

AMERICAN MANAGEMENT UNIVERSITY

Academic Catalog

January 1, 2022 – December 31, 2023



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I. ABOUT AMU: VISION, MISSION, VALUES, GOALS, AUTHORITY, ACCREDITATION, DISCLOSURES

Vision

To connect the world through education and knowledge.

Mission

Our aim at AMU is to offer an education that is accessible to managers with time constraints and individuals with other personal obligations.

AMU Core Values

- People
- Accountability
- Integrity
- Respect
- Growth
- Community

University Goals

- UG 1. Offer an interactive curriculum that focuses on critical thinking, communication, and strategy.
- UG 2. Pursue the highest possible standards of quality, ensuring that our students can excel in their fields.
- UG 3. Employ a leadership team and qualified faculty that provide appropriate support to ensure student success.
- UG 4. Continuously assess, improve, and ensure the effectiveness of the University and its programs.
- UG 5. Create an environment for employees that encourages and challenges them to develop their skills and encourages them to pursue personal progress.
- UG 6. Maintain a sustainable university that aims to improve the quality of its programs and support services on a continuous basis.
- UG 7. Maintain a university with professionally and academically prepared faculty who are committed to lifelong learning.
- UG 8: Encourage a workplace culture based on people, responsibility, integrity, respect, growth, and community.

University Objectives

- UO 1. To provide appropriate teaching that leads to the acquisition of information relevant to the topic of study.
- UO 2. To retain an intellectually qualified faculty dedicated to the institution's and students' educational aims.
- UO 3. Academic degrees and certificate programs tailored to the needs and interests of the community.
- UO 4. To provide technologies and resources that support academic courses and enable students to complete the program effectively.
- UO 5. To keep track of proof that the education delivered is effective in satisfying the aims and satisfaction of students.
- UO 6. To keep accreditation and legal authorizations up to date.

- UO 7. Through a process of assessment and planning, give documented support that the institution is effectively executing its objective.
- UO 8. To foster a pleasant work environment that promotes employee involvement, professional and personal development, and self-fulfillment.

AMU Belief Statements

- We believe that leadership, learning, and living with integrity are all intertwined.
- We believe that respect and accountability are essential in the classroom, the workplace, and society.
- We believe in corporate social responsibility and serving as AMU ambassadors in our personal and professional lives.
- We believe that everyone has the potential to grow and succeed, and that everyone should be given the opportunity to do so.

Profile of Graduates

AMU offers a diverse set of programs at different educational levels and with varied expected outcomes. Program specific learning outcomes and achievements are documented as Program Learning Outcomes (PLOs) for each offering. AMU graduates at all levels, however, will be:

- Proficient in their chose field
- Confident in their own abilities, skills, and knowledge
- Advocates for life-long learning and personal growth
- Advanced practitioners, able to think critically, communicate effectively, research efficiently, and lead equitably
- Able to communicate and apply their knowledge and skill set and bring value to their lives, their professional endeavors, and their communities
- Leaders and role models of integrity for others
- Ambassadors for the university and its community of stakeholders
- Socially responsible and respectful of others and agents of change in the cause for equality and efficacy
- Technologically savvy
- Creative, innovative, literate, accountable, productive, and adaptable
- Proud of their achievements and hungry for more

University Governance Goals

Based on affirmation of the mission statement, the Board of Directors has adopted the following general academic goals for AMU:

1. To serve its students' intellectual needs and professional aspirations, as well as to contribute to the intellectual and professional vitality of its host communities and society at large
2. To provide an environment and programs for its students that help to meet current and anticipated future needs
3. To contribute to the preservation, transmission, and enlargement of an important segment of the common social and educational heritage, as well as to foster awareness.

Purpose

AMU was established to accommodate all students with financial constraints for their higher education and provide them an affordable way forward.

Authority

American Management University has met the qualifications for exemption from regulation under the Act, under the California Education Code (CEC) section 94874 (b)(1). AMU is sponsored by the International Alliance of Business Professionals (IABP), U.S., a non-profit professional association. All students are members of the IABP. Any person interested in enrolling in AMU's programs must first become a member of the IABP. Our official letter can be found on AMU's website.

American Management University has gained Membership status from the Accreditation Service for International Schools, Colleges and Universities (ASIC). Our official certificate of member can be found on AMU's website.

ASIC is recognized by UKVI in UK, is a member of the CHEA International Quality Group (CIQG) in USA and is listed in their International Directory, is a member of the BQF (British Quality Foundation) and are institutional members of EDEN (European Distance and E-Learning Network).

AMU is a member of the United States Distance Learning Association (USDLA). The United States Distance Learning Association was the first nonprofit distance learning association in the United States to support distance learning research, development and praxis across the complete arena of education, training and communications.

AMU is an institutional member of The National Business Education Association (NBEA) is the nation's leading professional organization devoted exclusively to serving individuals and groups engaged in instruction, administration, research, and dissemination of information for and about business. NBEA is the leading association devoted to the recognition that business education competencies are essential for all individuals in today's fast-changing society.

Disclosures

Review Documents Prior To Signing

As a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement.

United States Bankruptcy Code Disclosure

AMU has never petitioned for bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years, has not had a petition in bankruptcy filed against the university within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. sec. 1101 et seq.).

Professional Licensure Disclosure

AMU's programs are designed for working professionals and are not designed to lead to positions in a profession, occupation, trade, or career field requiring licensure.

Job Placement Services Disclosure

AMU does not guarantee leads, applicants, students, or graduates a job or a specific salary upon completion of their program. However, AMU offers workshops designed to help our students prepare to apply for jobs in their field. The workshops provide support in writing cover letters, resumes, professionalism, and interview techniques.

Physical and Course Location

AMU is physically located at 1050 Lakes Drive, West Covina, California, 91790.

AMU is a distance education university and therefore all courses are taught and assessed online using the Canvas platform. Distance education learners have online student profiles where they have 24/7 access to their academic plan, academic advisor, unofficial transcript, course registration, financial information, student services, administrative resources, and the university library system. Students enter their profiles online via the secure login on the homepage known as ATLAS (www.amu.education).

In addition, learners may choose to complete their study through executive format, which includes monthly seminars that meet on campus or through a learning site.

II. ADMINISTRATIVE INFORMATION

Administrative Office Hours of Operation

AMU is open for business Monday through Friday from 9 a.m. until 5 p.m. daily Pacific Standard Time (PST) and can be reached during office hours by calling 657-667-6231. Faculty office hours are listed on course syllabi.

AMU's Administrative Office is closed **between** Christmas Day and New Year's Day each year as well as closed for most legal United States (US) Federal Government holidays.

HOLIDAYS

New Year's Day
Martin Luther King, Jr. Day
President's Day
Memorial Day
Independence Day (July 4th)
Labor Day
Thanksgiving Day
Day after Thanksgiving Day
Christmas Day through New Year's Eve Day

University Calendar and Term Schedule

AMU operates continuously with terms beginning throughout the year. The following table shows the 2022 and 2023 University Calendars. The Calendar can also be found on the homepage at www.amu.education.

2022 Calendar			
	Start	End	Notes
Spring Semester			
Spring 1	10-Jan	6-Mar	
Spring 2	7-Mar	1-May	
Summer Semester			
	6 Week Terms		
Summer 1	9-May	19-Jun	
Summer 2	20-Jun	31-Jul	
Fall Semester			
Fall 1	15-Aug	9-Oct	
Fall 2	10-Oct	11-Dec	<i>9 weeks with holiday week off for Thanksgiving</i>
Winter Break	12-Dec 2022	8-Jan 2023	

2023 Calendar			
	Start	End	Notes
Spring Semester			
Spring 1	9-Jan 2023	5-Mar	
Spring 2	6-Mar	30-Apr	
Summer Semester			
	6 Week Terms		
Summer 1	8-May	18-Jun	
Summer 2	19-Jun	30-Jul	
Fall Semester			
Fall 1	14-Aug	8-Oct	
Fall 2	9-Oct	10-Dec	<i>9 weeks with holiday week off for Thanksgiving</i>
Winter Break	11-Dec 2022	7-Jan 2023	

Catalog Change

This catalog details AMU's academic school year(s) documented on the title page of this catalog. Since this catalog must be prepared well ahead of the academic year(s), it incorporates changes in some programs and rules which may occur. The class schedule and subsequent errata sheets (if applicable) are the final authority regarding classes offered and revisions of regulations.

Degrees Offered

AMU currently offers five academic degrees.

Master of Business Administration (MBA)

The program is designed for students with a bachelor-level degree in business or a related field. The MBA program imitates the business environment, emphasizing both academic and practical knowledge, as well as technological skills that can be put to immediate use, in the same way that successful organizations do. The program prepares students to take on and succeed in leadership roles in today's business world. The program is designed to give students maximum flexibility and to help them advance their careers while also developing successful and ethical business leaders. The MBA degree program is designed to meet the professional needs of students by providing a high-quality advanced degree that equips them with the skills they need to succeed as leaders in today's domestic and international business environment. Both are provided by the program.

Master of Management and Leadership (MML)

This option equips professionals and future managers with the skills and confidence needed for success. Students will be ready to launch, lead, and sustain successful campaigns, projects, and teams whether they are a professional promoted from a technically skilled job or someone who hopes to move into a management role. Experienced managers who need or desire to improve their knowledge on the human side of management will also benefit. The course of study concludes with a Capstone Course in Consulting which affords the opportunity to utilize newly acquired knowledge and apply it to a real-world scenario. Prior management experience is not necessary for acceptance into this program.

Master of Sports Management (MSM)

If you are looking to change your passion into your career or move up in the industry, The American Management University Master's in Sports Management is for you. It's very important for you to stand out as competition is becoming fiercer each day. This program provides you with a wealth of knowledge in a variety of essential business topics including finance, ethics, marketing. In addition, you will gain insights about the industry in areas such as sports administration, sports marketing, facilities management, and you have an option to do an internship with a professional sports club!

Doctorate of Business Administration (DBA)

The Doctor of Business Administration (DBA) is a practitioner-scholar doctoral degree in business administration and management. It is targeted to business executives who have a master's degree in a discipline or field related to the program/specialization for which application is made and who have practical business management experience. The curriculum includes conducting applied research, understanding business theory, and applying what you've learned in the classroom to real-life professional challenges. In addition, this program will help to prepare students for expanded roles with their current employer or with another organization, or for roles as consultants or university-level teachers.

Doctorate of Strategic Leadership

Students pursuing the Doctor of Strategic Leadership (DSL) will gain knowledge and skills in the discipline of strategic leadership that can be applied in current and future leadership and teaching roles. The program seeks to provide an opportunity for qualified students to attain academic, professional, and practical competence in the field of leadership and to prepare them for opportunities, and corresponding additional responsibilities, beyond the master's degree level. This program is designed for individuals seeking to advance in their current career as well as those pursuing careers in leadership consulting or academia.

Archival of Student Records

Student records are maintained in both hard copy and electronic format. The hard copy files are maintained in fire retardant safes in the Administrative Office in West Covina, California. The electronic files are maintained within the university's electronic administrative system. The electronic system is password protected and located behind a firewall on a secure server system.

The hard copy files consist of all documents used for admissions decisions such as transcripts from previous institutions, resumes, and correspondence between AMU and the applicant. Copies of all physically signed documents are maintained in the hard copy student file. However, all digitally signed Enrollment Agreements (which include the Notice of Cancellation and Refund Policy & Notice of Transferability policies), and Permission to Use documents are maintained in the student's profile in the ATLAS system. After the student graduates or terminates enrollment, his/her student records, along with the student's transcript, are archived. The transcript is archived within the ATLAS system and permanently available.

If the student/graduate needs a copy of an AMU transcript, the student will submit a signed Transcript Request form along with the required fee to the Registrar. The transcript will then be mailed to the individual or organizations indicated on the Transcript Request form.

Notice Concerning Transferability of Credits and Credentials Earned at Our Institution

The transferability of credits you earn at AMU is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree you earn at AMU is also at the complete discretion of the institution to which you may seek to transfer.

If the credits or degree that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your course work at the institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution in which you may seek to transfer after attending AMU to determine if your credits or degree will transfer.

III. THE ADMISSION PROCESS

AMU is committed to assisting students in articulating their aspirations within the context of the academic program during the application and admission process.

The AMU program is developed for students who wish to combine advanced academic studies with their work lives in order to achieve personal and professional goals. AMU's graduate programs are founded on the notion that success in graduate school is highly dependent on the applicant's prior experience and current motivational goals. As a result, the application process is designed to evaluate each student's unique academic and professional background in order to determine whether AMU is an appropriate educational match.

When deciding whether or not to recommend admission, the Admissions Committee evaluates all areas of an applicant's background credentials. As such, students who do not meet all admission standards are welcome to apply and speak with an Admissions professional about their specific circumstances.

Questions about the application process can be addressed by contacting the Admissions Office via telephone at 657-667-6231 or by email at admin@amu.education.

Application Documents

Step 1: Complete the online Application Form found on the AMU homepage under Apply Now.

You will receive an email from the IABP Membership Office acknowledging your application. If approved for membership, your application will be forwarded to AMU admissions. If approved for admission, AMU will provide you with an Academic Plan document and a document containing the steps necessary in the application process. You will need to review the Academic Plan document and select the elective classes you would like to take during your degree program. You should contact the Admissions Office at 657-667-6231 or admin@amu.education if you have questions about the Academic Plan. Note, you can change concentrations later in the program if you change your mind; however, you will need to inform your Academic Advisor or the Registrar, so the change can be made in the system.

In addition to completing the Academic Plan, please submit the following materials to the Admissions Office:

1. Résumé or Curriculum Vitae (CV)
2. Copies of unofficial transcripts so the Admissions Office can review for potential transfer credits. Also order Official transcripts from all universities and/or colleges attended including the highest degree awarded by an Institution accredited by agencies that are recognized by the United States Secretary of Education and/or the Council for Higher Education Accreditation (CHEA) or, for non-U.S. Institutions, an accepted foreign equivalent that is listed in the International Handbook of Universities, hereafter, referred to as appropriately accredited institution(s).

NOTE: Applicants are screened against the Specially Designated Nationals List per ADM 002 Administrative Handbook and Desk Procedures.

Step 2: All students must provide official transcripts from all universities and/or colleges attended including the highest degree awarded by an Institution accredited by agencies that are recognized by the United States Secretary

of Education and/or the Council for Higher Education Accreditation (CHEA) or, for non-U.S. Institutions, an accepted foreign equivalent that is listed in the International Handbook of Universities. Transcripts are to be mailed directly to AMU. Please use the following address:

American Management University
1050 The Lakes Dr.
West Covina, CA 91790

Telephone: 657-667-6231

NOTE: If the previous college or university uses an electronic service provider, then the official transcript will be emailed directly to admin@amu.education. This is accomplished by contacting the Registrar at the previous institution and making a request for the transcript to be forwarded to AMU. Usually, such requests are accompanied by required transcript fees to each institution.

