



Columbia International College



CATALOG

VALID FROM JANUARY 1ST, 2017 TO DECEMBER 31ST, 2017

5023 N Parkway Calabasas, Calabasas, CA 91302 818-659-5544 cicusa.org

This catalog is updated annually. Students can find the catalog on the Columbia International College website or can contact our Admissions Office if they need hard copies.

School website: cicusa.org

As a prospective student, you are encouraged to review this catalog prior to signing an Enrollment Agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an Enrollment Agreement.

Table of Contents

About Us	7
Mission Statement	8
Objectives	8
Accreditation and Authorization	9
ADMISSIONS POLICIES	10
General Admissions Policy	10
Admission Requirements for the master's degree	10
Admission Requirements for the Doctoral Degree	11
International Students	11
Master of Business Administration	12
Doctor of Business Administration	12
English Language Proficiency for Foreign Students	12
Enrollment Procedures	13
Transfer of Credits from Other Schools	14
Non-Discrimination Policy	14
NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS AT OUR INSTITUTION	15
Articulation	15
The Application Process	15
Graduation Requirements	16
Graduation Requirements for the master's degree	16
Graduation Requirements for the Doctoral Degree	17
Completing Required Courses	17
Tuition and Fees	18
Schedule of Additional Fees	19

Student Tuition Recovery Fund	19
Payment Options	20
Tuition and Applicable Fees Payment Plans	21
Payment Options Disclosure	22
ACADEMIC POLICIES	22
Standards of Academic Conduct and Student Integrity	22
Student Identity Verification Policy	23
Procedure	24
Academic Adjustment for Students with Disabilities / ADA Disability Statement	25
Grading and Evaluation Procedures	25
Grade Point Average	25
Latin Honors	26
Standards of Academic Achievement	27
Maximum Degree Program Duration	27
Minimum Academic Achievement	27
Academic Probation	28
Academic Dismissal/Suspension	28
Academic Suspension Reinstatement	28
Academic Dismissal/Termination	28
Appeals	29
Incompletes	29
Repeating a Course	30
Make-up Work	30
Reinstatement	30
Enrollment Termination	30

Attendance Policy	31
Leave of Absence Policy	32
STUDENT SERVICES	32
Student Moodle ID	33
Learning Resources	33
Counseling	33
Student Interaction and Study Groups	33
Online Library Services	34
Services Not Provided by the University	34
Academic Counseling	34
GENERAL INFORMATION	35
Technical Requirements for Students	35
Access to a laptop/desktop computer	35
Access to a reliable internet connection	36
An up-to-date internet browser and related plugins	36
Access to productivity software, such as Microsoft Office (Word, PowerPoint, Excel) or Open Office.	37
Electronic Communication	37
Moodle Client Requirements	38
BigBlueButton™ Client Requirements	38
Tax Deductions for Educational Expenses	39
License and Credentials	39
Student Records	39
Transcripts of Records	40
Student Confidentiality and Privacy Policies	40
Family Educational Rights and Privacy Act	41

Sexual Harassment Policy	45
Student Complaint Policy	45
Contact the Bureau for Private Postsecondary Education	46
FACILITIES	47
Calabasas Office	47
Office Hours	47
Distance Learning – Moodle	47
CANCELLATION AND REFUND POLICY	49
STUDENT'S RIGHT TO CANCEL	49
WITHDRAWAL FROM COURSES	50
The Withdrawal Process	50
Financial Aid	51
Arbitration	52
I. Further Details and Typical Terms of Arbitration	52
II. Procedure for Filing Arbitration	53
Inactive Students	53
PROGRAM DESCRIPTIONS	54
Master of Business Administration (MBA)	54
Program Description	54
MBA Degree Program Objectives	54
Job Classifications	55
Course Overview	56
Course Descriptions	57
Executive Master of Business Administration (EMBA)	63
Program Description	64

EMBA Degree Program Objectives	64
Job Classifications	64
Course Descriptions	67
Doctor of Business Administration (DBA)	74
Program Description	74
DBA Degree Program Objectives	74
Job Classifications	76
Course Detail	77
Course Descriptions	79
NOTICE TO PROSPECTIVE DEGREE PROGRAM STUDENTS	88
LIST OF ADMINISTRATORS, FACULTY AND STAFF	89
CIC ACADEMIC CALENDAR - 2018	92

