third party evaluation.

Applicants unable to pay the Application Processing Fee may contact the Financial Aid Office to explain why they cannot pay the Application Processing Fee. UoPeople may request clarification and 'proof of circumstance' regarding the inability to pay this fee. Proof of circumstance may include:

- A signed declaration testifying to the applicant's inability to pay the requested fee.
- Standardized form signed by the applicant
- Financial statements
- Other documentation required by UoPeople

In certain circumstances, UoPeople may be able to award an applicant a grant to help reduce their Application Processing Fee.

Students who apply for readmission must pay the Application Fee in effect at the time they reapply to the University.

### Course Assessment Fees

- Students in the University are required to pay a Course Assessment Fee of \$200 for every end-of-course assessment in the MBA Program.
- Course Assessment Fees will apply to MBA Students. Non-degree Special Students pay \$100 for every end-of-course exam at the University.



## Total Estimated Fees

Total estimated fees for a degree program of study are listed below.

**The University reserves the right to charge optional or special fees, upon reasonable notice to students, in future terms. There are no optional or special fees for student at the graduate level at present.**

| Total Estimated Fees                     |                                       |                       |                |
|--|---------------------------------------|-----------------------|----------------|
| Application Processing Fee<br>(one time) | Course Assessment Fee<br>(per course) | Number of MBA Courses | Total MBA Fees |
| \$50                                     | \$200                                 | 12                    | \$2,450        |

Note: The above estimated fees are based on the successful (one-time) completion of the twelve courses required for the MBA degree. Students who are required to repeat courses will incur an additional Course Assessment Fee for each additional course taken. Students who are required to complete one or more of the eight MBA prerequisites are required to pay a \$100 Examination Processing Fee for every MBA prerequisite taken. Total Estimated Fees for the MBA do not include Examination Processing Fees for MBA prerequisite courses and any additional fees that may be required for third party evaluation.

Students pay the Examination Processing Fee or Course Assessment Fee when the drop/withdrawal period is over and all outstanding balances for Examination Processing Fees or Course Assessment Fees must be paid by the end of the final exam period. If the Examination Processing Fee or Course Assessment Fee is not paid by the required deadline, a financial hold will be placed on the student's file. Students with financial holds are not permitted to register for or to continue taking courses until all outstanding payments are made and the hold is removed.

The University reserves the right to change the cost of the Application Processing Fee, Examination Processing Fee, and the Course Assessment Fee. The Application Process Fee is reviewed annually and is subject to change as of September 1 and will apply to applications that are in process as of that date. The Examination Processing Fee and Course Assessment Fee is reviewed annually, is subject to change as of September 1 and will apply to all courses taken after that date.

All fees remain the responsibility of the student. The University accepts no responsibility for credit card, bank money transfer, check or other fees or charges incurred by the student in paying his or her fees to the University.



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Financial assistance may be available and questions should be directed to the Financial Aid office at [financial.aid@uopeople.edu](mailto:financial.aid@uopeople.edu).



## ACADEMIC REGULATIONS

All MBA students responsible for knowing and meeting all degree requirements outlined in the University Catalog or Addendum at the time they commenced their studies at the University of the People.

### **Master of Business Administration Degree**

The Master of Business Administration (MBA) requires the completion of at least 36 semester credits, including general education courses and all courses listed for the course requirements in the major.

- Complete a minimum of 36 approved credits of required graduate coursework.
- Earn a cumulative grade point average (CGPA) of at least 2.50 or better in all coursework counted as meeting requirements for the MBA degree.
- Earn an overall grade of at least 3.00 on the capstone research project.
- Complete all requirements for the MBA in no more than 25 terms of active enrollment including any periods of separation from the University.

### Criteria for Awarding Grades

The University awards letter grades in recognition of academic performance in each course. Students are graded according to their individual performance in the course and not on a curve.

The grading criteria listed below are illustrative and subject to the specifications in a given course. These are described in each course syllabus. Criteria for awarding grades as described in the course syllabi may include, but are not limited to:

- Quality of assignments and peer assessments
- Participation in the Discussion Forums and the quality of the postings
- Excellence of projects, papers, analysis and documentation of case studies
- Class Presentations



## The Grading System

At the end of each course, a letter grade will be given by the Course Instructor for the course, based on the student's performance. The minimum passing grade for a course is a D-.