Note: AMU may require applicants to submit additional transcripts in the following cases:

1. Applicants seeking consideration of prior credits for transfer are required to submit official transcripts indicating successful award of those credits.
2. Applicants whose highest degree transcript does not indicate all courses completed in pursuit of the degree may be required to submit additional transcripts to substantiate the credits.

Degree Level Admissions Requirements:

Master of Business Administration (all concentrations):

For an applicant to be a successful candidate for admission to our MBA program, they must meet the following requirements:

- Be an IABP member in good standing
- Possess a bachelor's degree in a business-related field
- Two years of experience in management

Master of Management & Leadership or Master of Sports Management:

For an applicant to be a successful candidate for admission into our MML or MSM programs, they must meet the following requirements:

- Be an IABP member in good standing
- Possess a bachelor's degree in any subject

Doctor of Business Administration or Doctor of Strategic Leadership:

For an applicant to be a successful candidate for admission into our DBA or DSL programs, they must meet the following requirements:

- Be an IABP member in good standing
- At least three years of mid-level management or above experience
- Possess a master's degree in a business-related field
- Applicants who do not possess a business-related master's degree, will need to take up to five foundation courses in business or possess 10 years of mid-level or above management experience.

Applicants whose Native Language is other than English

A. Prospective students whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must demonstrate college-level proficiency in English through one of the following for admission:

	TOEFL (iBT)	IELTS	Duolingo (DET)
Minimum score required	76	6.0	105
Recommended score	92 or higher	7.0 or higher	120 or higher

B. Transcripts not in English must be evaluated by an appropriate third party and translated into English or evaluated by a trained transcript evaluator fluent in the language on the transcript. In this case, the evaluator must have expertise in the educational practices of the country of origin and include an English translation of the review.

C. Applicants who cannot meet the above requirements may petition to be accepted on a conditional basis. If accepted, the student will be permitted to take a maximum of four courses in a Conditional Acceptance status. The student must achieve a GPA of 3.0 or higher at the end of the four courses. If the student's GPA is lower than the required 3.0 at the end of the four courses, the student's status will be changed to Terminated and the student will no longer be permitted to take classes at AMU.

Credit Evaluation and Transfer Policy

Credits previously completed at other universities will be considered for transfer into AMU. For non-standard college/university courses, AMU uses guidelines established by the American Council on Education (ACE) to determine the transferability of specific training programs, certificates, professional licenses, and/or military training. The following are used for this process:

1. The National Guide to Education Credit for Training Programs
2. Guide to the Evaluation of Educational Experiences in the Armed Forces
3. Credit by Examination:
 - The College Level Examination Program (CLEP)
 - Defense Activity for Non-Traditional Education (DANTES)

Submit your academic transcripts immediately after you complete the online application process. Military transcripts and professional licenses and certificates should be included if applicable. AMU will review all educational documents and identify applicable transfer credits. You may scan unofficial and email copies to admin@amu.education.

A Transfer Credit Worksheet is used by the Register to document the credits that are transferred. Once all official documents have been received by AMU, a copy of the Transfer Credit Worksheet is provided to the student and a copy becomes a permanent part of the student's file. A copy of the document is emailed to the student and the student's transcript and Academic Plan are both updated to include the transferred credits and reflect the reduced number of required credits for graduation.

Transferable credits must be approved by the Registrar, who reviews the courses and accepts only those whose course description, course learning objectives, and program objectives correspond to the AMU course(s) and program. If necessary, the Registrar will contact the appropriate program chair to check that the transfer credits correspond to the criteria of the AMU degree program. The Registrar may request extra information from the applicant to assist in the evaluation process. Additional sorts of information, in addition to the official transcript from the prior university, may include but are not limited to the following:

1. Syllabi of courses being considered for transfer credit.
2. Official catalog(s) covering the dates the courses were taken.

The number of possible transfer credits allowed is based upon the following requirements.

Master's degree programs:

1. Graduate courses with grade of "B" or higher (3.0 on a 4.0 scale) from an institution as defined above can be considered for transfer. However, a maximum of one course in which a "C" was earned may be considered for acceptance.
2. A maximum of 18* credits of graduate level courses may be transferred into the master level programs. (* Additional transfer credits can be considered in certain cases.)

Doctorate degree programs:

1. Doctoral level courses with grade of "B" or higher (3.0 on a 4.0 scale) from an institution as defined above can be considered for transfer.
2. A maximum of 24* credits can be transferred into the doctorate level program. (* Additional transfer credits can be considered in certain cases.)

Once approved, AMU will maintain a written record of the previous education and training of military, veterans, and eligible persons in the student's file. The transferred credits will be documented on the student's transcript indicating clearly that the transfer credit was granted. The student will be provided with a copy of the transfer credit worksheet and a copy will be placed in the student's file.

AMU has entered into an articulation or transfer agreement with the following institutions and continues to look for universities that have the same standards in or to broaden the number of articulation / transfer agreements.

- International American University in Los Angeles for MBA and DBA programs.
- Nobel University in Los Angeles for MBA programs.

Credits earned at AMU are transferable to either of these U.S. accredited institutions.

All transfer requests are reviewed as described above but the approved courses / programs from the institutions listed above are automatically accepted as long as the student passes the course / program with the grade(s) required for transfer. Questions concerning the transfer of credits should be directed to admin@amu.education.

Experiential Learning Policy

AMU does not award credit for prior experiential learning.

Admissions Decision Review

When the applicant's file is complete and the applicant has sufficiently demonstrated the potential for academic success at AMU, the Admissions Director and Registrar, and Provost will meet to review the student application. The committee will assess three key factors while reviewing the applicant's file:

1. The potential for successful completion of the graduate or doctoral degree program based upon the applicant's prior academic work and the successful completion of the Orientation and Skills for Success Program.
2. The ability of AMU's program to help the student reach his or her academic and professional goals.
3. The potential benefits the student will derive from the degree program at AMU.

Applicants will then be notified of the admission decision. If there are specific clarifying questions about an applicant's file, the applicant will be given the opportunity to respond before a decision is made.

AMU Computer Requirements

AMU is a distant education university that takes advantage of the power of the Internet. All classes are taught online using the Online Campus (Canvas platform). Therefore, the following outlines the required and recommended computer hardware/software each student will need in order to attend AMU.

Required:

1. Internet accessibility
2. E-mail address
3. Computer hardware minimal requirement: Windows 7 hardware requirement
 - a. 1 gigahertz (GHz) or faster 32-bit (x86) or 64-bit (x64) processor*
 - b. 1 gigabyte (GB) RAM (32-bit) or 2 GB RAM (64-bit)
 - c. 20GB hard drive (or larger)
 - d. DirectX 9 graphics device with WDDM 1.0 or higher drive
 - e. USB Digital Web Camera (or built in)
 - f. 56.6 kbps modem and Internet service (Recommend DSL or Cable service)
4. Software:
 - a. Windows 7 or more current version
 - b. Microsoft Office 2000 or more current version with Microsoft Word
 - c. Microsoft Internet Explorer Version 11 or equivalent
 - d. A current anti-virus application
 - e. Download free Acrobat Reader, PowerPoint Reader, and Windows Media Player
5. Recommended:
 - a. Inkjet or laser printer

Visa Services

AMU does not participate in any student visa/I-20 program at this time.

Orientation

All applicants must successfully complete and pass the Orientation Program on Canvas before they will be considered for acceptance into AMU. The AMU Orientation Program is offered prior to studying at AMU and is part of the admissions process. This program provides AMU with the ability to assess the applicant's computer and internet skills and confirm accessibility to the AMU online systems. The program is a self-guided tutorial; however, an AMU representative is available throughout the process to assist new students successfully complete the program and to provide support and advice.

The objectives of the Orientation are:

- 1 To introduce students to the program.
- 2 To familiarize students with expectations of study.
- 3 To establish a strong link between the applicant and American Management University.
- 4 To familiarize students with the degree requirements of their program.
- 5 To provide login information to Canvas.

An Admissions Representative will assist the applicant in making arrangements to take the Orientation Program.

Admission Decision

AMU is committed to working with students through the application and admission process in a way that helps articulate individual goals within the context of the academic program.

AMU programs are developed for students who wish to combine advanced academic education with their professional lives in order to achieve personal and professional goals. AMU's programs are founded on the conviction that success in our master's and doctoral programs is highly dependent on the applicant's prior experience and current motivational goals. As a result, the application process is designed to evaluate each student's unique academic and professional background in order to determine whether AMU is an appropriate educational match.

The Admissions Committee considers all aspects of an applicant's background credentials as well as the assessment information from the Orientation Program in determining whether or not to recommend admission. As such, applicants who do not specifically meet all admission criteria are encouraged to apply and discuss their particular situations with an Admissions representative.

Questions about the application process can be addressed by contacting the Admissions Office by sending e-mail to the following address: admin@amu.education.

Definitions

Admitted Students

Applicants with a complete application file, who fully comply with the AMU academic admissions standards, and who successfully pass the Orientation Program and the assessment evaluations are categorized as admitted.

Minimum and Maximum Time for Completion from the date the Student Enters the First Class

Degree Program	Average Program Length	Minimum Program Length	Maximum Program Length
Master's Degrees	2 years	N/A	5 years
Doctoral Degrees	3 years	2 years	7 years

If a student does not complete the degree program within the time period specified above, he or she will be dropped from the program unless an extension is sought and granted. If an extension is granted, the student must adhere to the terms and conditions of the extension in order to stay enrolled in the program. Under normal circumstances, only one extension will be allowed, and it will be for a maximum of one year. The student will be notified two terms in advance of the removal and will have the option of completing the program, requesting an extension, or being dropped from the program when the time limit is reached. The Academic Advisor or another AMU administration or faculty person identified by the student will work closely with the student to ensure that the student remains on track to complete the program and graduate.

Definition of Full-Time Enrollment

To be considered a full-time student, one 3-credit course (3 credits) per term must be completed.

Non-Discriminatory Policy

AMU does not discriminate on the basis of race, color, religion, national origin, sex, age, sexual orientation, gender, marital status, disability, veteran status, or political beliefs in any of its policies, practices, or procedures.

Family Education Rights and Privacy Act (FERPA)

The 1974 Family Education Rights and Privacy Act (FERPA) specifies that (1) students have the right to view their educational information and (2) educational institutions are prohibited from disclosing educational records to non-college workers without the student's consent. AMU must obtain the student's written agreement before disclosing any information about the student to prospective employers, government organizations, or credit bureaus. Students and graduates seeking employment, credit, or other services can accelerate their applications by providing AMU with formal authorization to release their data, indicating which documents should be released and to whom. Contact the Administrative Office for additional information and exceptions to the policies governing the disclosure of student records.

General Data Protection Regulation (GDPR) Compliance

AMU will comply with GDPR regulations and directives to ensure the protection of all Personally Identifiable Information of European Union data subjects served by the university. AMU collects only that data which is required by laws, regulations, and standards of the United States Department of Education in the execution of our due diligence in serving our students and meeting the rules and expectations of the aforementioned bodies. AMU does not share PII with entities outside of the university without specific permission from the students. All hardcopy PII is maintained in secure files, accessible only to authorized individuals within the university. Transcripts are maintained indefinitely; however, all other hardcopy PII is destroyed 5 years after graduation. All electronic data is

housed within encrypted systems and protected behind firewalls. AMU systems are housed on remote servers through third-party providers that also complies with GDPR regulations.

AMU Web Accessibility Policy:

AMU is committed to ensuring that our website, administrative systems, online classrooms, and internet-based resources are accessible to people with disabilities. AMU conforms with Authoring Tool Accessibility Guidelines (ATAG) 2.0, which provide guidelines for designing web content authoring tools that are more accessible to authors with disabilities. The AMU Web Accessibility Policy applies to all existing web content on the AMU website and Canvas. This policy will be reviewed annually on or before December 31 of each academic year by the Academic department. Issues related to web content accessibility should be reported to admin@amu.educaton.

IV. THE GRADING AND ENROLLMENT SYSTEM

Grading System

All students will have coursework evaluated and reported by the faculty using letter grades and are included in the student's grade point average as appropriate.

Grade Symbols

A	Outstanding performance
B	Above average performance
C	Average performance
D	Below average performance
F	No Credit
IP	In Progress (Only valid for the doctoral program dissertation classes)

Credit Hour Policy

Credit hours shall be equivalent to the commonly accepted and traditionally defined units of academic measurement in accredited institutions. Academic credit-bearing distance learning courses are normally measured by the learning outcomes normally achieved through 45 hours of student study for one credit per term. This formula is used by the American Council on Education in its Credit Recommendation Evaluative Criteria, which states, "normally, academic credit is assigned on the basis of one semester credit hour for each 15 classroom contact hours plus 30 hours of outside preparation or equivalent."

Grade Requirements

Students must achieve a minimum of 80% in each class or retake the class. When the graduate student retakes the class, the higher of the two grades is recorded on the transcript. The student must pay to retake the class the second time.

Grade Point Average (GPA) Grading Scale

The following grading is used as part of the grading scheme and to calculate the student's grade point average (GPA).

Grading Scale		
Number value	Letter Grade	GPA value
90-100	A	4
80-89	B	3
70-79	C	2
60-69	D	1
59 or <	F	0

Resubmission of Assignments

Student resubmission of individual assignments in a particular class is entirely at the discretion of the professor for that class. All assignments must be complete on or before the student's end of course date unless other arrangements (such as an extension or leave of absence) have been made and approved prior to the end of course date.

End of Course Grading Policy

The faculty will finalize grades 72 hours after the end of the term and provide notification to the students and the Registrar that the grades are finalized. The Registrar then imports the grades into the student's transcript. Classes are closed 2 weeks after the end of the term. Students have 120 days from the last day of the term to file a grade grievance if the student feels a mistake was made. Grade grievances will not be accepted once the 120-day period has ended. Classes are deleted 240 days after the end of the term.

Proctored Exams

Selected final class examinations in each program are also proctored online by the proctor system in order to measure a student's mastery of the subject matter and to help ensure academic integrity. All proctored exams are administered via online or at a learning site.

Student Conduct

AMU is a distant education university and its students and faculty come from various cultures and backgrounds. Therefore, it is important for all students to be mindful of the wording used within the classroom discussions. Students are expected to treat peers and faculty with respect and use professional wording in the class or group discussions.