About Us

Columbia International College (CIC) is an international education institution of higher learning dedicated to the studies of Business Administration and Management. We promote quality learning, critical thinking, and the discovery of new knowledge for the benefit of diverse business communities. Our campus address is 5023 N Parkway Calabasas, Calabasas, CA 91302. CIC was approved to operate in the State of California based on the provision of the California Private Post-Secondary Education Act (CPPEA) of 2009, which went into effect on January 1, 2010. We provide Master of Business Administration (MBA), Executive Master of Business Administration (EMBA), and Doctor of Business Administration in Global Business and Leadership (DBA) degrees. We strive to admit motivated and committed students who, through their academic accomplishments, will become successful business managers, executives, leaders, researchers, and consultants. Through programs that reflect current market trends and promote positive social changes, CIC is committed to helping students achieve their goals, enabling them to make a difference in their career and community as a CIC graduate. To learn more about us, please visit cicusa.org or call 818.659.5544.

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

Columbia International College is a private institution approved to operate by the California Bureau for Private Postsecondary Education until April 18, 2023. Approval to operate means the institution is compliant with the minimum standards contained in the California Private Postsecondary Education Act (CPPEA) of 2009 (as amended) and Division 7.5 of Title 5 of the California Code of Regulations. The Act is administered by the Bureau for Private Postsecondary Education, under the Department of Consumers Affairs. The Bureau can be reached at: 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, www.bppe.ca.gov, (888) 370-7589 or by fax (916) 263-1897.

Mission Statement

Columbia International College's mission is to offer high quality educational opportunities to enable students to reach their individual academic goals. This mission is accomplished by offering specialized online distance educational course work in a variety of disciplines for non-traditional students who seek to increase their career advancement opportunities and enhance their leadership skills. A highly individualized, creative learning environment incorporates both traditional and innovative instructional techniques. Columbia International College programs are highly flexible, involving directed course work together with supervised study and research.

Objectives

To accomplish our mission, Columbia International College identifies and creates programs that prepare students for careers in a reasonably short period of time. Columbia International College is dedicated to enhancing student competencies by:

- Integrating into the educational process a better understanding of cultural diversity needs.
- Delivering educational support services that meet student life demands and schedules.
- Building within students a value for life-long learning and education.
- Providing educational resources in a manner that effectively uses current technology.
- Offering our programs at times and at places that are accessible to students.
- Providing working adults with higher educational and training opportunities that are flexible and accessible.
- Providing higher educational and training opportunities that are current with technology and career demands.

Accreditation and Authorization

Columbia International College is currently undergoing the license renewal process through the Bureau for Private Postsecondary Education (BPPE). Concurrently, CIC is currently applying for accreditation with the Distance Education Accrediting Commission (DEAC).

<p>Bureau for Private Postsecondary Education 2535 Capitol Oaks Drive, Suite 400 Sacramento, CA 95833 www.bppe.ca.go <hr style="width: 20%; margin: 0 auto;"/> Tel (888) 370-7589 Fax (916) 263-1897</p>	<p>Distance Education Accrediting Commission 1101 17th Street NW, Suite 808 Washington, D.C. 20036 http://www.deac.org <hr style="width: 20%; margin: 0 auto;"/> Tel (202) 234-5100 Fax (202) 332-1386</p>
--	--

As of now, the MBA, EMBA, and DBA programs offered through CIC are unaccredited. A degree that is unaccredited or a degree from an unaccredited institution is not recognized for some employment positions, including, but not limited to, positions with the State of California. A student enrolled in an unaccredited institution is not eligible for federal financial aid programs.

The degree programs offered at Columbia International College are not designed to be used for admittance to a graduate school or to meet any particular licensing or accreditation standards. If you are seeking a degree for licensing purposes, CIC advises you to check with that licensing body or association to determine if that degree would be accepted.