The University has established the following grading scale. All instructional personnel are expected to comply with this scale:

| Grade | Grade Scale | Grade Points |
|-------|-------------|--------------|
| A+    | 98-100      | 4.00         |
| A     | 93-97       | 4.00         |
| A-    | 90-92       | 3.67         |
| B+    | 88-89       | 3.33         |
| B     | 83-87       | 3.0          |
| B-    | 80-82       | 2.67         |
| C+    | 78-79       | 2.33         |
| C     | 73-77       | 2.00         |
| C-    | 70-72       | 1.67         |
| D+    | 68-69       | 1.33         |
| D     | 63-67       | 1.00         |
| D-    | 60-62       | 0.67         |
| F     | Under 60*   | 0.00         |
| I     | N/A         | 0.00         |
| NF/NC | N/A         | 0.00         |
| W     | N/A         | N/A          |

## Grades and Transcripts

An academic record is maintained for each student enrolled in the MBA, and the student's work will be graded and recorded in accordance with the policies of the University outlined in the Catalog. Students may request a copy of the official transcript of their academic work at UoPeople by following the instructions for requesting a transcript outlined in the Catalog.

Credits earned at UoPeople may be transferable to other institutions. Students wishing to transfer UoPeople MBA credits to another institution should check with the receiving institution regarding its transfer credit policies.

## Course Repeats

In addition to maintaining a minimum CGPA or 2.50 or better, all failed Core courses must be repeated. Failed elective courses must be repeated or replaced by another elective course. Failed courses may only be repeated one time.



All grades for repeated courses appear on the transcript, but only the highest grade earned is counted in the CGPA. The University, however, may deny a student's request to retake a failed course.

## Time to Degree Requirements:

Students must complete all requirements for the MBA in no more than 25 terms<sup>1</sup> of active enrollment including any periods of separation from the University when a student is out of residence. Out of residence refers to the number of terms that a student has been inactive at the University— either unenrolled from the institution and/or enrolled at UoPeople without completing any course work in the intervening terms including an academic suspension.

Time to degree will vary by student and depend in great part on whether a student studies full-time or part-time and whether or not they enroll for all five terms in every academic year.

- Students who enroll full-time can complete the MBA in six consecutive terms of study.
- Students who enroll in continuous part-time study can complete the MBA in two and a half calendar years (30 months).

### *Notes on Time to Degree Requirements*

1. Extensions to the time to complete a degree will be considered on a case-by-case basis, upon proof of extenuating circumstances, and will be reviewed on a case-by-case basis by appealing for reinstatement within 30 days of the withdrawal notice.
2. There are no special charges or fees associated with making a request for a special review or for extending enrollment.

### *Graduation Process*

1. MBA students should submit a request to graduate form to the Office of Student Services at least one month before the end of the term in which all requirements for the degree will be completed.
2. The Office of Student Services completes the graduation audit form, files it in the student's record, and sends a copy to the student.
3. Before the end of the registration period during the term in which they will complete all requirements for the degree, students apply for a LOA for the upcoming term and for each subsequent term until their degree is conferred by the University.

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<sup>1</sup> All coursework for the MBA must be completed within 5 years (60 months) after the student's initial matriculation in the MBA program.



4. Once students complete all courses needed to graduate (as outlined in the graduation audit form), students email the Office of Student Services for a final graduation check and to request a graduation application; the completed form is returned to the Office of Student Services.
5. The Office of Student Services certifies whether students have completed all requirements needed to graduate.
6. Students are notified as to whether they have met graduation requirements. If not, the Office of Student Services informs students of any outstanding requirements needed to graduate. Once completed, students go back to step 4 listed above.
7. The Office of Student Services prepares and sends the diploma and an official transcript via registered post. Students wishing to receive their official documentation via expedited mail may submit a request to the Office of Student Services and will incur an extra fee.

## Degrees Conferred

Students graduating with a Master in Business Administration from UoPeople may not enroll in a second Master's Degree at the University, or in an undergraduate degree at UoPeople after the commencement of the MBA.