Academic Integrity and Intellectual Property Rights

POLICY: Statement of Academic Integrity

AMU is committed to upholding the highest standards of academic integrity. All AMU students, faculty, and staff are encouraged to strive toward academic excellence and to adhere to the rules and expectations of the academic community. All forms of academic dishonesty including, but not limited to, plagiarism, copying, cheating, and/or the submission of work that is not your own are strictly forbidden. Students, faculty, and staff are also only to engage in behavior, both in the classroom and in their personal lives, that is ethical and becoming of a global, academic institution. Violations of the AMU academic integrity policy will be addressed accordingly.

Consequences are determined on a case-by-case basis with consideration to the severity of the violation and any previous documented offenses. Consequences include but are not limited to remediation, academic probation, letter grade reductions for the assignment or class, failure of the assignment or class and/or dismissal from the university.

Statement of Academic Integrity

In order to ensure that AMU students maintain the aforementioned standards of academic honesty and integrity, all students are required to sign a statement of academic integrity upon enrollment. The statement reads as follows:

"By submitting this statement, I declare that every material I submit in this classroom will be original to me. I commit to abstain from academic dishonesty in any form, including but not limited to plagiarism, copying, cheating, and/or submitting work that is not my own. I make this academic integrity statement with full knowledge of the consequences and sanctions that may be taken against me, including remediation, academic probation, letter grade reductions for the assignment or class, assignment or class failure, and/or removal from the university."

In a similar manner, professors are to be held to the same standards of academic integrity. Upon hire, professors are required to sign a statement of academic integrity. The statement reads as follows:

"By submitting this statement, I certify that I will uphold and protect academic integrity norms. I pledge to conduct myself professionally in all of my dealings with students and to offer an excellent example of academic honesty and integrity for my students. I am conscious of the responsibilities inherent with my position and make this academic integrity declaration fully cognizant of the potential consequences and actions taken against me, including probation and/or expulsion from the university."

Copyright and Intellectual Property Rights

AMU adheres strictly to the copyright law of the United States which prohibits the making or reproduction of copyrighted material except under certain specified conditions. Acts of copyright infringement include, but are not limited to, misusing copyrighted material in one's coursework and misusing material for which the institution owns the copyright (i.e., web site materials, course materials, publications, etc.). The professors are instructed on ways to check for copyright abuses and must report infractions to the provost for disciplinary action up to and including withdrawal from the University for repeated offenses.

Students are expected to respect the intellectual property rights of AMU materials/processes, other students, peers, faculty, and staff. Likewise, AMU is committed to ensuring the original work of a student is protected as intellectual property that is owned by the student that produced the material. Faculty, staff, and other students are expected to honor the intellectual property rights of each student and will be held accountable if they use a student's original material without obtaining permission or for not providing the proper reference for the original material. Please review the section on *Academic Integrity* for more information.

Student Identity Verification

All applicants must provide a copy of a valid government identification document containing at a minimum the applicant's picture, full name, date of birth, and address. Acceptable documents that can be used are the applicant's passport, driver's licenses, and identification cards. The applicant will also be required to provide an electronic copy of a passport style picture (face and shoulders). AMU will upload a PDF version of the government identification document along with a copy of the picture into the student's profile. Once accepted, the student will be required to present a valid government identification document with the same information as on the copy described above. Proctors will verify the pictures and data match the information presented during the application process. If the information does not match, then the student will not be allowed to take the proctored exams. This process will be followed for all proctored exams.

Enrollment

AMU provides open enrollment opportunities, as prospective students may apply at any time using the “Apply Now” feature found on the institution’s website (www.amu.education). Enrollment begins after the applicant has been formally accepted into the university and has paid or made arrangements to pay the fees and tuition.

Incomplete Grade Request

Students can request an incomplete grade if they have completed 50% or more of the course requirements. Incomplete Grades are at the professor’s discretion and are granted for issues such as extreme circumstances such as military deployment, accident, or injury and timely/proper notification is made to the professor. If approved, the incomplete grade must be completed in the time limit specified on the Incomplete Grade Form or the ‘I’ will be changed to the grade the student earned in the class. The maximum allotted time to carry an “I” grade is two weeks past the end of the term in which the “I” grade was granted.

Withdrawal

A student who wishes to completely withdraw from AMU during a term must complete a Program Withdrawal Form which must be submitted for approval. See the section on refund of fees for possible refunds.

Attendance/Absence Policy

Attendance Policy

AMU will verify attendance in each registered course. Throughout the term, attendance is monitored each week and absent students are notified about their absence. If the student is absent from the class for one week (no postings, assignments, or exams completed), then the student will receive a probationary warning. If the student is absent from the class for three weeks, then the student is academically removed from the class and a refund is initiated.

Leave of Absence

Students can apply for a Leave of Absence (LOA) for up to a maximum of 180 days in one year. The LOA form can be found under Resources on the AMU website. If the student has extenuating circumstances (examples include religious, medical, professional, etc.) that fall outside of the policy, the student is encouraged to contact the university for guidance. The student must submit a written request to be reactivated at the end of the LOA. The request must be submitted to the university and failure to do so will result in termination from the degree program. Please address all inquiries regarding leave of absences to admin@amu.education.

Military Deployment Leave of Absence

Students that are in the Military and receive deployment orders can apply for a Military Deployment Leave of Absence (MDLA). The MDLA form can be found under Resources on the AMU website. The MDLA can be requested for up to one year and if additional time is required, the student can apply for an additional MDLA. There is no charge for MDLAs. However, documentation of deployment must be provided with each MDLA. The student must submit a written request to be reactivated at the end of the Military Deployment Leave of Absence. The request must be forwarded to the Registrar (admin@amu.education) and failure to do so will result in termination from the degree program.

Tardiness

As an online distance education university, AMU offers all courses online via the Canvas platform. Tardiness in the conventional sense of arriving late for class is not a problem. Students are, nevertheless, expected to attend classes and submit work in accordance with the requirements outlined in each syllabus. If a student is late in submitting an assignment, the assignment grade is reduced by the number of points specified in the course syllabus.

Administrative Withdrawal and or Dismissal/Termination

A student may be administratively withdrawn and or terminated from the program or a course because of excessive class absence, disruptive behavior, inappropriate professional conduct or violating the student code of conduct, unfulfilled academic requirements, unpaid tuition/fees or other violation of academic policy / procedure. Differentiation of withdrawal passing and withdrawal failing will be annotated on the records. Refunds will be made in accordance with AMU policy. Students have the right to appeal disciplinary actions taken by appropriate University authorities.

Academic Progress and Achievement

Both quality of performance and progress toward the educational objective will be evaluated when considering a student's ability to remain at AMU. The institution's aims include quantifiable indicators of student accomplishment both during their time at the university and as a distinguished alumnus through the encouragement of lifelong learning and a commitment to giving back to their chosen field or career. The catalog and the Orientation Program contain detailed guidelines to assist applicants in successfully navigating the application and orientation processes, as well as answers to frequently asked questions by potential applicants and new students. The catalog specifies the amount of time students have to earn a degree (see Degree Maximum Time for Completion from the date the Student Enters the First Class). Student Advisors work with each student to guarantee their success in the program.

Basic Policy on Student Progress and Achievement:

- AMU requires students to make satisfactory academic progress towards a degree to remain in good standing with the University. Satisfactory academic progress means the student is registering for and successfully completing at least one course each term.
- A student may petition for a leave of absence and, if approved, may upon return continue under the catalog requirements that applied to the enrollment prior to the absence. Each approved leave of absence may be granted for a maximum of six months. Leave of absences are not automatic and there is a \$50 administrative fee associated with being moved into this status.
- A Leave of Absence Form, located under Resources on the AMU website, must be completed, and submitted to AMU administration for review and approval.

Expectations of the Student

Students are required to maintain communication and participation within the classroom in order to ensure all to course completion requirements are finalized. Students are expected to enter the classroom and actively participate a minimum of 3 days a week. A student shall be subject to academic probation if he or she fails to maintain a cumulative grade point average of at least 3.0 in all credits attempted after admission to the program.

Students who demonstrate substandard academic progress in the first 12 credit hours, may be academically dismissed (terminated) without a probationary period.

Academic Probation

After completing a minimum of 12 semester hours, if the student's cumulative GPA falls below the minimal minimum for a student in good standing, the student will be immediately placed on academic probation (3.0 for all programs). Academic probation is for 12 credit hours or a maximum of two terms. Academic probation students are limited to a maximum of six credits per term. After 12 credits (a maximum of two terms) on probation, the student's GPA is evaluated each term, and if it falls below the required program GPA or does not improve, academic dismissal (termination) action is commenced.

Satisfactory progress requires the student either raise the cumulative GPA to an acceptable level or the student demonstrates progress toward earning an acceptable GPA during the probationary period as described below:

- a. If after completing 12 credit hours required during the probationary period, the student raises the cumulative GPA to 3.0 or higher, the student's status will be changed to Satisfactory.
- b. If the student's GPA for the probationary period is 3.5 or higher, but the student does not raise the cumulative GPA to the minimum of 3.0 or higher, a secondary probation period will begin.
- c. If the student does not raise the cumulative GPA to the Satisfactory level, or meet the GPA stated in item "b" above, the student will be academically dismissed (terminated).

Academic Dismissal (Termination)

AMU reserves the right to dismiss students who are not making satisfactory academic progress. Without a probationary period, students who demonstrate inadequate academic progress within the first 12 credit hours may be academically removed. The number of failing grades, prior academic performance, the number of withdrawn courses, and the chance of achieving adequate academic standing within a reasonable time frame will all be evaluated. Academic dismissal (without probationary term) from the program for a complete calendar year is possible if a student's grade point average falls below 1.0 or if they withdraw from the majority of courses within the last 12 credit hours.

Student Reinstatement

A student who has been dismissed (terminated) may apply for reinstatement to the University four months after being dismissed. Requests for reinstatement must be made to the Registrar no later than one month prior to the start of the desired term in which the applicant wishes to resume classes. A reinstatement committee will be formed and the reinstatement request will be reviewed by the committee but reinstatement is not automatic.

Once reinstated, the student will return on an Academic Probationary status for a period of 12 credits or a maximum of 2 terms. During this time, the student is expected to demonstrate academic progress. If at the end of the probationary status period the student's status is not changed to Satisfactory, the student will be dismissed (terminated).

What the Student Can Expect of the Professor

- Classroom facilitators are required to respond to student emails within 24 hours and discussion forum posts within a 48-hour period.
- Classroom facilitators will respond to each student within a forum. (Note: facilitators do not have to respond to every post by a student but must respond to each student at least once within the forum.)

Additionally, facilitators will be active and engage all participants in discussion question forums, directing the discussions in a positive and constructive manner).

- Classroom facilitators will post (initial) grades for the session discussion question forums no later than the final day of the session. (Note: grades may be altered during the additional two weeks before the session assignments close.)
- Classroom facilitators will grade and return assignment submissions (including but not limited to essays, Case Studies, research assignments etc.) no later than 72 hours after submission.
- Classroom facilitators will submit grades in Canvas within 72 hours of the end of term.
- Dissertation committee members will respond to the submission of dissertation chapters or partial submissions within 5 days of the submission and no later than 10 days for submissions constituting complete drafts.

AMU Failure to Activate Enrollment Withdrawal Policy

Five Day Failure to Activate Enrollment Withdrawal Policy: Students are required to log into the classroom during the first five days of the course and activate enrollment. To activate enrollment, students must post an introduction in the Introduce Yourself Forum. If the student does not activate their enrollment within the first five days of class, then the student will automatically be withdrawn from the class. A notification will be sent to the student and a refund of all monies paid for the class will be refunded. If there are extenuating circumstances, then the student is encouraged to immediately contact the Registrar (admin@amu.education).

Right of Petition

Students may petition for review of university academic regulations when unusual circumstances exist.

V. GRADUATION REQUIREMENTS

Graduation requires that a student successfully complete the university's and the individual degree program's prescribed course of study, meet all financial commitments, and has been recommended for graduation by the Registrar. A student who wishes to graduate must submit an Intent-to-Graduate form at least 30 days prior to the official graduation date.

Master's Programs Graduation Requirements

To qualify for graduation at the master's level, the student must successfully fulfill the following requirements:

1. Complete all program course requirements
2. Maintain an overall GPA of 3.0 (B average) or better for all graduate level coursework applying toward the degree.
3. Pay all tuition and fees.

Doctoral Programs Graduation Requirements

To qualify for graduation at the doctoral level, the student must successfully fulfill the following requirements:

1. Fulfill all program course requirements
2. Maintain an overall GPA of 3.0 (B average) or better for all graduate level coursework applying toward the degree.
3. Successfully complete the dissertation.
4. Pay all tuition and fees.

Graduation Approval Process

The Graduation Approval Process consists of a review of the student's academic records by the Registrar and the student's Academic Advisor. Once the student's Intent-to-Graduate is received in the Registrar's office, a review of the student's academic records is performed to verify the student has completed all degree program requirements for the program in which the student is registered.

If the Registrar determines the student has not completed all graduation requirements or the student has outstanding financial obligations to the university, the Registrar returns the Intent-to-Graduate to the student along with an explanation for the denied graduation request. The Registrar also notifies the student's Academic Advisor of the denied graduation request. The student can appeal to the office of the Student Services (admin@amu.education) if he/she feels an error has been made.

If the Registrar determines the student has completed all graduation requirements, the Registrar contacts the Finance Department to ensure all financial obligations to AMU have been fulfilled. Registrar provides the Intent-to-Graduate request form along with his/her findings to the applicable student's Academic Advisor for review and recommendation.

The student's Academic Advisor responsibilities are to:

1. Review the Registrar's findings concerning the student's completion of the graduation requirements.

2. If approved by Academic Advisor, the Registrar recommends to the president the conferring of the degree on the student. The president then provides the final approval to graduate.

VI. FINANCIAL INFORMATION

Tuition

The student registers for classes each term and is responsible for payment of their tuition associated with those classes no later than the first day before the classes are scheduled to start.

Online Only Program Types	Tuition Per Credit Hour
Master's Programs	\$495
Doctoral Programs	\$595

The following chart shows the estimated total cost per degree program. The estimated cost includes the Application Fee, Library Fee, and Graduation Fee for each degree program and certificate program.

Program	Estimated Total Program Cost
Master of Business Administration (MBA)	\$17,820
Master of Management and Leadership (MML)	\$14,850
Master of Sports Management (MSM)	\$14,850
Doctor of Business Administration (DBA)	\$33,915
Doctor of Strategic Leadership (DSL)	\$33,915

The student registers for classes each term and is responsible for payment of their tuition associated with those classes no later than the first day before the classes are scheduled to start.