ADMISSIONS POLICIES

General Admissions Policy

Columbia International College offers Master and Doctorate degrees in business programs designed to meet the needs of adult students. Each program offered at Columbia International College has its own admission standards and it is the responsibility of the applicant to meet those standards. Potential applicants should contact Columbia International College by visiting the institution's main website. The Admissions Representative will also discuss the applicant's qualifications and assist him/her in determining the best way to meet his/her educational and/or career goals. This catalog detailing Columbia International College's method of teaching, programs, policies, admission standards, applicant's qualifications, and financial planning information will be provided upon request. The institution's main website, cicusa.org, also provides the same information as published in this catalog. Potential applicants may also contact an Admissions Representative directly via Columbia International College's website. All students are to complete the admission application via email. More application information is located on Columbia International College's website.

Admission Requirements for the master's degree

Master of Business Administration (MBA) and Executive Master of Business Administration (EMBA)

Admission to the master's degree programs requires a bachelor's degree or its equivalent completed at an appropriately accredited postsecondary institution. Students must have earned a GPA of 2.0 on a 4.0 scale and received a minimum score of 900 on the GRE or 500 on the GMAT.

The MBA degrees require thirty-six (36) graduate semester credits to be completed. Columbia International College will consider students who transfer and may accept a maximum of six graduate semester credits from the student towards the MBA, earned in graduate courses for which a grade of B or higher was earned. In order to evaluate prior graduate work, official transcripts must be provided.

Admission Requirements for the Doctoral Degree

Doctor of Business Administration in Global Business and Leadership (DBA)

Admission to the DBA degree program requires a master's degree in the field of study or a related field from an appropriately accredited postsecondary institution and a minimum of two years of work experience in the field. The applicant must have earned a GPA of 3.0 on a scale of 4.0 or its equivalent grading in the master's degree program, or received a minimum combined score of 1400 on the three sections of the GRE, or a minimum score of 550 on the GMAT. The DBA requires a total of sixty-three (63) graduate semester credits beyond the master's degree. A maximum of twenty-four (24) semester credits of graduate level coursework may be transferred into the Doctoral program. Only graduate level academic credits earned at recognized institutions with a grade of C or better may be transferred towards the program. The candidate will complete at least 39 graduate credits of coursework to complete the program.

Appropriately accredited postsecondary institutions are defined as those accredited by an accrediting agency recognized by the United States Department of Education, or by an accrediting agency recognized by the Council for Higher Education Accreditation (CHEA) or, for non-United States institutions, an educational institution approved by an equivalent authority.

International Students

International/foreign students from countries where their educational programs were not delivered or provided in the English language must submit additional documents besides those listed in the catalog.

Official transcripts from all college/university prior education are to be sent directly to the Academic Office of Columbia International College as soon as possible.

A Foreign Transcript Evaluation. Official transcripts from international/foreign institutions of higher education must have a United States equivalency evaluation from a recognized Credential Evaluation Agency, a Charter Member of the National Association of Credential Evaluation Services (NACES). The 11

College regularly uses the International Education Research Foundation, Inc. (IERF), Credential Evaluation, P.O. Box 66940, Los Angeles, CA 90066.

Evidence of English language proficiency by an acceptable TOEFL score and a mean score on the TSE (Test for Spoken English). English language testing information may be obtained by contacting TOEFL, Box 899, Princeton, NJ 08504.

CIC does not provide an ESL program, and English is the only instruction language that is used throughout the campus. International students must show that their English proficiency meets CIC Requirements; any lack of such proof may delay your application to CIC.

Master of Business Administration

Prospective international/foreign students must demonstrate English proficiency by submitting a TOEFL score of at least 530 (or 71 on the iBT or its equivalent) and a mean score on the TSE (Test for Spoken English) prior to enrollment.

Doctor of Business Administration

A prospective international/foreign student must demonstrate English proficiency by submitting a TOEFL score of at least 550 (or 80 on the iBT or its equivalent) and a mean score on the TSE (Test for Spoken English) prior to enrollment.

English Language Proficiency for Foreign Students

Distance Education and Learning at Columbia International College is offered in the English language. It is essential for a student to possess adequate command of the English language to communicate with the faculty and adequately complete the coursework requirements for successful completion of a degree program.

CIC seeks applicants with scores of 71 or higher on the Internet-based TOEFL. A score of 90 or higher will make an applicant very competitive.