## Satisfactory Academic Progress (SAP)

The University of the People monitors students' academic performance to ensure satisfactory progress toward a degree.<sup>2</sup> MBA students must maintain a Cumulative GPA of 2.50 or better in order to remain in good standing. Satisfactory Academic Progress (SAP) is evaluated at the end of every term, and students are notified in writing by the Office of Student Affairs of their academic standing within one month of every evaluation point.

### Good Standing

Students maintaining a minimum CGPA of 2.50 are in good standing.

### Academic Probation

Students who had been in good standing in the previous term and whose minimum cumulative GPA drops to between 2.00 and 2.50 at the end of the current term are placed on Academic Probation. They may enroll in one course per term until they return to good standing. Students on Academic

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<sup>2</sup> Non-degree Special Students are required to maintain a minimum cumulative GPA of 2.00, and should refer to the Satisfactory Academic Progress Review outlined in Chapter 9 of the 2015-16 Catalog.



Probation who meet or exceed a 2.50 cumulative GPA during the subsequent term return to good standing.

### **Academic Suspension**

Students who are on Academic Probation, but whose cumulative GPA is still between 2.00 and 2.50 at the end of the term on Academic Probation, are placed on Academic Suspension for two terms. Students on Academic Suspension may not enroll in the next two terms; it is a separation from the University, but does count toward the student's time to degree.

No sooner than one term before the conclusion of the specified suspension period, students on Academic Suspension may apply for reinstatement.

Students who fail to return from an academic or a disciplinary suspension at the beginning of the term immediately following the period of the suspension, who do not submit a leave of absence request or submit a request to withdraw from the university, are administratively withdrawn from the university as of the beginning of that term.

Students are eligible for one academic suspension only.

### **Probation Continued**

Students returning from Academic Suspension are placed on Probation Continued for up to two active terms; they may enroll in one course per term until they return to good standing. Students on Probation Continued who meet or exceed a 2.50 cumulative GPA during the subsequent term return to good standing.

### **Academic Dismissal**

Students are dismissed without appeal in the following instances:

- Students whose CGPA falls below a 2.00 during any time during the MBA Program.
- Students on Probation Continued who do not achieve a minimum C grade in their course at the end of the first active term on Probation Continued.
- Students on Probation Continued who do not meet or exceed a 2.50 cumulative GPA at the end of the second active term of Probation Continued.

Students who are dismissed from the program may not apply for readmission until after having been away from UoPeople for a minimum of 12 full months. Students who have been dismissed from the University on two occasions are not eligible to apply for a second readmission.



## UoPeople Term Schedule

Courses take place over a nine-week term and all learning takes place online.

The University terms are divided into Learning Weeks and all work for a particular unit must be completed within that Learning Week. Students decide for themselves when to complete their work during the seven-day period of a given Learning Week; there are no specific times when a student must be logged on to study, nor are students obligated to attend a course session at any specific time during the study week.

Each Learning Week opens on Thursday at 12:05 am GMT- 5 time zone and ends on the following Wednesday at 11:55pm GMT- 5 time zone. The weekly study units are made available one week at a time at the start of the new Learning Week and students always have access to the completed units.

### The Study Process

Students begin by reviewing the Learning Guide which lists the requirements for the Learning Week. All texts, readings, cases and other supplemental materials are provided within the course itself with emphasis placed on teamwork and project-centered learning. Courses are taught in small class sections that foster a close sense of community.

Peer-to-peer learning, a hallmark of the UoPeople program, is central to the learning process in the MBA Program. In critiquing the work of peers, students consolidate their own knowledge and skills even as they are contributing to the growth of others. MBA students work in teams to complete projects, write papers, analyze and document case studies, and prepare class presentations.

UoPeople offers its students access to the Library and Resources Network (LIRN) to support their research, writing and academic needs. LIRN enhances the MBA with a rich and powerful collection of resources free of charge.

### Credit Hours

University of the People employs a system of assigning course credit hours to all courses to track student achievement. The semester hour is used to quantify and represent the time an average student is expected to be actively engaged in the educational process. It represents a reasonable expectation of the time it will take the average student to achieve the stated learning outcomes in a course.

It is university policy that every semester hour is equivalent to a minimum of 45 hours of work for students during the course of the 9-week term, of which at least 15 hours must be spent in active academic engagement in addition to the remaining hours of additional preparation required to complete all of the academic work both comprising and representing the corresponding credit hours.