Executive Program Types (Hybrid Seminar)	Tuition Per Credit Hour
Master's Programs	\$625
Doctoral Programs	\$825

The following chart shows the estimated total cost per degree program. The estimated cost includes the Application Fee, Library Fee, and Graduation Fee for each degree program and certificate program.

Program	Estimated Total Program Cost
Master of Business Administration (MBA)	\$22,500
Master of Management and Leadership (MML)	\$18,750

Master of Sports Management (MSM)	\$18,750
Doctor of Business Administration (DBA)	\$47,025
Doctor of Strategic Leadership (DSL)	\$47,025

If the student finds he/she must cancel their Enrollment Agreement, a one-time registration fee of 20% of the applicable tuition (maximum \$200) will be charged if the student does not cancel the Enrollment Agreement within the first 5 days of the first day of class. See the “Student’s Right to Cancel the Enrollment” section of the AMU Catalog for details.

Fees

The following fees and charges are cost that students may incur beyond the basic tuition cost for specific degree programs. Fees are charged when services are rendered.

Mandatory Fees Incurred by All Students:

*Application Fee	\$ 45	
*One-Time AMU Library Fee (Undergraduate and Master Level)	\$ 100	
*One-Time AMU Library Fee (Doctoral Level)	\$ 100	
Graduation Fee	\$ 50	
Certificate Program Award Fee	\$ 50	

* Indicates fees that are non-refundable

Additional Fees Students May Incur:

*International Transcript Evaluation	\$250
*Credit Transfer Fee	\$50
Late Registration	\$35
Re-Enrollment Fee to University/Program	\$100
*Additional Transcript Fee	\$10
*Bank Wire Fee (Incoming and Outgoing)	\$25
*Change of Program Fee	\$50
*2 Week Course Extension Fee	\$50
*Notary & Apostille	\$195

* Indicates fees that are non-refundable

Registration Fee:

A one-time Registration Fee of 20% (or maximum \$200.00) of the applicable tuition is charged if the student does not cancel the Enrollment Agreement within the first 5 days of class. See above and also under Student’s Right in to “Cancel the Enrollment” section of the AMU Catalog for details.

Library Fees:

AMU provides its students with an online library allowing the students to perform research on topics covered in each of the degree programs. The library utilizes research databases providing the student with the most thorough and up-to-date research material available. The library also provides students with a number of URLs for free online libraries and research organizations. The student pays a one-time \$100.00 fee to utilize the AMU Library system.

Phone Calls and Postage Costs

AMU's standard communication method is email. However, there are cases when students need to contact AMU by phone or mail. The costs for all phone calls and postage must be assumed by the student. This allows each student to control this portion of the expenses for his or her program.

Catalog

The AMU Catalog is available for free and can be downloaded from the AMU homepage.

Transcript Fees

An official copy of the student's AMU transcript is provided to each graduate with his or her degree and graduation package. There is a \$10.00 fee for each additional copy. All requests for transcripts must be submitted in a letter or online request signed by the student or graduate and mailed or emailed to the AMU Registrar. The official transcripts will be mailed to the student or to the requested addressee. Transcripts mailed outside the USA will require the student or graduate to pay the actual cost of shipment.

Scholarships

AMU does not provide scholarships at this time.

Financial Assistance Options

AMU offers its students a wide range of flexible payment opportunities to help the modern working adult contribute to their educational costs without incurring student loan debt. The following list outlines these options:

Tuition Payment Plans

- **Option 1 – Pay as classes are taken**
I will be billed when I register for new classes and pay full price of the class before the class starts.
- **Option 2 – Pay in equal payments**
I will be billed when I register for a program of study. Master's programs are billed across 12 equal installments, while doctoral programs are billed across 24 equal installments.
- **Option 3 – Pay full tuition amount for degree in a single payment.**
I will make a payment for the full tuition and fees for the degree program in a single payment before starting the first class.

Employer Payment Plan: Under this plan, the student works with their organization to establish billing and payment parameters where the organization pays for part or all of the student's tuition and fees.

Private Loan Plans: Under this plan, the student will work with a lender to establish funding. Payment for said funding must be on account with AMU prior to taking courses.

External Scholarship Plan: Under this plan, the student works on their behalf to foster external scholarships to help pay for tuition and related materials. Courses will typically not be approved by the Registrar until the External Scholarship Plan funding is accepted by AMU.

Information about additional financing programs may be obtained by working with a financial representative by emailing admin@amu.education or by calling 657-667-6231.

Federal and State Financial Aid Programs

AMU does not participate in federal or state financial aid program at this time.

Loans

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

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

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

Satisfactory Academic Progress Policy

AMU requires students to make satisfactory academic progress towards a degree to remain in good standing. Satisfactory academic progress means the student is registering for and successfully completing at least one course each term.

Tuition Obligations

Students register for new classes and electronically sign the Term Enrollment Agreement before each new term. Tuition and fee payments are made according to the Payment Option selected by the student during the admission process. A student will not receive, diploma, official transcript, letter of recommendation, or register for future classes if the student's finances are delinquent.

Services Not Provided by AMU

AMU does not provide or charge fees for student housing, transportation, supplies and materials, equipment costs, computer or technology costs, or any other costs not described in AMU's Schedule of Fees and Charges.

AMU does not participate in federal or state financial aid program and does not require disclosures concerning any form of financial aid.

AMU does not provide placement services.

In addition, AMU neither provides, pays for, nor reimburses students for the acquisition of, or use of, any electronic tools, and/or services such as, but not limited to, computers, access to online database services, or database consultant fees and/or services.

VII. STUDENT RIGHTS

Refund Policy Guidelines

AMU's refund policy has been developed in accordance with the Distant Education Accreditation Commission (DEAC) standard. The institution has and maintains the following policy for the refund of the unused portion of tuition fees and other charges in the event the student does not register for the period of attendance or withdraws there from at any time prior to completion of the courses or otherwise fails to complete the period of enrollment. The institutional refund policy for students who have completed 75% or less of the course of instruction shall be a pro rata refund. Notice of cancellations shall be in writing; however, the initial notification to the university can be in any means available to the student. A withdrawal may be initiated by the student's written notice or by the student's conduct, including but not necessarily limited to, a student's lack of attendance.

Student's Right to Cancel the Enrollment

Refund Policy: To terminate an Enrollment Agreement or withdraw from the university, the student must notify AMU via any available communication medium (Mail: American Management University, Attn: Registrar, 1050 The Lakes Dr., West Covina, CA 91790; Email: admin@amu.education; or Phone: 657-667-6231). If a student cancels their Enrollment Agreement or withdraws from the university within the first seven calendar days of the start of their class, they will receive a full refund of all monies paid. If, however, the student cancels the Enrollment Agreement or withdraws from the university after the seventh calendar day prior to the scheduled start of the class, the student will receive a refund based on the Pro-Rata Refund Chart described below. The cancellation will take effect on the date the student notifies AMU via email, telephone, fax, or other electronic means, or on the date indicated on the request letter sent via US Mail. Refunds will be issued within 30 days of notification.

Pro-Rata Refund Chart for an 8 Week Standard Class

A full refund of all moneys paid is due during the initial 7 days of study in the term in which the student withdraws. The Registration Fee will be charged after 7 calendar days from the start of the term in which the student withdraws. After Week 1, the prorated refund is based upon the amount paid minus the 20% (one-time maximum of \$200) Registration Fee multiplied by the appropriate percentage as listed below. If a student withdraws:

	*Refundable Tuition Due Student
First week	100%
After Week 1	80%
After Week 2	60%
After Week 3	40%
After Week 4	20%
After Week 5	0%

*Refundable tuition is the total course tuition minus the registration fee.

The following is an example of how the pro-rata refund works for an 8-week class.

- A. If the student pays \$1,050 tuition and registration fee for the term and withdraws **within the first 7 days after registration**, then the full \$1,050 tuition will be refunded.
- B. If the student withdraws after **week one**, then the 20% (maximum \$200 registration fee will be charged).
- C. If the student pays \$1,050 tuition for the term and withdraws, depending upon the day the student notifies AMU of their decision to withdraw, the student will receive the following.

After 7 calendar days of class: \$1,050 minus 20% (\$200 maximum Registration Fee) = \$850.00

	*Refundable Tuition Due Student
First week (first 7 days)	100% = \$1,050
After Week 1	80% = \$680.00
After Week 2	60% = \$510.00
After Week 3	40% = \$340.00
After Week 4	20% = \$170.00
After Week 5	0% = \$ 0.00

*Refundable tuition is the total course tuition minus the registration fee.

Student Academic Grievances

1. The official grievance procedure in no way obstructs the critical informal channel of communication between students and teachers through which they can discuss any subject of mutual interest. In practice, it is the student's job to attempt resolution of a disagreement with the instructor prior to initiating a formal grievance procedure.
2. This approach will not violate students' rights; nonetheless, the student who filed the grievance will be responsible for supporting and proving the accusation at each stage of the action. A low grade by itself does not provide grounds for appeal, nor does the difficulty of a course, test, or single test question.
3. This approach will not impinge on the instructor's academic freedom, including the instructor's right to evaluate students fairly and appropriately and to issue grades in class. AMU empowers only the instructor to assign grades, unless the Student Advocacy Committee recommends a grade adjustment as a consequence of the grievance procedure.
4. At each formal stage, a written summary will be prepared (respectively by the faculty member, the Program Chair, the Vice President for Academic Affairs, and the Chair of the Student Advocacy Committee, if one is used), including an explanation of the rationale for any action or revision rendered.
5. Both students and faculty members' privacy rights shall be protected. Until the grievance is resolved, all principals will have access to the summaries for all lawful purposes. Copies may be retained solely by the parties asserting a claim. These records will not be made a permanent part of any student or faculty member's record.

Student Complaint File

Students and professors are encouraged to work together to resolve classroom conflicts. Additionally, students and professors are encouraged to seek assistance if a problem becomes severe or a resolution appears improbable. Students have several options when filing a formal complaint. Complaints and grievances received from other departments are routed to the Executive Vice President of Student Services, who categorizes them as follows:

1. Textbooks and Course Materials
2. Library Services
3. Facilitation and Professor Performance
4. Grading Consistency
5. Administrative Effectiveness
6. Website Malfunction/Technical Issue
7. Program Effectiveness/Program Expectations
8. Course Content and Accuracy

The Executive Vice President of Student Services (EVP) will then take steps to investigate the issue by gathering information from the necessary departments, services, or individuals. Working together with the proper entities, the EVP of Students Services will attempt to resolve the issue. If the issue cannot be resolved, or if the grievance is of a personal nature involving student and faculty issues, then the EVP of Student Services will call a meeting of the Student Advocacy Committee which will meet and make recommendations. The appropriate actions will then be taken.

The office of the Executive VP of Student Services will maintain the “Student Complaint File” which is a record of the complaint, the date of the complaint, and the actions taken to resolve the issue. The EVP of Student Services will also complete an “End of Action Report” that will be used to maintain academic excellence and to ensure continued improvement and development of the university classrooms, resources, and services.

VIII. STUDENT SERVICES

Orientation Program

Students complete a degree-level appropriate orientation to help them develop the skills they need to be successful in AMU online classes including topics such as academic writing style and format, navigating the AMU systems and expectations; AMU policies and procedures; student services and university resources; and the LIRN Library Database.

Academic Advisement

Each student will be assigned an Academic Advisor who will provide academic advice. Academic Advisor is a faculty member who has knowledge of the curriculum and system of learning, s/he and students will be in constant communication to guide and resolve any academic matters. The Academic Advisor will assist the student through the whole academic program.

Counseling

AMU offers counseling via Administrators and Faculty. Academic Counseling falls in the purview of the Provost, Deans, Chairs, Faculty, and academic staff. Counseling and mentoring for all personal issues fall under the purview of the Executive Vice President for Student Services.

Americans with Disabilities Act (ADA) and AMU Individualized Services (AUIS)

"Individualized Services" is established solely for the purposes of providing stress-free entrance and accommodations to programs at AMU for students, administrative staff, and faculty seeking to be a part of AMU. This creates a culture of providing assistance and encouragement for those seeking to join AMU and complies with Section 504 of the Rehabilitation Act and The Americans with Disabilities Act:

Pursuant to the provisions of "Section 504 of the Rehabilitation Act of 1973 (Section 504), a law that prohibits discrimination on the basis of physical or mental disability (29 U.S.C. Section 794) and subsequent legislation; The Americans with Disabilities Act of 1990 (ADA Title III) is the civil rights guarantee for persons with disabilities and upholds and extends the standards for compliance with Section 504".

Student Services will provide individualized services for those students requiring additional accommodations. It is recommended students contact AMU at admin@amu.education at the time of enrollment or 60 days before courses begin. Official documentation must be submitted to Student Services stating the disability (all information is kept in strict confidence) and meeting the established AMU procedures.

Correspondence

The AMU policy with regard to number of days that will elapse between AMU's receipt of the student's inquiry via mail and AMU's response or evaluation is 7 days. Exceptions may be made due to emergencies and unforeseen circumstances.

Student Interaction and Study Groups

Group study will be incorporated when feasible. Students coming together, sharing ideas, and preparing is a delightful part of the college environment be it direct or virtual. Group study is a helpful way to re-enforce the personal first-time study and expand the range of learning. Interaction will be the essence of the instructor's facilitative tasks.

AMU and Social Media

The AMU community can stay connected to AMU and informed about the successes of AMU students, faculty, staff, and programs through our social media accounts. Find and connect with AMU on LinkedIn and Facebook.

Libraries

AMU Library

AMU is a member of the Library & Information Resources Network (LIRN). Therefore, each student has access to a wide variety of library resources via the AMU Library which is accessible via Canvas. The student is expected to fully utilize the library resources when addressing discussion questions, writing assignments, course research projects, and/or the doctoral dissertation. In the AMU Library, the student will find the following resources:

Books24x7® offers on-demand, instant access to the complete text of thousands of best-in-class online books, book summaries, audiobooks, research reports and best practices. Topical collections represent trusted sources in business, technology, engineering, finance and more.

eLibrary: Selected periodicals, reference books, maps, pictures, and newspapers from around the world, along with transcripts of news and public affairs broadcasts.

EBSCO Host: Free abstracts and indexes from Ebscohost on librarianship, education, environmental issues, and European works that relate to the Americas.

Bowker: As the exclusive U.S. ISBN and SAN Agency, Bowker® receives the most authoritative title and publisher information available, making it the world's leading source for bibliographic information.

- **Bowker's Books in Print:** Information on books, audio, and video materials searchable by availability, author, title, keyword, publisher, language, and more.

- **RCLweb:** Features recommended titles in 58 subjects selected for academic libraries by subject specialists and bibliographers. Note: Not full text.