A waiver of the English Proficiency Requirement may be granted to those prospective foreign students who have completed at least two years (60 semester units) of baccalaureate level education at an accredited institution that is recognized by the United States Secretary of the Department of Education and/or the Council for Higher Education Accreditation or from an equivalent foreign educational institution that provides instruction in the English language. A foreign student with several years of continuous work in an English-speaking environment may comply with this regulation if the Student Affairs Office can ascertain his/her English competency from work documents and by the administration of an English Proficiency Test (EPT).

The EPT will be processed by the Academic Office and kept in the student's academic file. Otherwise, the foreign student will be advised to take ESL courses and secure acceptable TOEFL and TSE scores.

Columbia International College does not provide remedial education in the English language. During the admission process, special attention will be paid to the applicant's ability to read, write, and understand the English language.

Columbia International College reserves the right to refuse admission to anyone that the College believes does not meet its academic prerequisites.

Columbia International College does not provide any type of visa services (F-1 Visa), nor does it vouch for the immigration status of any student's relationship with the United States Citizenship and Immigration Services (CIS).

Enrollment Procedures

After a student has been approved for admission, CIC will send the student an e-mail including the following documents:

CIC Catalog

School Performance Fact Sheet

Notice to Prospective Degree Program Students 13

Enrollment Agreement

The School Performance Fact Sheet, the Notice to Prospective Degree Program Students, and the Enrollment Agreement must be initialed, signed, and dated by the student and sent back to CIC to ensure proper enrollment. Upon receiving the required documents, CIC will send out access information for classes on our online education platform.

Transfer of Credits from Other Schools

Columbia International College will consider students as a transfer and may accept a maximum of six (6) graduate semester credits via transfer towards the MBA, earned in graduate courses for which a grade of B or higher was earned. Official transcripts from an accredited postsecondary institution must be provided to evaluate prior graduate coursework.

Appropriately accredited postsecondary institutions are defined as those accredited by an accrediting agency recognized by the United States Department of Education, or by an accrediting agency recognized by the Council for Higher Education Accreditation (CHEA) or, for non-United States institutions, an educational institution approved by an equivalent authority. Applicants who have degrees from foreign institutions of higher education need to have these credentials evaluated by a third party, such as World Education Services, Inc. or Educational Credential Evaluation, Inc. It is recommended that applicants obtain a course-by-course evaluation. For more information contact the Office of Admissions. Transfer credits may be given only for academic coursework completed. Transfer credits are not awarded for life experience, portfolio assessment, ability-to-benefit or any other non-academic experience.

Non-Discrimination Policy

Columbia International College is non-sectarian and does not discriminate with regard to race, creed, color, national origin, age, sex, disability or marital status in any of its academic program activities, employment practices, or admissions policies. This policy applies to hiring of all positions and admission of all students into all programs. Students with special needs such as physical or mental handicaps or learning disabilities are considered for admission provided they meet the entrance requirements.

NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS AT OUR INSTITUTION

The transferability of credits you earn at Columbia International College is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the credits and degrees you earn in the MBA, EMBA, and DBA programs is also at the complete discretion of the institution to which you may seek to transfer. If the credits and degrees that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Columbia International College to determine if your credits and degrees will transfer.

Articulation

Columbia International College does not have an articulation agreement or transfer agreement with any other college or university at the present time.

The Application Process

The Application for Admission is available on the Columbia International College website. Please use the Application Checklist as a guide for all the documents needed to apply to CIC. Official transcripts from previously attended technical colleges, colleges, and universities must also be submitted at the time of the application. To be official, a transcript must be sent directly from the Registrar at previously attended institutions to the Office of the Registrar at Columbia International College. Only official transcripts will be evaluated. There is no application fee to apply to CIC.

To apply for Columbia International College degree programs, complete the Application for Admission and send the accompanying documents to:

admissions@cicusa.org

Required for evaluation of the application are the following documents:

A completed Application Form.

Copies of all diplomas, e.g. Bachelor's, Master's, and other diplomas.

Copies of official transcripts from each previous school you attended.

A passport-sized photo of the applicant.

Resume/C.V.