Rules governing the assignment of course credit hours are monitored by the Associate Provost of Academic Affairs. Guidance in complying with this policy is provided in the Course Development Guide and the Faculty Handbook.

UoPeople students earn 3 semester credits per course. Students are required to complete at least at least 36 semester credits to earn the MBA Degree.

## Part-Time and Full-Time Options

Full-time Degree Seeking Students may enroll in up to 2 courses per term, and Part-time students may enroll in 1 course per term. The following registration restrictions apply:

- Students who maintain a cumulative grade point average (CGPA) of  $\geq 3.75$  may register for up to three (3) courses per term.

Students whose CGPA improves at the end of a given term, which would otherwise allow them to register for a 2<sup>nd</sup> or 3<sup>rd</sup> course for the next term, will not be able to add additional courses during late registration. They will be required to wait until registration opens during the 5<sup>th</sup> week of the following term to register for the additional number of courses.

Note that students whose CGPA falls to below a minimum 3.75 at the end of a given term and are still in good standing, who had previously registered for 3 courses for the following term, will be required to cancel courses to be enrolled in no more than two course by the first day of the term. Students who fail to meet this requirement to reduce their course load according to the stated policy will be automatically removed from any excess courses by the Office of Student Services.

- Students on Academic Probation and Probation Continued and/or have a CGPA below 2.50 may only register and/or be enrolled in one (1) course per term.

Note that students whose CGPA falls to below a minimum 2.50 at the end of a given term, who had previously registered for two or more courses for the following term, will be required to cancel courses to be enrolled in no more than one course by the first day of the term. Students who fail to meet this requirement to reduce their course load according to the stated policy will be automatically removed from any excess courses by the Office of Student Services.

Students whose CGPA improves at the end of a given term, which would otherwise allow them to register for a 2<sup>nd</sup> or 3<sup>rd</sup> course for the next term, will not be able to add additional courses during late registration. They will be required to wait until registration opens during the 5<sup>th</sup> week of the following term to register for the additional number of courses allowed.



## Matriculation Policies

Students who wish to withdraw from UoPeople must send an online form via the Student Portal. Their request will be reviewed and processed by the Office of Student Services.

Students who have withdrawn but wish to return to study in the future may be required to re-apply for admission and to pay the Application Processing Fee, Examination Processing Fee, and the Course Assessment Fees then in effect if they have been out of residence for more than 15 terms. Students who have been out of residence for 5 or fewer consecutive terms may apply for re-enrollment, or may apply for reinstatement if they have been out of residence for anywhere between 6 and 15 consecutive terms. Out of residence refers to the number of terms that a student has been inactive at the University— either unenrolled from the institution and/or enrolled at UoPeople without completing any course work in the intervening terms.



# MBA COURSE DESCRIPTIONS

## Core Business Tools

### Managerial Accounting

Accounting information is a key tool for communicating about an organization's economic status and for making informed decisions. The course will emphasize the role of accounting information in monitoring, planning, controlling and decision making. It will focus on the managerial uses of accounting information and provide students with an understanding of how managers use accounting information to analyze and evaluate operational performance, including what data to collect, how to gather it, and how to display it for efficient decision making. Specific skills acquired will be identifying fixed and variable costs, leading to the ability to calculate break-even points; calculating the present value of cash streams leading to the ability construct capital budgets; constructing flexible budgets for manufacturing uses; non-routine decision methods; and financial trend analysis for financial statement interpretation.

Course Code: BUS 5110

Credits: 3

### Financial Management

Managers play a key role in resource generation and allocation and must be conversant with external economic influences and their relationship to the types of financial decisions made by organizations. The course will provide students with an understanding of the components of an organization's internal financial conditions and how decision-makers manage these resources in the context of external markets and institutions. It will explore the finances of economic development and consider sources of early- and late-stage financing. The real-world challenges of corporate finance will be covered, including evaluating financial tools, e.g., mergers and acquisitions, leveraged buyouts, hostile takeovers, and initial public offerings; employing basic financial analysis tools, e.g., credit market analysis, option pricing, valuation of interest tax shields, and weighted average cost of capital; acquiring an understanding of core financial decisions, e.g., finance with debt or equity and distributing cash to shareholders; and considering aspects that can hinder/sideline financial stability, e.g., costs of financial distress, transaction costs, information asymmetries, taxes, and agency conflicts. Specific skills acquired will be financial trend analysis for financial statement interpretation; calculating the present value of cash streams leading to the ability construct capital budgets; calculating bond interest tax shields and its impact on a firm's average cost of capital; constructing corporate valuation models; and assessing the impact of various sources of capital infusions on the cost of capital structure of a firm.