InfoTrac: Business, computer science, criminal justice, general academic, health and wellness, law, literature, newsletters, newspapers, opposing viewpoints, and reference with student resource center, Gale Virtual Reference Library and the InfoTrac OneFile.

ProQuest ABI/INFORM, Psychology Journals, and Research Library modules on the arts, business, children, education, health, humanities, international and multicultural topics, law, military, psychology, science, social science, and women. ProQuest Dissertations & Theses Global is also available.

- **ProQuest Complete:** This database is the most comprehensive ABI/INFORM database, comprised of ABI/INFORM Global, ABI/INFORM Trade and Industry, ABI/INFORM Dateline and ABI/INFORM Archive, featuring over 3,000 full-text journals, 25,000 Dissertations, 14,000 SSRN working papers, key newspapers such as The Wall Street Journal and The Financial Times, as well as country-and industry-focused reports and data. Its international coverage gives researchers a complete picture of companies and business trends around the world.

- **Dateline:** This database includes hard-to-find local and regional business publications, including McClatchey Tribune titles, with news about local companies, analysis, information on local markets and more. It also allows

users to research employment opportunities, compile data on benefits and compensation, learn about corporate strategies and other topics from a local and regional perspective.

- **Global:** This database is one of the most comprehensive business databases on the market. It includes in-depth coverage for over 3,000 publications, with more than 2,000 available in full text and the latest business and financial information for researchers at all levels.
- **Trade and Industry:** This database includes in-depth coverage of companies, products, executives, trends and other topics available in more than 2,000 publications, with over 1,800 in full text. With ABI/INFORM Trade & Industry users can study and compare specific trades and industries, including telecommunications, computing, transportation, construction, petrochemicals and many others.
- **ProQuest Dissertation & Theses Global (PQDT Global)** simplifies searching for dissertations and theses via a single access point to explore an extensive, trusted collection of 3.8 million graduate works, with 1.7 million in full text. Designated as an official offsite repository for the U.S. Library of Congress, PQDT Global offers comprehensive historic and ongoing coverage for North American works and significant and growing international coverage from a multiyear program of expanding partnerships with international universities and national associations. We offer effective and efficient results on our curated content platform with expert metadata that reduces noise in search results. Direct access to full text and other ProQuest and ebook subscriptions advance the research process.
- **Psychology Journals:** This database provides abstracts and indexing for more than 640 titles, with over 540 titles available in full text. Many titles are indexed in PsycINFO. Coverage ranges from behavioral, clinical, cognitive, developmental, experimental, industrial and social psychology, along with personality, psychobiology and psychometrics.
- **ProQuest Research Library** provides one-stop access to more than 4,000 periodicals from one of the broadest, most inclusive general reference databases ProQuest has to offer. Search from a highly respected, diversified mix of scholarly journals, trade publications, and magazines covering over 150 academic disciplines.
- **Business:** This resource covers publications on the latest business and financial information for researchers of all levels.
- **Health & Medicine:** This resource covers publications on the latest medical information for researchers of all levels.
- **History:** This resource covers publications on history for researchers of all levels.
- **Literature & Language:** This resource covers publications on literature and language for researchers of all levels.
- **Sciences & Technology:** This resource covers publications on the latest science and technology information for researchers of all levels.
- **Social Sciences:** This resource covers publications on social science information for researchers of all levels.
- **The Arts:** This resource covers publications on the arts for researchers of all levels.

Selected high value resources from the Internet.

- **Director of Open Access Journals (DOAJ):** Free, full text, quality controlled scientific and scholarly journals, covering all subjects and many languages.
- **Internet Public Library:** A searchable, subject-categorized directory of authoritative websites; links to online texts, newspapers, and magazines; and the Ask an ipl2 Librarian online reference service.
- **PubMed** comprises more than 21 million citations for biomedical literature from MEDLINE, life science journals, and online books. Citations may include links to full-text content from PubMed Central and publisher web sites.

Online Libraries

The following lists contain online libraries that are recommended to students:

Appleton Public Library: <http://www.apl.org/e>
IPL (The Internet Public Library): <http://www.ipl.org>

Other resources are available to students and normally there is no fee

Office of the Law Revision Counsel: <http://uscode.house.gov/>
The WWW Virtual Library: <http://vlib.org/>
National Business Incubation Association: <http://www.nbia.org>
Questia Library: <http://www.questia.com> (*fee*)
SCORE: Counselors to America's Small Business: <http://www.score.org>
SOON Online Magazine: <http://www.soon.org.uk/>
ESL Resource Center: <http://www.eslus.com/eslcenter.htm>
ESL Resources for Students: <http://www.studentguide.org/43-excellent-esl-resources-for-students/>
English Study Hall: <http://home.gwu.edu/~meloni/eslstudyhall/>

Other Free Online Library Sources:

Bibliomania: The Network Library: <http://www.bibliomania.com/>
Internet Classics Archive English translations & comment boards for all works:
<http://classics.mit.edu/>
IPL Online Texts Collection: <http://www.ipl.org/div/books/>
Litrix Reading Room: <http://www.litrix.com/readroom.htm>
Project Bartleby Archive: <http://www.bartleby.com/>
Project Gutenberg Archive: <https://www.gutenberg.org/>
The On-line Books Page: <http://digital.library.upenn.edu/books/lists.html>

Bookstore:

Required textbooks and other course materials are either provided in electronic format to the student without charge, when applicable, or may be acquired locally or through online bookstores and other organizations such as www.half.com, www.ebay.com, www.amazon.com, www.shopmcgrawhill.com, etc.

Statement concerning Visa services

AMU is not currently approved to assist with Visa services.

Sexual Assault Policy

Sexual assault at AMU shall include but is not limited to rape, forced oral copulation, forced sodomy, rape by foreign object, sexual battery, or threat of sexual assault. AMU has set forth the following sexual assault prevention, reporting, and emergency aid procedures:

1. If sexual assault is committed at AMU, the survivor or witness to the crime shall immediately report the incident to the local police.
2. The Executive Vice President of Student Services (or his or her designee) can then assist the student with any of the following as required: transporting the survivor to the appropriate medical service facility for necessary medical services with the consent of the survivor; providing names, addresses, and phone numbers of post-trauma counseling services that are available to the survivor; and providing information

concerning options: criminal prosecution, civil prosecutions, and availability of counseling regarding academic difficulties that may arise because of the sexual assault and its impact on the survivor.

Enforcement Policy

The Executive Vice President for Student Services is entrusted with the task of coordinating all matters involving sexual harassment complaints and sexual offense on campus (includes offices, workshops, online classes, etc.).

When an alleged sexual harassment complaint is brought to the attention of the administration, the Executive Vice President for Student Services shall make an investigation (and include HR if a faculty or staff member is involved) and present her or his findings to the Professional Standards Committee. Based on the evidence presented, the Committee renders a judgment. However, if the victim of an alleged sexual harassment is dissatisfied with the decision rendered by this Committee, he or she may appeal to the Board of Directors.

Sexual Harassment Policy

Federal laws prohibit sexual harassment. All employees of AMU must observe this provision. For our purpose, sexual harassment is defined as:

“A state of sexual harassment exists when submission to or rejection of such conduct affects the outcome of hiring, continued employment or promotion, academic progress including grades, or when such conduct has the effect of unreasonably interfering with the individuals' performance of duties and responsibilities, scholastic performance, or creating an intimidating or hostile work environment.”

Housing Policy

As a virtual university, AMU does not possess or provide dormitory facilities.

Graduation Ceremony

AMU Students, faculty, staff, and alumni and families are invited to participate in graduation ceremonies in Los Angeles, CA to celebrate our new graduates' achievements. Ceremonies include recognition of outstanding AMU students, faculty and staff, conferral of degrees, and celebrations of achievement. Contact admin@amu.education for information on the date and time of the next graduation as well as accommodations and sights to explore in the greater Los Angeles area.

IX. PROGRAMS IN BUSINESS AND MANAGEMENT

AMU's Business and Management programs offer students the opportunity to study five distinct and distinct areas of management and leadership. These programs enable students to tailor a professional curriculum to their interests and aspirations. Students can develop their leadership skills and knowledge in specific areas of study, enabling them to apply their new knowledge immediately academically, personally, and professionally.

X. BUSINESS & MANAGEMENT DEGREE PROGRAM CURRICULUM

General

AMU's Business and Management programs are tailored for forward-thinking leaders and managers seeking to advance their careers and lead organizations successfully in today's challenging business environment.

AMU's degree programs and individual courses are at the cutting edge of business education; they all address current business demands, trends, and opportunities through active engagement of students and faculty in exciting collaborative learning experiences grounded in real-world business practices. All programs are available through a distance learning format that allows for 24-hour access to courses.

All programs are available in Executive Format which includes online learning combined with on-site monthly seminars. Each seminar meeting is scheduled for 12-hours over the course of two days during the weekend (Friday-Sunday).

AMU offers the following degree programs:

- **Master of Business Administration (MBA)**
- **Master of Management and Leadership (MML)**
- **Master of Sports Management (MSM)**
- **Doctor of Business Administration (DBA)**
- **Doctor of Strategic Leadership (DSL)**

Master of Business Administration (MBA)

The MBA program at AMU is designed for students who already hold a bachelor's degree in business or a closely related subject. The MBA curriculum is designed to replicate the corporate environment, stressing both academic and practical knowledge, as well as transferable technical abilities. The curriculum prepares graduates to assume and thrive in leadership roles in today's business environment. The curriculum is designed to maximize student flexibility and to build successful and ethical business leaders.

The MBA degree program is designed to address the professional demands of students by providing them with the information and competence necessary to flourish as leaders in today's local and worldwide business environments. The curriculum gives both practical and hands-on experience and provides students with opportunity to network with peers and industry leaders from around the world.

All MBA students enroll in the same core curriculum and then choose one from the following six concentrations: (1) Financial Management, (2) International Management, (3) Leadership, (4) Logistics Supply Chain Management, (5) Marketing, (6) Sports Management, (7) Accounting.

Degree Requirements

MBA Total Program Required Credits: 36 Credits

Typical length of study: 1.5 years (can be completed in one year)

Core Courses (24 Credits)

MAS 500 – Organizational Behavior (3 Credits)
MAS 505 – Ethics in Management (3 Credits)
MAS 510 – Marketing Management (3 Credits)
MAS 515 – Financial Management (3 Credits)
MAS 525 – Managing Technology (3 Credits)
MAS 530 – Operations Management (3 Credits)
MAS 535 – International Business (3 Credits)
MAS 598 or 599 – Capstone Project or Thesis (3 Credits)

Accounting Concentration

ACC 581 – Corporate Accounting and Reporting I (3 Credits)
ACC 582 – Corporate Accounting and Reporting II (3 Credits)
ACC 583 – Cost Accounting (3 Credits)
ACC 584 – Auditing Standards and Practices (3 Credits)

Financial Management Concentration

FIN 551 – International Finance (3 Credits)
FIN 552 – Financial Statement Analysis (3 Credits)
FIN 553 – Financial Markets (3 Credits)
FIN 554 – Financial Institutions (3 Credits)

International Management Concentration

FIN 551 – International Finance (3 Credits)
MKT 504 – International Marketing (3 Credits)
LSC 501 – International Supply Chains (3 Credits)
Approved Elective (3 Credits)

Leadership Concentration

LDR 501 – Leadership: Practice and Theory (3 Credits)
LDR 502 – Organizational Theory and Change (3 Credits)
LDR 503 – Communication for Leaders (3 Credits)
LDR 504 – Leadership and Innovation (3 Credits)

Logistics Supply Chain Management Concentration

LSC 501 – International Supply Chain (3 Credits)
LSC 502 – Transportation (3 Credits)
LSC 503 – E-Business (3 Credits)
LSC 504 – Purchasing and Supply Chains (3 Credits)

Marketing Concentration

MKT 501 – Consumer Behavior (3 Credits)
MKT 502 – Marketing Channels (3 Credits)
MKT 503 – Brand Management (3 Credits)
MKT 504 – International Marketing (3 Credits)

Sports Management Concentration

SPT 500 – Sports Administration (3 Credits)
SPT 510 – Sports Finance and Budgeting (3 Credits)
SPT 520 – Sports Marketing and Branding (3 Credits)
SPT 530 – Sports Facility and Venue Management (3 Credits)
SPT 595 – Special Topics in Sports Management (3 Credits)
SPT 597 – Sports Internship (3 Credits)

Master of Management and Leadership (MML)

This option equips professionals and future managers with the skills and confidence needed for success. You will be ready to launch, lead, and sustain successful campaigns, projects, and teams. If you are a professional promoted from a technically skilled job or someone who hopes to move into a management role, you can benefit. In addition, if you are an experienced manager who has a need or desire to improve your knowledge on the human side of management, you will also benefit.

If you are a professional looking for help to fast-track yourself into a management role, this program is for you. The course of study concludes with a Capstone Course in Consulting which will give you an opportunity to utilize your newly acquired knowledge and apply it to a real-world scenario.

Prior management experience is not necessary for acceptance into this program.

Degree Requirements

MML Total Program Required Credits: 30 Credits

Typical length of study: 1 year

Required Courses (30 Credits)

MAS 500 – Organizational Behavior (3 Credits)
MAS 500 – Human Resource Management (3 Credits)
MGT 502 – Critical Thinking & Executive Decision Making (3 Credits)
MGT 503 – Strategy & Policy (3 Credits)
MAS 505 – Ethics in Management (3 Credits)
LDR 501 – Leadership: Practice & Theory (3 Credits)
LDR 502 – Organizational Theory & Change (3 Credits)
LDR 503 – Communication for Leaders (3 Credits)
LDR 504 – Leadership & Innovation (3 Credits)
MAS 598 or 599 – Capstone – Project or Thesis (3 Credits)

Master of Sports Management (MSM)

If you are looking to change your passion into your career or move up in the industry, The American Management University Master's in Sports Management is for you.

It's very important for you to stand out as competition is becoming fiercer each day. This program provides you with a wealth of knowledge in a variety of essential business topics including finance, ethics, marketing. In addition, you will gain insights about the industry in areas such as sports administration, sports marketing, facilities management, and you have an option to do an internship with a professional sports club!

Degree Requirements

MSM Total Program Required Credits: 30 Credits

Typical length of study: 1 year

Required Courses (30 Credits)

MAS 500 – Organizational Behavior (3 Credits)
MAS 505 – Ethics in Management (3 Credits)
MAS 510 – Marketing Management (3 Credits)
MAS 515 – Financial Management (3 Credits)
MAS 535 – International Business (3 Credits)
Four Sports Management Electives (12 Credits)
MAS 598 or 599 – Capstone – Project or Thesis (3 Credits)

Course Descriptions

ACC 581 – Corporate Accounting and Reporting 3 Credits

Introduces students to accounting concepts essential to the preparation and interpretation of financial statements issued to management and to external users such as stockholders and creditors. While appropriate consideration is given to procedural aspects of accounting, more emphasis is placed on understanding the conceptual bases of generally accepted accounting principles and the effects of using alternative accounting methods on financial statements.