2 Recommendation letters (Optional)

Proof of English Language Proficiency (International students only)

GRE/GMAT score

For details of the application documents, please refer to the Application Checklist. Please be aware that any missing document in a student's package may delay the student's application to CIC. Students cannot be admitted until they have submitted all the documents supporting their qualifications for admission. These qualification materials will remain in the student files.

If you have any questions regarding your application, please contact us via email at admissions@cicusa.org.

Graduation Requirements

Graduation Requirements for the master's degree

The Master's degree requires a total of 36 graduate semester credits, completed in the field of study beyond a bachelor's degree or its equivalent. This may include a maximum of six graduate semester credits accepted as a transfer from an accredited institution and satisfy the following criteria:

- Cumulative grade point average of 3.0 (B) or higher.
- Official transcripts on file for graduate transfer credits accepted by Columbia International College for the bachelor's degree or its equivalent.

- All financial obligations to Columbia International College paid in full.

Graduation Requirements for the Doctoral Degree

The Doctor of Business Administration (DBA) in Global Business and Leadership degree requires a total of 63 graduate semester credits completed beyond the Master degree in the field of study or in a related field of study and the satisfaction of the following criterion:

All graduate semester credits beyond the master's degree must be completed through Columbia International College.

Completing Required Courses

Students are advised and individually guided through courses by direct contact with their Professors. With assistance from their Academic Advisor, students proceed from course to course in a steady, organized manner. This enables educational objectives to be achieved in the shortest possible time frame.

Upon enrolling in a course, the student receives a course syllabus and information about how to contact his/her Academic Advisor and the Instructor assigned for that course.

The focus of distance education is to encourage the student to apply text-based knowledge to solve practical problems and to use CIC Professors as resources to facilitate the learning process. The student demonstrates mastery of the course material and its personal relevance by completing assignments, examinations, term papers and projects as required.

The faculty and staff of Columbia International College are available to assist students in achieving their educational objectives. Columbia International College is especially sensitive to the special needs of adult students returning to college after a long absence from the classroom.

Tuition and Fees

<u>Program of Study</u>	<u>Required Core Courses</u> (27 semester credits)			
	Registration (Non- Refundable)	Tuition Fee (Refundable)*	Total Cost	Cost Per Credit
Master of Business Administration	\$100.00	\$15,480.00	\$15,580.00	\$430.00
Executive Master of Business Administration	\$100.00	\$30,600.00	\$30,700.00	\$850.00
Doctorate of Business Administration	\$100.00	\$66,150.00	\$66,250.00	\$1050.00

*Full or partial refunds of the tuition fee are available to students who withdraw from a program, under certain circumstances. See CIC's refund policy below.

The following may be incurred beyond the basic tuition cost for specific degree programs. Fees are charged when services are rendered.

Schedule of Additional Fees

International Transcripts Evaluation Fee	\$150.00
Late Registration Fee	\$25.00
Master Level Graduation Fee	\$250.00
Doctoral Level Graduation Fee	\$500.00
Additional Transcript Fee	\$15.00
Change of Program Fee	\$50.00
Course Extension Fee (4 Week Extension)	\$50.00
Leave of Absence Fee	\$50.00
Returned Check Fee	\$25.00
California only: Student Tuition Recovery Fund (STRF) (Nonrefundable)	\$0.00 per \$1000

Student Tuition Recovery Fund

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

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

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

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

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

You may be eligible for STRF if you are a California resident or are enrolled in a residency program, prepaid tuition, paid the STRF assessment, and suffered an economic loss as a result of any of the following:

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

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

Payment Options

Columbia International College offers flexible payment options and a wide variety of scholarship and fellowship programs.

Methods of Payment:

- Visa, MasterCard, American Express or Discover credit cards through PayPal with an authorized signature.
- Checks and money orders payable to “Columbia International College”. Please remember to include a copy of your student ID with your check or money order.
- Cash payments, in full in advance, or according to our payment plans (see below).
- Bank wire transfers. Wire fees may apply. The Student Affairs Office can provide SWIFT details
- If you are sponsored by your employer, we may be able to directly bill your employer. Please be prepared to provide a copy of your employer’s education payment plan. Any portion of the tuition not paid by your employer must be paid by you prior to beginning your courses.