Course Code: BUS 5111

Credits: 3

## Marketing Management

Effective organizations, whether in the public, private or non-profit sector, seek to attract and retain satisfied customers consistent with their mission and capacity. The course will emphasize the theory and practical skills associated with assessing customer interests, desires and needs; identifying organizational fit; and harnessing the organization's capacity to respond. It will explore the relationship of marketing to other business functions and consider the challenges faced by organizations seeking to serve international and cross-cultural markets. Examples of how both young and mature organizations gain insight into consumer behavior, market services and engage in business-to-business marketing will be analyzed. Marketing for the e-business sector will be discussed, and students will be introduced to the role of marketing in new ventures, and learn cost-effective ways to do market research and leverage available resources in innovative ways to create new markets. Students will be required to develop a comprehensive marketing plan for a new start-up or a new product or service for an existing entity that covers selecting target markets, conducting market research, and determining brand management, pricing, and the promotion and distribution of products and services.

Course Code: BUS 5112

Credits: 3

## **Management Skills, Concepts and Principles**

### Organization Theory and Behavior

This course is designed to expose the student to the fundamental principles with which to understand human behavior inside public organizations. The course examines various theories developed in an attempt to explain and predict employee behavior in an organizational context. This course investigates individual and interpersonal behavior in organizations, including personality, decision-making, personal perceptions, teamwork, conflict, leadership, power, ethics and influence. In addition, this course seeks to analyze organizational-level factors affecting behavior, including change management, internal reward systems, culture, and organizational communication.

Course Code: BUS 5113

Prerequisites: None

Credits: 3



## Strategic Decision Making and Management

Organizations are the sum of multiple moving parts, and the effective manager needs to understand their interrelationships and how to harness this power through the application of quality management skills. Analysis is the foundation of effective problem-solving whether in a start-up or an established multi-national organization. The course covers the fundamentals of strategy theory and when to employ various strategic management tools to develop supportable tactics and optimize the operation and management of an organization. Students delve into case studies that show successful and unsuccessful examples and explore with classmates situations happening in real-time in their worlds. They gain experience identifying problems, evaluating alternative solutions, assessing risks and formulating solutions that put in place the right organizational structures and solutions.

Course Code: BUS 5117

Credits: 3

## Business Law, Ethics and Social Responsibility

Leaders and managers are accountable to shareholders, and they are economically, financially, and legally responsible for what happens with their organizations. Ethical and social responsibility is similarly ascribed to those in charge. The course covers how an organization's values and actions affect internal and external constituencies. It introduces reasons to promote responsible behavior on the part of organizations, and their employees. Students study real-world dilemmas and gain experience analyzing competing positive values, choosing among fully legal options, and navigating the grey area that frequently surrounds key management decisions. Students are encouraged to develop the type of questioning attitude so critical to ensuring that an organization's ethical responsibilities are an integral part of business decisions and actions. Studying classical cases of business failures will alert students to the ethical steps needed to protect young ventures and the consequences of failing to act ethically in the ongoing conduct of commerce.

Course Code: BUS 5115

Credits: 3

## **Business Operations**

### Management Information Systems and Technology

Managers function in an environment of burgeoning and constantly-changing information flows. Successful professionals must understand the key role of information technology in organizations and be able to use and manage information systems. The course will introduce ways in which technology can be leveraged to streamline processes, increase efficiency and achieve operational advantage. It will explore how small business technology and systems support developing enterprises. Strategies for



assessing an organization's information needs, researching and evaluating available alternatives, understanding the limitations of technology, and designing and managing effective processes and systems will be covered. Students will apply knowledge of information technology and the information it provides to formulate a successful management strategy that includes decisions about the information to be collected, how to gather it, when having it is most useful in the decision cycle, and how to interpret and display it in ways that add value to the decision-making process and help organizations make sense of their world.