ACC 582 – Corporate Accounting and Reporting II 3 Credits

Continues the introduction of accounting concepts essential to the preparation and interpretation of financial statements issued to management and to external users such as stockholders and creditors. While appropriate consideration is given to procedural aspects of accounting, more emphasis is placed on understanding the conceptual bases of generally accepted accounting principles and the effects of using alternative accounting methods on financial statements. Pre-requisite: ACC 581.

ACC 583 – Cost Accounting 3 Credits

This course examines the concepts and procedures underlying the development of a cost accounting system for managerial decisions, control, and performance reporting. Topics include cost measurement and cost control; cost-volume-profit analysis; job costing; activity-based costing; tools for planning and control; master budgeting and responsibility accounting; flexible budgeting and variance analysis; management control systems; inventory costing, management, and capacity analysis; cost information for decision making; relevant information; pricing decisions; cost management; strategic profitability analysis; cost allocation and revenues; measurement and control of overhead costs; and revenues and sales variances. Pre-requisite: ACC 582.

ACC 584 – Auditing Standards and Practices 3 Credits

Examines auditing theory and practice, emphasizing audit standards, audit evidence, internal controls, auditors' reports and professional ethics, sampling, accountants' liability, and audit programs. Pre-requisite: ACC 582.

FIN 551 – International Finance 3 Credits

This course prepares students to fully understand today's economic and financial environment, while enabling you to evaluate and finance alternative investment opportunities and manage stellar portfolios. It will be focused on the application of economics within financial and non-financial institutions and markets, particularly the optimal allocation of scarce financial assets, including money, loans, bonds, stocks, and currencies. Students will also learn how to deal with potential challenges within finance like time, information, uncertainty, diversification, and hedging and asset management, all while concentrating on empirical predictions. The course covers relevant topics of international regulation of financial markets. The course is based on traditional theories of financial markets as well as on modern trends of the global financial system. The main goal of the discipline "International financial transactions" is a comprehensive understanding of the system and regulation of international financial relations. The discipline studies modern approaches to the analysis of interaction between financial markets, the real economy and international financial institutions. The course covers relevant topics of international regulation of financial markets.

FIN 552 – Financial Statement Analysis 3 Credits

This course provides an in-depth study of the concepts and applications of financial statement analysis including the supply of and demand for accounting information in financial markets and the uses of accounting information in performance evaluation, investment and credit decisions. We will discuss financial statements from a user's perspective, and use a variety of tools to break apart financial reports into meaningful units for analysis, forecast financial statements, and value a firm's shares. We will also look at the role of managerial incentives and accounting rules in assessing the quality of financial statements.

The course follows a structured approach to provide you with a set of analytical tools to become more effective users of financial statements. We follow the following structure: (i) Business Strategy Analysis - understanding the industry conditions and firm faces and its competitive positioning within the industry; (ii) Accounting Analysis - understanding the extent to which the financial statements do a good or a bad job in reflecting the underlying economics of the business; (iii) Financial Analysis - analyzing recent performance using a ratio analysis in a systematic manner; (iv) Prospective Analysis - making forecasts of future performance taking into account our first three analytical steps and incorporating those forecasts into a valuation model. We then use this 'toolbox' in a variety of contexts, including equity security analysis, credit analysis and the analysis of mergers and acquisitions.

FIN 553 – Financial Markets 3 Credits

Financial markets, or markets for financial assets, play an important role in the efficient functioning of a market economy. Financial Institutions are any establishments that make these markets function efficiently.

The course studies the fundamental principles that govern financial markets and institutions. We attempt to understand the workings of the Banking Industry, the Federal Reserve and the behavior of financial intermediaries. Topics include valuation of financial assets and the characteristics of financial instruments in money and capital markets. We analyze the relationships among financial institutions, monetary policy and the stability of the economy as a whole. Financial Markets and Institutions will provide a foundation for your further study of Finance, as well as an essential component of your managerial education about the world in which business operates.

This course explores the function, pricing, and institutional structures of financial markets.

Our intent is to understand the differences between these instruments and the institutions that operate in today's financial markets. Rapid changes in the composition of financial instruments and institutions mean that the content of this course must be evolving as well. Understanding the economic foundations of these intermediaries, in addition to the institutional instruments, and developing your analytical and research skills, will prepare you not only for today's job market, but will also help to increase your educational flexibility in adapting to future changes.

FIN 554 – Financial Institutions 3 Credits

This course discusses the role of banks and financial intermediaries in the economy. It explains the special status of the banking system in the economy and why the banking industry is so prone to crises. Strengths and shortcomings of the current regulatory framework is discussed. The aim is to provide the students with a lasting conceptual framework. The course will heavily rely on case studies and relate the material to current financial news and crisis. The purpose of this course is to provide student with a basic understanding of the connections between money, the financial system, and the broader macroeconomy. We will examine the economics of modern financial institutions (e.g., banks), including how they are organized, the products and financial services they offer, the risks they take, why and how they are regulated, and how this has changed over time. We will develop a conceptual framework that will allow us to assess how recent financial regulations as well as innovations in finance (e.g., securitization, fintech, cryptocurrencies) may influence the macroeconomic, financial, and business environment.

LDR 501 – Leadership: Practice & Theory 3 Credits

This intended to develop student's personal workplace leadership strategy and examine the theory and practice of contemporary organizational leadership. The course will explore the links between leadership and organizational culture, personal motivation, organizational development, change management, and team effectiveness. As well as review the power of values-based leadership. Prospective students will gain a greater insight into the nature of workplace diversity, power and influence, and the role leaders play in building more equitable, diverse and sustainable organizations. The lessons you learn in course will allow you to refine both personal leaderships skills and leadership strategy that will add value to your professional responsibilities and help you to take your career to the next level.

LDR 502 – Organizational Theory & Change 3 Credits

This course provides a review of theoretical understandings of organizations and their development. Students will gain skills in the analysis of organizational culture, the formation of an organization culture, and the role of staff training in the transmission of an organizational culture. Also, the unique factors shaping faith-based organizations are explored.

LDR 503 – Communication for Leaders 3 Credits

The course explored examination of leadership practice and theory. It will equip students to analyze and discuss the role of communication in leadership practices and theory in personal and professional contexts. In adding the course is designed to investigate: What makes an effective leader? How can you not only employ better communication strategies, but motivate people to tackle tough problems and achieve goals together? Examine how to improve your leadership communication style, improve decision making, and develop as a leader.

LDR 504 – Leadership & Innovation 3 Credits

In today's volatile business environment, leaders are expected to show foresight by identifying changes, trends, and future possibilities for their organizations and markets. The ability to translate these insights into ways to enhance existing business activities or developing new innovation strategies to stay ahead of the competition is critical to growth and profitability. Through this course, you will develop a deep understanding of the business, economic, and social trends that are impacting organizations and gain new tools to mitigate future risks and exploit opportunities. The course will introduce you to the power of scenario analysis, and ways to embed strategic business innovation in your organization, as well as understand how leading-edge companies gain deeper insights into customer behavior. Finally, you will learn how to develop an innovation framework to transform your business model and chart a market-leading and revenue-enhancing course for the future.

LSC 501 – International Supply Chain 3 Credits

This course encompasses not only the design and planning of supply chain activities, but also the execution, control, and monitoring that help companies to build a competitive infrastructure and create net value. The supply chain includes planning, procurement, manufacturing, fulfilment, inventory management, logistics, returns to suppliers, and returns from customers – all the functional areas involved in receiving and filling a customer's order with a repeatable and satisfying experience. The course emphasizes and discusses integration with marketing; product and process engineering; accounting and finance; human resources; environmental, health, safety and quality; facilities management; and information technology areas. Finally, the major assumes a global perspective not only in terms of

the internal operations of manufacturing and service businesses, but also with partnerships among suppliers, customers, and third-party logistic providers worldwide. The course will provide its students with both theoretical knowledge and the ability to apply their knowledge to real-world problems and opportunities in a manner that improves business performance.

LSC 502 – Transportation 3 Credits

This course covers transportation systems analysis, stressing demand and economic aspects. It also covers the key principles governing transportation planning, investment, operations and maintenance. It introduces the microeconomic concepts central to transportation systems. Topics covered include economic theories of the firm, the consumer, and the market, demand models, discrete choice analysis, cost models and production functions, and pricing theory. Application to transportation systems include congestion pricing, technological change, resource allocation, market structure and regulation, revenue forecasting, public and private transportation finance, and project evaluation; covering urban passenger transportation, freight, aviation and intelligent transportation systems.

LSC 503 – E-Business 3 Credits

This course aims to develop students' abilities to analyze and evaluate e-business applications, as well as design e-business models. We focus on the strategic, managerial, operational and technical factors in the development of an organization's e-business competencies and capabilities. We investigate current business and technology trends including the individual, business and societal implications of e-business. The course makes extensive use of current case studies and gives students the opportunity to design new e-business models and applications.

LSC 504 – Purchasing and Supply Chains

This course is designed to equip the students; learn the strategies, and best practices and tools including techniques to enable them to better comprehend how this field of management can contribute to the competitive advantage and effectiveness of an organization and its partners.

The course explored the necessary skills and knowledge that help students develop problem-solving, learning and research skills, within a procurement and supply chain context, that are necessary for employment in any sector.

MAS 500 – Organizational Behavior 3 Credits

This course will explore human behavior at the individual, interpersonal, and group levels including effects of organizational structure on behavior. The emphasis will be on managerial roles, historical evolution of management, ethics, and behavior in multi-cultural contexts. The course deals with human behavior in organizations and with practices and methods within organizations that facilitate or hamper effective behavior. Topics to be considered include communication, motivation, group dynamics, leadership, power, Topics include communication and trust, power and leadership, group and intergroup processes, conflict and conflict management, organizational design and development. Similarly, class assignments are intended to help participants obtain the skills that managers need to improve workplace relationships and performance. Within each topic, conceptual frameworks, case discussions, and skill-oriented activities are blended including case studies, group presentations and mini-projects are employed to ensure comprehensiveness.

MAS 505 – Ethics in Management 3 Credits

This course uses both theoretical and pragmatic approaches to business practices as a starting point for an on-going exploration into contemporary and critical management concepts. The Course explored the ethical issues that arise

as organizations operate in a globalized and inter-connected economy. As well as applying general management theory, ethical analysis, and critical approaches to a variety of case studies across different industries and global regions.

MAS 510 – Marketing Management 3 Credits

The course explores the emphasizes of 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.

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.

MAS 515 – Financial Management 3 Credits

This course introduces current financial concepts and tools towards money management in organizations participating in the local and global economies. The course covers the current best practices in financial analysis and planning through the application of financial concepts. These include financial performance ratios, time value of money, financial markets and institutions, securities and valuation of firms, cost of capital, risks and return, long-term financial budgeting and working capital management. Prospective students will learn the fundamentals of budgeting and accounting for public, health, and nonprofit organizations. Through readings, lectures, real-world case studies, and assignments, students will gain an understanding of how to use financial information in organizational planning, implementation, control, reporting, and analysis. In addition, students will have the chance to develop their spreadsheet skills by using Excel to perform financial calculations and create financial documents.

MAS 525 – Managing Technology 3 Credits

The goal of this course is to develop students' conceptual knowledge and practical skills regarding managing technological innovation through various phases of the innovation process. This course will analyze both how small and large firms can compete in competitive markets through the management of technology and innovation.

There will also be a focus on how small and large firms can identify market needs and commercialize innovations.

The course emphasizes the role of social media and social networks in developing, driving and managing innovations. The course will primarily use case studies and class discussions to analyze emerging issues in technology strategy, operational decisions and entrepreneurship.

MAS 530 – Operations Management 3 Credits

Operations management not only controls but plans resources so that the individual resources and the entire organization are operating at the highest efficiency possible. How operations functions are handled ensures whether or not that a company runs smoothly and is able to achieve its goals. In this course you will discover analytical techniques, processes, and approaches used to solve, prevent and anticipate problems within an organization.

Also, it focusses on issues such as continuous quality improvement to both control costs and improve products/services, and the role the customer plays in any business. As we explore the principles of project management, you will learn related forecasting techniques and methods as well as the concepts of regression analysis and the coefficient of correlation. You will focus on supply chain management as it applies to e-commerce and gain insight into how quality management affects social responsibility and product sustainability include other tools employed in Total Quality Management.

MAS 535 – International Business 3 Credits

The fact that; income of U.S. firms and other national is earned in foreign markets, foreign competitors increase their market share in the United States, and national economies have become interdependent in the global market, most marketing strategies become international in scope. This course is designed to investigate the implications of the global market for U.S. companies and how it affects their marketing strategies as they are competing in markets around the world. Attention will be focused on problems such as identifying and evaluating opportunities in overseas markets, developing and adapting marketing strategies in relation to specific national market needs and constraints.

MAS 598 or MASS 599 – Capstone Project or Thesis 3 Credits

The thesis and capstone project serve the same purpose. They allow a student to demonstrate mastery of both a specific topic and the relation of this topic to the broader subject of American history and government. The thesis or capstone project demonstrate the student's analytic and interpretive skills. Both the thesis and the capstone project serve as a summative expression of what a student has learned in the program. The thesis and capstone differ in the way they serve their common purpose. A thesis is a written work stating a claim or interpretation and supporting it with data and argument. While, a capstone project combines different kinds of practical experience (e.g., as a docent) or other written work (e.g., historical fiction) with analytical and interpretive writing in the form of one or more essays. Pre-requisites – 24 credits in Master's program.

MKT 501 – Consumer Behavior 3 Credits

This course provides students the skills necessary to understand consumer behavior and how it impacts businesses and marketing strategy. The course examines the importance of consumer behavior in a behavior science perspective, which focuses on research to explain, describe, predict, and control consumer behavior. Moreover, the course examines all behaviors associated with consumer activities that involve purchase, use, and disposal of goods and services. A variety of consumer behavior topics will be discussed including marketing strategy development, cross-cultural variations, a changing American society, perceptions, personality, consumer decision process, problem recognition, post purchase processes, consumer satisfaction, and customer commitment.