Tuition and Applicable Fees Payment Plans

Plan 1: Payment in Full for Entire Program

Full payment of program tuition and applicable fees can be made in advance for all courses to be taken for the degree. Tuition will not be increased during the length of the program provided the student maintains continuous enrollment. Repeated courses and courses taken beyond those required for the degree require additional applicable tuition.

Plan 2: Two Payments per Term Plan

This is our most popular plan and allows a degree of flexibility. Each student makes an initial payment at the time of registration, followed by a second payment midway through the term. The amount of the initial and the final payment for each term depends on the program of study as well as other factors. Please contact our Admissions Office for details. Tuition is assessed at the rate in effect at the time when courses start.

Plan 3: Term-by Term Payment Plan

This plan requires tuition and applicable fees to be paid prior to the beginning of each term for the selected courses of the degree program. Tuition is assessed at the current rate in effect.

Plan 4: Employer Direct Bill Plan

This plan requires that a student’s employer establish a Direct Bill Plan with Columbia International College, as it will bill the employer directly for the student’s tuition and applicable fees. The student is

responsible for letters of credit, vouchers or any and all employer direct bill documentation required by his/her employer. The student is fully responsible for any amount not covered by the employer's reimbursement policy or plan.

Payment Options Disclosure

Columbia International College does not participate in federal and state financial aid programs.

If a student obtains a loan to pay for an educational program, the student will have to repay the full amount of the loan plus interest, less the amount of any refund. If the student receives federal student financial aid funds, the student is entitled to a refund of the money not paid from federal financial aid funds.

ACADEMIC POLICIES

Standards of Academic Conduct and Student Integrity

The College expects academic honesty from students and instructors. Students have the obligation both to themselves and to the College to make the appropriate College representative aware of instances of academic deceit or dishonesty. Generally, this entails making the situation known to the instructor, and if needed, to the Dean of the student's school. Likewise, faculty members are responsible for enforcing the stated academic standards of the College. Instances of violating academic standards might include, but are not necessarily limited to, the situations outlined below:

Cheating—Receiving or providing unapproved help in any academic task, test or treatise. Cheating includes the attempt to use or the actual use of any unauthorized information, educational material, or learning aid in a test or assignment. Cheating includes multiple submission of any academic exercise more than once for credit without prior authorization and approval of the instructor.

Plagiarism—Presenting someone else’s work as though it is your own. In an academic community the use of words, ideas, or discoveries of another person without explicit, formal acknowledgement constitutes an act of theft or plagiarism. In order to avoid the charge of plagiarism, students must engage in standard academic practices such as putting quotation marks around words that are not their own, employing the appropriate documentation or citation, and including a formal acknowledgement of the source in the proper format. Each school of CIC follows a style manual prescribed in your Student Handbook. Students are responsible for following that style.

Fabrication—Inventing or falsifying any data, information, or records.

Obstruction—Impeding the ability of another student to perform assigned work.

Collusion—Assisting any of the above situations or performing work that another student presents as his or her own.

Student Identity Verification Policy

In compliance with the provisions of the United States Federal Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-315, concerning the verification of student identity in distance learning, all credit bearing courses and programs offered at Columbia International College through distance education or correspondence must verify that the student who registers for a course or program is the same student who participates in and completes the course or program for academic credit. To authenticate identities, Columbia International College uses one or more (as appropriate) of the following methods for verification:

- Government issued photo ID;
- A secure login with user name and password;
- Previous educational records (official college transcripts);
- Employment verification if applicable;
- Faculty assessment.

All methods of verifying student identity must protect the privacy of student information in accordance with the Family Educational Rights and Privacy Act (FERPA) and any other applicable laws or regulations regarding the confidentiality of personally identifiable information and the College's Privacy Policy. In accordance with the relevant contractual relationships, personally identifiable information collected by Columbia International College may be used in the process of verifying the identity of students enrolling in CIC but is stored and secured in a manner to protect student privacy. This information may include a combination of the following: 1) Student's online platform information 2) Student's email address 3) Student's mailing address, etc.