Course Code: BUS 5114  
Credits: 3

## Operations Management

An organization's competitive position relies on effective management of its complex production and operational processes in order to meet market requirements. The course emphasizes organizational analysis and the role of manager in navigating the challenges of organizations in dynamic environments. It introduces analytical tools, methods and techniques for analyzing and improving these processes and for recognizing opportunities, risks and tradeoffs associated with pursuing strategies for optimizing quality and customer service. Students explore the relationship and implications of operations to other functional areas and stakeholders of the organization, and are introduced to strategies for informed decisions that maximize the design and management of operations in developing as well as mature manufacturing and service industries.

Course Code: BUS 5116  
Credits: 3

## Human Resource Management

This course will examine the evolving functions of human resources management within today's organizations. Students will examine the changing roles and responsibilities of human resources managers, the acceptance and integration of the human resources functions within the corporate culture, and the higher expectations placed on human resources leaders to make a significant contribution to the successful management of the organization. Students will explore the role managers and supervisors play in the successful management of the organization's human resources. Topics to be examined include: the functions of Human Resource Management, relationships within the organization, policies and procedures, workplace diversity, and the role of human resources in a global economy.

Course Code: BUS 5511  
Credits: 3



## **Strategic Leadership**

### Leading in Today's Dynamic Contexts

Leadership is a complex phenomenon. Definitions of leadership differ across cultures and strategies for effective leadership can vary as a function of organizational maturity, tasks, relationships and contexts. The course delves into research on fundamentals of leaders and leadership and considers leading from the perspective of individual characteristics, management of teams, and alignment of organizational systems, processes and resources. It explores the dynamics of power and its positive and negative consequences and highlights the importance of articulating a vision and inspiring others to act in ways that support it. It examines leading during times of change and discusses the role of leader in decision making, managing creativity, and optimizing employee performance. Students are introduced to strategies for influencing decisions and negotiating collaborations, partnerships and other cooperative endeavors and learn how to assemble talent-centered teams to achieve organizational initiatives. Theory and practical approaches to motivating people, managing conflict and achieving consensus are covered. Students gain insights into their own leadership styles and strengths and work on enhancing their ability to lead and manage others in both the human and technical sides of an enterprise.

Course Code: BUS 5411

Credits: 3

### Managing in the Global Economy

With the advent of e-commerce and the ready movement of capital and production, managers need to understand the cultural and relational factors that impact leaders and managers within global organizations. Students are introduced to the ways in which differing cultural norms in the community and workplace can create managerial challenges that call for flexibility in organization design, workforce development, technology, and the creation of alliances and partnerships. They explore the complexities of forming relationships in regions with differing concepts of doing business and learn how to be a more effective manager in cross-cultural enterprises. Emphasis is placed on identifying issues confronting managers working in global markets and considering approaches, such as the development of Cultural Intelligence, to address them.

Course Code: BUS 5211

Credits: 3



## **Innovation**

### Managing Projects and Programs

Project management enables organizations to optimize the use of scarce resources to accomplish strategic goals within a fixed timeframe. The course covers the tools and methods available to manage large and small projects and programs from inception to completion. The life cycle of projects and the relationship of people and resources at various project stages is discussed and students are introduced to the principles and practices for contracting and procurement and the role of the project manager in these processes. They utilize this knowledge to develop a project plan that includes needs assessment, articulating rationales, specifying steps and processes, identifying resource needs, assigning roles and responsibilities, predicting costs and timelines, developing controls and pursuing risk mitigation, and articulating methods to monitor and evaluate effectiveness and fit to identified need.

Course Code: BUS 5611

Credits: 3

## **Capstone Project**

### Management Capstone

The intent of the Capstone course is to integrate what was learned during the students' 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. These fields of study are used as frames through which business case studies are analyzed. Students will place into practice their acquired skills to evaluate comprehensive business enterprise situations through an integrated view of various functional disciplines. Students will be required to present their final project via live video interview with the instructor as part of this course.

Course Code: BUS 5910

Prerequisites: Final Program Course

Credits: 3