MKT 502 – Marketing Channels 3 Credits

The course will explore Marketing Channels, Tactics, and Management that examines the contemporary range of marketing channels, common tactics unique to various channels, and how to plan an integrated approach to reach consumers at critical points. This course studies marketing channels companies that work with each other to bring products and services from their point of origin to the point of consumption. The participants in marketing channels include manufacturers, wholesalers, and retailers. Through marketing channels, the originators of products and services gain access to markets. If effectively crafted and managed, marketing channels can give competitive advantages to firms who face ever more challenging and fluid marketplaces. This course shows how to design, maintain and manage relationships with marketing channel members. The emphasis is on motivating and managing complex networks of channel partners through effective marketing programs in the product, promotion, price, and physical distribution areas.

MKT 503 – Brand Management 3 Credits

Modern brand marketing requires a global mind-set. Today's marketers don't just need an understanding of consumer needs, they must be able to communicate to diverse, global audiences and be sensitive to cultural and international differences. In this course, you will learn how to analyze and apply marketing and brand

communication theories and develop an understanding of their social, political and cultural context. We look beyond the marketing mix to explore the wider implications on the discipline and the challenges marketers face, such as gender stereotyping, marketing ethics and promoting products and services internationally. You develop visual literacy and the capacity to think creatively and independently.

MASS 504 – International Marketing 3 Credits

This course focuses on the study of strategic planning and organizing for international marketing, researching global markets, marketing consumer products, industrial products, and services in the world market, the course explores the international advertising and promotion effort, personal selling and personnel management, pricing, distribution systems, export trade mechanics and logistics, financial requirements for international marketing, and coordinating and controlling global operations. It also discusses the effect of trade agreements on international business.

SPT 500 – Sports Administration 3 Credits

Sports Administration is designed to provide students with knowledge and skills necessary for careers in the sport industry. The course will help prepare students to work in such fields as sport marketing & promotions, sporting event and/or facility management & operations, sports communication & media relations, and other administrative areas at the professional, collegiate, and recreational levels of the industry. The course is intended to combine classroom education with hands-on experience.

SPT 510 – Sports Finance & Budgeting 3 Credits

This course is designed to provide students with a comprehensive understanding of the budgeting and finance principles used in sport organizations. Emphasis is placed on financial budget analysis as well as revenue enhancement and expense control for sport organizations. In addition, students are exposed to economic impact analysis, public subsidies, broadcast rights, player costs, sponsorship, and sport facilities. Other focuses are on the nature and concerns of sport and recreation professionals as they prepare and defend operating and capital budgets. Topics will include the preparation of financial plans, strategic budgeting, organizational structure, collaborative efforts, and other methods used to fund and support facility operations.

SPT 520 – Sports Marketing & Branding 3 Credits

The course provides students with a unique understanding of the business side of the sports industry, helping prepare students for a dynamic career in the fast-growing field. You'll study the objectives, strategies and tactics of all phases of sports marketing. Special attention will be paid to marketing of sports and marketing through sports. Topics covered will include sponsorships, endorsements, licensing, venue management, event planning, and integrated brand communications. The importance of public relations and community involvement will also be explored. A major term project will delve into a real-world sports marketing problem and will challenge students to solve a branding problem through critical thinking and strategic planning. Advanced Sports Marketing are explored as the course concentrates more on projects and stresses research, writing and immersion in the world of sports marketing. Projects include developing secondary research on a variety of sports marketing issues spanning various sports and leagues.

SPT 530 – Sports Facility & Venue Management 3 Credits

This course will examine the current research related to planning, funding, and operating sporting events and sport/recreation facilities. The course is designed to provide sport managers with the knowledge necessary for planning and operating sport and recreation facilities and events. Upon successful completion of this course, the

student will be able to: Explain the basic issues related to planning facilities, including site selection, design and the construction process; Explain the different forms of public and private funding of sport facilities and ethical issues involved in utilizing public funds; Describe the process involved in event planning and management; Explain the event and facility issues pertinent to participants, spectators and sponsors; Describe the operation of venues and events including staffing, box office management, security, concessions, and maintenance; Explain the legal issues facing event and facility management including the risk management process; and Analyze the process of event bidding and venue selection.

SPT 595 – Special Topics in Sports Management 3 Credits

This course provides the opportunity to offer course content and topics that may not be covered by other course titles. Titles and descriptions of specific courses will be identified at the time of offering. The course may include the following topics: Disability and Adaptive Sport, Esports Management, Mega-Event Management in Sport, Sport and Crime, Live Sports Video Production, Crime and Mayhem in Sport, Introduction to E-sports Management, and Social Advocacy in Sport.

SPT 597 – Sports Internship 3 Credits

Sports Internship is designed to enhance the student's formal academic education by providing an opportunity for the student to test skills and knowledge via exposure to the sport industry. This supervised experience provides an arena for the practical integration of knowledge learned in the classroom with the opportunity to acquire experience and knowledge in real world situations. Students benefit both personally and professionally from the expanded perspectives provided by the professional supervisor and the guidance of the faculty supervisor in evaluating this learning experience. Internships are required for graduation. The internship experience serves as a cornerstone of the program. By applying academic foundations to practical training in the industry of their choice, students are given the opportunity to extend their skills and what they have learnt from the classroom to practice.

Doctor of Business Administration (DBA)

The Doctor of Business Administration (DBA) is a practitioner-scholar doctoral degree in business administration and management. It is targeted to business executives who have a master's degree in a discipline or field related to the program/specialization for which application is made and who have practical business management experience. The curriculum includes conducting applied research, understanding business theory, and applying what you've learned in the classroom to real-life professional challenges. In addition, this program will help to prepare students for expanded roles with their current employer or with another organization, or for roles as consultants or university-level teachers.

Degree Requirements

Typical length of study: 3 Years

The DBA program requires the successful completion of 60 doctoral level credits including the final dissertation.

Core Courses (30 Credits)

- LEA 801 – Leadership in Theory and Practice (3 Credits)
- LEA 804 – Strategic Leadership (3 Credits)
- LEA 805 – Organizational Design and Strategy (3 Credits)
- LEA 812 – Ethical Leadership (3 Credits)
- DBA 900 – Corporate Financial Management and Accounting (3 Credits)
- DBA 905 – Supply Chain Management for Executives (3 Credits)
- DBA 910 – Data Analytics (3 Credits)
- DBA 915 – Executive Management in Practice (3 Credits)
- DBA 920 – Strategic Marketing (3 Credits)
- DBA 925 – Global Business Strategies (3 Credits)

Research Courses (27 Credits)

- DOC 800 or DOC 801 – Qualitative or Quantitative Research (3 Credits)
- DOC 803 – Research Statistics (3 Credits)
- DOC 901 – Doctoral Proposal (3 Credits)
- DOC 902 – Literature Review (3 Credits)
- DOC 903 – Applied Research Methods (3 Credits)
- DOC 905 – Project I (6 Credits)
- DOC 906 – Project II (6 Credits)
- DOC 950 – Doctoral Defense (0 Credits)

Doctor of Strategic Leadership (DSL)

Students pursuing the Doctor of Strategic Leadership (DSL) will gain knowledge and skills in the discipline of strategic leadership that can be applied in current and future leadership and teaching roles. The program seeks to provide an opportunity for qualified students to attain academic, professional, and practical competence in the field of leadership and to prepare them for opportunities, and corresponding additional responsibilities, beyond the master's degree level. This program is designed for individuals seeking to advance in their current career as well as those pursuing careers in leadership consulting or academia.

Degree Requirements

Typical length of study: 3 Years

The DSL program requires the successful completion of 57 doctoral level credits including the final dissertation.

Core Courses (30 Credits)

- LEA 801 – Leadership in Theory and Practice (3 Credits)
- LEA 802 – The Change Process (3 Credits)
- LEA 804 – Strategic Leadership (3 Credits)
- LEA 805 – Organizational Design and Strategy (3 Credits)
- LEA 808 – Strategic Global Leadership (3 Credits)
- LEA 809 – Leading Teams/Collaboration (3 Credits)
- LEA 810 or Approved Elective – Sustainability Leadership (3 Credits)
- LEA 811 or Approved Elective – Managing Human Capital (3 Credits)
- LEA 812 or Approved Elective – Ethical Leadership (3 Credits)
- LEA 813 or Approved Elective – Leadership in Historical Context (3 Credits)

Research Courses (27 Credits)

- DOC 800 or DOC 801 – Qualitative or Quantitative Research (3 Credits)
- DOC 803 – Research Statistics (3 Credits)
- DOC 901 – Doctoral Proposal (3 Credits)
- DOC 902 – Literature Review (3 Credits)
- DOC 903 – Applied Research Methods (3 Credits)
- DOC 905 – Project I (6 Credits)
- DOC 906 – Project II (6 Credits)
- DOC 950 – Doctoral Defense (0 Credits)

Course Descriptions

DBA 900 – Corporate Financial Management and Accounting (3 Credits)

This course covers Corporate Financial Management which includes practical experience to ensure that research is melded with relevant real-life application. The course will equip students in term of applications of theoretical concepts and finance models to real world case studies learning about governance, social responsibility, risk management, banking regulation, corporate reporting, finance and performance management. Students will gain valuable experience in research within their specialist field through presentation, communication, teamwork and critical problem-solving skills. They will develop critical knowledge and understanding of the principles, concepts and theories of finance and the analytical skills for addressing financial management challenges in the domestic and international business environments. Emphasis is to develop student's ability to identify, evaluate, and propose/implement solutions to finance problems, and employ transferrable skills needed for roles within financial institutions, stock broking, investment and portfolio management, treasury and corporate finance departments of companies.

DBA 905 – Supply Chain Management for Executives (3 Credits)

In this course, you'll take a proven, interdisciplinary approach — incorporating management, strategy, marketing and decision sciences — to designing and managing your supply chain. With the guidance of our senior experts, you and your fellow participants will explore state-of-the-art models and solutions to the real-world challenges of managing facilities, logistics, inventories, transportation, information, outsourcing, complex networks and more. You'll develop new skills for integrating your supply chain into a coordinated system and learn how to identify supply chain risks and design mitigation strategies. The course Supply Chain Management and Executives is intended delivers supply chain management and logistics education and advanced professional skills while guiding students in developing their understanding of and appreciation for the application of ethics, sustainability and professional practices in supply chains.

DBA 910 – Data Analytics (3 Credits)

Data Analytics provides students with an opportunity to obtain knowledge and competencies to help organizations make decisions and solve problems based on data. Objectively, the focus Analytics is extracting meaning out of data and this course will train the students to do this in order to answer specific business questions and make sound decisions. Upon completion of the course, students will be equipped with the knowledge to formulate business questions that can be answered with data; identify, acquire, and prepare the necessary data for the analysis; select the most appropriate methods and tools for the analysis; develop the appropriate descriptive, predictive and prescriptive analytics models; and provide concise conclusions in response to the business question. Students who successfully complete the course: Data Analytics, are prepared to work as data analytical managers or consultants.

DBA 915 – Executive Management in Practice (3 Credits)

This course is an advanced management and leadership development course for experienced executives. As well as developing your management skills, the course will help you to boost your self-confidence, stretch your thinking and strengthen your performance. At completion of the course; It is ideal that you are moving from a functional/operational management role to a position with more responsibility across your organization.

DBA 920 – Strategic Marketing (3 Credits)

Strategic Marketing encompasses marketing strategy elements and their integration. The focus is based upon developing your abilities to apply various principles and theories to specific problems. Competitive marketing strategies are introduced, and theories are applied to different economic environments as well as to different competitive environments. Encouraging a practical approach to strategy, students engage in interactive problem solving, field work including contemporary case analysis. Emphasis is placed on this strategic marketing analysis for making marketing decisions and marketing planning. It, therefore, integrates knowledge acquired in other subjects in marketing (e.g., analysis of consumer behavior, brand management, market research) and business administration subjects (management, finance, and accounting).

Students develop analytical skills, acquire a strategic perspective of marketing and learn to comprehend it as an integral part of the overall strategy of a company. Thus, this course is intended for the long-term planning and strategic vision of the company and the role of marketing within that. The course emphasizes the role of the strategic marketing plan as the framework for the internal organization of the company's marketing activities and decisions. Students will further have an opportunity to put their knowledge into practice by working on a real-world project. The topics include (but are not limited to): Strategic Market Analysis (Strategic GAP Analysis, Porter's Five Forces Framework, PLEESTIC Environmental Analysis, SWOT, GE 9 Cell Model, BCG Matrix, and Ansoff's Matrix), strategy development, planning and implementation, strategy evaluation and control. As the course title implies, after successfully completing this course, students will be able to audit, analyze, and create an effective strategic marketing plan for a company.

DBA 925 – Global Business Strategies (3 Credits)

This course explores some sets of contemporary strategy concepts and theories to help students identify important and consistent principles that a firm can use in making decisions that will ultimately determine a firm's success or failure in a global business environment in the long term. The course is focused on the economic aspects of corporate strategy development for international markets. It introduces the relevant microeconomic concepts, market forms and market concentration, market structure analysis and analysis of the organizations operating on global markets. The course presents tools and concepts necessary for understanding the systematic relationships between the management strategy and competitiveness of the company in the international environment, such as market power, productive and allocative efficiency. The course covers also topics related to practical questions of market entry: criteria, forms and barriers of entry to global markets, and risks related to a market entry in the short and long run. Students will study techniques for strategic management under global competition aimed at the maximization of comparative advantage. Practical application of concepts will be illustrated using case studies from international business.

DOC 950 – Doctoral Defense (0 Credits)

The dissertation defense consists of two phases: the pre-defense and final public defense.

Pre-Defense: Once the Doctoral Candidate has completed the dissertation, the supervisor has judged that it is ready for pre-defense, and all committee members have sent a confirmation email to the program coordinator that the pre-defense can be scheduled; the student gives an oral presentation of the dissertation (in max. ½ hour) to his/her Dissertation Committee members, who then raise questions and make comments with the intent of assessing and strengthening the preparedness of the student for a final public defense.

The Dissertation Committee then recommends that the student:

- 1) proceeds to a public final defense without changes to their dissertation; OR
- 2) proceeds to a public final defense with minor or major amendments; OR
- 3) prepares for a second pre-defense after significant revisions to the dissertation are made and approved by the supervisor.

A student may not pre-defend their dissertation more than twice and consequently will be unenrolled from the Program.

Final Public Defense: Before a final public defense is confirmed, one external and one internal member of the student's Dissertation Committee (preferably not the Supervisor) must indicate in writing whether the dissertation can be submitted for defense. These written statements should be sent to the supervisor and the Chair of the defense and may be sent to the student. For the final public defense, the candidate makes an oral presentation of the dissertation (max. ½ hour) before their Dissertation Committee, a chair (usually from another CEU department), and a designated opponent, who should be an expert in the field who has not previously reviewed and advised on the dissertation, and others from the public. The opponent is required to provide the Chair, the candidate and their Dissertation Committee members written comments and questions regarding the dissertation in advance of the defense, to which the candidate must respond during the defense. The candidate should also field any questions and comments that may be offered by their Dissertation Committee members and others in attendance.

DOC 800 or DOC 801 – Qualitative or Quantitative Research (3 Credits)

The course covers quantitative as well as qualitative types of research. The paradigms of both types of research will be contrasted and the application of the methodologies in actual research investigated. This course aimed to provide an overview of the range of qualitative and quantitative research methods that are available in business and management science. The object is to: provide students with the knowledge of the different research methodologies and philosophical approaches that are available to carry out research in business and management science; provide students with the knowledge of the research process in business and management science; enable students to define coherent research questions supported by strong theoretical arguments to address specific research gaps in the theoretical debate that informs their own chosen research topic; enable students to recognize the problems and limitations associated with certain research methods, instruments for data collection and techniques for data analysis; enable students to make informed decisions on the most appropriate methodological choices to carry out their own research; prepare students to carry out their own research in business and management science; and enable students to review and update their initial research proposal accordingly.

DOC 803 – Research Statistics (3 Credits)

The Educational Statistics and Research Methods program develops professionals in the areas of educational research methods and policy studies, both through courses and independent research. Graduates can obtain employment with school districts, educational agencies, and industries with internal data analysis needs. The application of research methods and statistical techniques to a variety of research problems. The student will use these methods and techniques to address hypothetical and real research issues; demonstrate ability to evaluate critical concepts and practices for applying research methods and statistical techniques; evaluate research approaches and judge their appropriateness for different research problems; analyze the effectiveness of research designs for specific types of studies and issues; develop and apply measurement tools to test theories and hypotheses; develop methods for data collection and data analysis to test a research proposition; and prepare an IRB package for the research proposal that adheres to the standards and practices for protection of human research participation.

DOC 901 – Doctoral Proposal (3 Credits)

This course is for those doctoral students who have passed the Preliminary Examination and working on their dissertation proposal. The course provides exposure to skills, knowledge and practices used by researchers at the commencement of a research investigation with particular reference to the preparation of a dissertation proposal. The study guide for Dissertation Proposal comprises of: initiating research and your proposal; developing a working title and planning the research; choice of research paradigm, methodology and methods of data collection; generic skills and practices for proposal development; and writing the dissertation proposal. The proposal is the main document that is used to assess your application for a doctorate degree. It is a detailed plan of your whole project, based on the information you have now. It is important to bear in mind that before you have done the research, you cannot possibly know everything you will know when you have done the research. So, when you get into the project, you will almost certainly amend your plan as you go. This is normal and expected. However, the proposal document lays out your initial plan, and shows whether you are able to lay out a roadmap for answering your research question in four years and 80-100 thousand words. You should spend substantial time and energy working on your proposal, and you should get your potential supervisor's opinion on it several times before submitting it.

DOC 902 – Literature Review (3 Credits)

With this course, you will become familiar with and learn to identify the most relevant textbooks, reviews, papers and journals for their research topics. During the course you will also learn how to critically read and assess research papers and reviews. The review should point to research gaps that can be operationalized into feasible research questions. Learning objectives include to learn to review and assess scientific literature critically and to write and present an overview of the relevant literature for a specific research topic. This course provides doctoral students with advanced research skills and strategies for conducting a literature review. Critical thinking skills, synthesis of information, and application of the literature are emphasized to support the feasibility and relevance of a research study. Upon successful completion of this course, the candidate will be able to: Identify a general topic of interest for dissertation research; create an annotated bibliography on his/her dissertation topic; develop an outline of his/her literature review; differentiate between summarizing, analyzing, and synthesizing the literature; write a literature review on his/her dissertation topic; and use theory and research to establish the significance of his/her proposed research.

DOC 903 – Applied Research Methods (3 Credits)

The objective of an applied dissertation is to identify a problem of practice in the workplace and generate solutions to improve practice or policy on the issue. This course addresses the methods, skills, and knowledge necessary for completion of an applied research project. On completion of the course; the students will be able to: Explain the purpose of applied research; Differentiate between basic and applied research; Describe the nature and characteristics of applied research; Explain applied research data collection methods; Create a pie chart, trend, chart, and bar graph; Align applied research problems of practice with biblical principles related to human relationships. The uniqueness of this course is that you can negotiate the exact content of your program of study across a diverse range of disciplines. In collaboration with us you will develop a learning contract, and this will specify the exact title of the award that you will receive at the end of the course to reflect choices and specialisms, so for example it could be relatively broad such as Applied Research (Physical Geography or Applied Research (Genomics) or quite specific such as Applied Research (Metabolic Disease).

DOC 905 – Project I (6 Credits)

This course provides the opportunity to undertake different types of project; it provides a "Capstone" experience which completes the integration of your studies applied in one of the following: Professional Practice - the central aim of this unit is to provide you with a thorough understanding of the commercial context in which organizations operate. By reflecting upon your existing knowledge and experience you will be required to respond to a number of work-based scenarios through critical evaluation to determine an appropriate course of action. The Live Project - this will enable you to work as part of a team on a project provided by a business organization. The exact nature of the level of work, and nature of responsibility will depend upon the chosen organization. However, there will be close negotiate between the company and the Business School. The dissertation - enabling you to undertake in-depth research of a topic relating to your course. It will consist of research question, aims and objectives, rationale for undertaking the study, literature review, research methodology, analysis of findings, conclusions and recommendations

DOC 906 – Project II (6 Credits)

Advancement of Project I

LEA 801 – Leadership in Theory and Practice (3 Credits)

The course: Leadership in Theory and Practice is designed to explore and examines the most influential leadership theories and models, and their implications for contemporary higher education leaders and managers. Emphasizes requisite knowledge, skills, and ethical obligations.

LEA 802 – The Change Process (3 Credits)

Students in this course will study the impact of change on an organization and stakeholders and the dynamics of change in order to lead organizational change efforts. The course reviews the literature for the best practices relating to organizational change and organizational learning. Upon successful completion of this course, the student will be able to: Evaluate the theories and perspectives of organizational change. Propose how a manager applies the theories and perspectives of organizational change. Identify the role of the internal and external environment in driving or restraining change. Analyze the strategies to implement successful organizational change. Integrate biblical principles within the field of leadership.

LEA 804 – Strategic Leadership (3 Credits)

The Strategic Leadership course is designed to build up on your unique strengths and experiences to become a leader with greater influence. Our curriculum helps leaders in the development of their self-awareness, emotional intelligence, and competencies necessary to lead people and organizations in new directions. The course is divided into a series of lessons that start with a self-review of strategic leadership potential and an overview of the domain of strategic leadership. We explore the tasks, skills and strategic competencies that enable a strategic leader to guide an organization while navigating the tensions involved in positioning the organization to meet short term needs and the long-term vision. Other activities in the course include a series of readings, podcasts, group discussions, and both group and individual assignments.

LEA 805 – Organizational Design and Strategy (3 Credits)

This course is designed in two-fold. Initially, students will be introduced to the basic elements of organizational design, including but not limited to organization structure, administrative processes and systems, size, and product-market complexity. Then they will learn how these other elements can be configured into a range of designs alternative suited for the demand of different strategic, environmental and technological conditions. These two areas of learning is intended to prepare and equipped students for designing organizations that can adapt to the shifting competitive forces of virtually any organizational context.

LEA 808 – Strategic Global Leadership (3 Credits)

Leading your organization to stay steps ahead of change, instead of simply keeping up, means knowing where to look, being able to pick up on early signals, and taking advantage of opportunities in new and distant geographies. Even leaders in single markets experience and need to manage international influences on their operations. Global Strategic Leadership will equip you with tested tools and frameworks you can use to create greater value and enhance your position as a market-leading organization. This course provides a comprehensive approach to strategy development. It stresses the importance of flexibility, emphasizing open-mindedness, agility and creativity, which are critical for success in a global context. It helps clarify and enhance your strategic thinking and ability to create and communicate a sustainable vision of the future for your organization.

Students will learn how to: Gain deeper insight into the global business environment and how to lead your organization across geographic boundaries; Understand the economic, business, and other drivers that create and sustain competitive advantage; and Scenario plan to anticipate the future and develop a compelling vision to drive your organization forward.

LEA 809 – Leading Teams/Collaboration (3 Credits)

In today's workforce, adaptation and responsiveness are key elements in the success for an organization. As turnaround times shorten and demands increase, organizations must leverage teams to reach strategic goals and fulfil initiatives. This course offers applied leadership strategies addressing the various types of teams, principles of team behavior, strategies for avoiding team dysfunction, effective team leadership, and leveraging interpersonal strategies and organizational resources to ensure collaboration, synergy, and effectiveness. Students in this course will be made to diagnose team needs, set expectations for development, utilize conflict to augment change, and build team autonomy to support leaders in embracing a more strategic focus. With high performance collaboration: leadership, teamwork, and negotiation focused on leadership, teamwork, and negotiation students will engage in self-assessments to analyze their leadership style, develop team charters to optimize their groups, and develop a game plan for effective negotiation.

LEA 810 – Sustainability Leadership (3 Credits)

The course is designed to empower individuals and organizations to take leadership to tackle critical global challenges. More specifically, it aims to provide an academically grounded, highly participatory and applied forum for learning around topical sustainability issues, to help professionals: Develop understanding and application of tools and techniques based around co-creating solutions, collaboration, innovation and design; Contribute to professional debate about sustainability issues with colleagues from other job functions; Engage and challenge sustainability 'tools' analyzing their suitability to address their own organizational challenges; Hone leadership skills in order to effectively respond to organizational / sectoral sustainability challenges. The Sustainability

Leadership Program will give you a unique experience with a project that you can tailor to suit your interests and curiosities.

LEA 811 – Managing Human Capital (3 Credits)

The Human Capital Management (HCM) provides students with the “strategic” foundation to advance HCM to new heights within organization, and to advance yourself within the evolving human resources profession. This course provides the necessary foundation to perform human resource management responsibilities in the public sector. It will trace the history of the human resource function in the public sector, and provide an understanding of the legal context in which human resource managers function, including constitutional protections and equal employment opportunity frameworks. You will learn and apply the skills associated with the primary functions of a human resource department through exercises and case studies. The course also develops your understanding of the legal, political, and practical issues facing public personnel managers. The format and assignments for this class are designed to build the skills you need as an HR professional. Your assignments will test your abilities to conduct independent research and analysis, and to clearly and concisely present your findings in various formats.

LEA 812 – Ethical Leadership (3 Credits)

Unethical behavior is not the result of fundamentally bad people in power. Rather, unethical behavior is often a consequence of a long, unfolding process, starting with an ethical dilemma—a tension between competing values. It can be difficult to manifest the values that are important to us when we are confronted with pressures to do otherwise. As leaders, we have an opportunity to create an environment that minimizes the risk of people in our organization making the unethical choices when facing ethical dilemmas. Doing the right thing must be more than simply a tagline, though. In this leadership training program, you will develop the ability to recognize competing values within your organization, take disparate value propositions of various stakeholders and integrate them into a coherent strategy to help them respond to a wide range of ethical challenges.

LEA 813 – Leadership in Historical Context (3 Credits)

The course examines the practical application of leadership throughout history. It places special emphasis upon the contextual actions of leaders and the dynamics of time and place. This course exposes students to a wide range of historical leaders, their leadership techniques, and the consequences of their leadership decisions. Students will evaluate the classical understanding of leadership, particularly from a Greco-Roman Perspective. Students will assess the traits, skills, and other characteristics of leaders who lived during the classical and periods. Students will examine the changing practices of leaders during the Renaissance with special emphasis placed upon the constructs of Machiavelli. Students will explore the early modern and modern concepts of leadership. Special attention will be devoted throughout the course to the importance of historical context in shaping both the development of leaders and the consequences of their actions.

XI. BOARD OF DIRECTORS AND ADVISORY BOARD

Board of Directors

Roy Virgen Jr., Chair
Dr. Amanda Kenderes
Dr. Michael Kahler
Armando Yepes
James Powell

XII. ADMINISTRATION

Executive Officers

Roy Virgen Jr., Chief Executive Officer
Dr. Michael Kahler, Provost, Chief Operating Officer
Dr. Amanda Kenderes, Chief Academic Officer, Student Services

Program Chairs

James Powell, Chair of MBA Program
Dr. Christina Baker., Chair of MML Program
Roy Virgen Jr., Chair of MSM Program
Dr. Guy Langvardt, Chair of DBA Program
Dr. Michael Kahler, Chair of DSL Program

Key Staff

Michelle Hong, Registrar
Huyen Ngoc Le., Office Manager
Erik Castillo, IT
Robert Beltran, File Clerk
Amanda Kenderes, Student Services

XIII. FACULTY

Full-Time Faculty

Baker, Christina

Areas of teaching: Management, Leadership

Ph.D., Education, Capella University

M.A., Communication Studies, California State University Los Angeles

M.A., Adult Education, Trident University

M.S., Education: Reading & Literacy, Capella University

B.A., Speech Communication, California State University Long Beach

A.A., Speech, Long Beach City College

A.A., General Studies, Columbia College

Kahler, Michael

Areas of teaching: Management, Leadership, Research

Ed.D., Educational Leadership, Argosy University

M.A., International Affairs, California State University Sacramento

B.S., International Business, Babson College

Kenderes, Amanda

Areas of teaching: Management, Research

Ph.D., Social Sciences and Education, University of California Los Angeles

DBA, International American University

M.Ed., Education & Communication, Aquinas Colleges

BA, English & Psychology, Grand Valley State University

Langvardt, Guy

Areas of teaching: Management, E-business, Strategy, Management Information Systems

Ph.D., Organization & Management, Capella University

MBA, International Management, Thunderbird School of Global Management

BA, Psychology, Valparaiso University

Powell, James

Areas of teaching: Business Administration, Marketing, Management, Finance

MBA, Marketing, Pepperdine University

B.S., Finance, Marketing, University of Southern California

Virgen Jr., Roy

Areas of teaching: Sports Management, Leadership, Marketing

Ph.D. (abd) Leadership Studies, University of the Cumberlands

MBA, Marketing & Management, University of La Verne

B.S., Business Management, University of Phoenix

Part-Time Faculty

Aguilar, Carena

Areas of teaching: Business Ethics, Business Law

J.D., School of Law at Texas Tech University

B.A., Journalism, Texas A & M

Mattoon, Matthew

Areas of teaching: Marketing, Finance

MBA., University of Southern California

Ugas, Luz

Areas of teaching: Finance, Accounting

MBA, Finance, Pepperdine University

B.A., International Economics, University of California Los Angeles