Procedure

Identifying Student Identity upon Application

As part of the application process, applicants must submit government issued photo ID, previous academic records including transcripts and standard examination result, and employer/academic recommendations. These supporting documents will be used in verifying the identity of applicants. Upon registration in CIC, each student will be given a Student ID number to use Moodle Platform and Student Information System. Students are required to create a unique user ID and password and providing personally identifiable information. CIC administration will use this information to verify students' identification.

Identity Verification for Course Takers

Students registering for courses must provide appropriate identification to establish their identity.

A Moodle account user name and password will be required for registering for courses and exams. Faculty will be given students' photos and names to verify the attending students while all students are required to share their cameras with instructors. In order to access online exams, students must log on to their Moodle account using their user name and password.

Faculty Assessment

Faculty teaching courses through distance education methods have a role in identity verification insofar as they can be alerting to changes in student behavior, such as sudden shifts in academic performance or changes in writing style or language used in discussion groups or email that may indicate academic integrity issues. Faculty will routinely use a variety of assessment instruments whenever possible.

Academic Adjustment for Students with Disabilities / ADA Disability Statement

The Rehabilitation Act of 1973—Section 504 applies to all postsecondary educational programs that receive federal assistance. Basically, colleges must be free from discrimination in their recruitment, admissions, and treatment of students. CIC is committed to complying with this law by making reasonable accommodations in its academic programs, thus insuring maximum participation by all students with disabilities.

Reasonable accommodations and academic assistance are provided to CIC students with disabilities registered with the Office of Student Services. Once accepted into the College by the Admissions Office, students with disabilities must complete a Request for Academic Adjustment Application Form available from the Student Services Office. Documentation of disability from a qualified medical or other licensed practitioner is required at this time. Specific guidelines for disability documentation are available from the Student Services Office.

Please refer to the student handbook or Student Services for more details/information.

Grading and Evaluation Procedures

At Columbia International College, students' grades and evaluations are based on demonstrated performance during each course and the level of academic knowledge gained during the course. The grading will consist of letter grades of A through F with grade points as indicated in this catalog. Assignments of essays, problems, projects and case studies will receive letter grades from the Faculty based on the grading rubric established by Columbia International College. Each course is based on a total of 100 maximum points.

Grade Point Average

A student's grade point average (GPA) is obtained by dividing the total number of points earned by the total credit hours attempted. Grades and symbols used to record academic progress are listed in the

grading system table below. GPA is based on a maximum of 4.0. Grade points are assigned to all grades as follows:

Grade	GPA	Indicator
A	4.00	Excellent
A-	3.67	Excellent
B+	3.33	Above Average
B	3.00	Very Good
B-	2.67	Good
C+	2.33	Average
C	2.00	Satisfactory
C-	1.67	Below Expectations
D+	1.33	Poor
D	1.00	Unsatisfactory
D-	0.67	Failing
F	0	Failed
I		Incomplete
W		Withdrawal
P		Pass

Latin Honors

The College uses the Latin Honors Distinctions outlined below:

3.50 to 3.69 -Cum Laude – with honors

3.70 to 3.89 -Magna Cum Laude – with high honors

3.90 to 4.00 -Summa Cum Laude – with highest honors

The grade points stated above will be used to calculate the GPA. Candidates for graduate degrees must maintain a 3.0 GPA to be in good standing.

Standards of Academic Achievement

A student must meet the minimum standards of academic achievement and successful course completion while enrolled at Columbia International College. The student's progress will be evaluated at the end of each ten months to determine satisfactory academic progress. Columbia International College does not allow students to remain enrolled who are not meeting the standards of satisfactory progress.

Maximum Degree Program Duration

The university understands that many students are working adults attending school part-time. Thus, most students' academic programs will extend beyond the normal duration for full-time students. However, we encourage students to complete their studies as expeditiously as possible. The maximum time to complete any degree program is one-and a half times the program length unless mitigating circumstances such as illness exist. The normal length of each academic program is indicated in the curriculum description for the academic programs in this catalog.

The percentage of credit hours successfully completed must equal a minimum of two-thirds (2/3) of the credit hours attempted in order to be satisfactorily progressing with Columbia International College's maximum time frame.

Minimum Academic Achievement

A student must achieve GPA's of the following: 2.33 at 25 percent of the maximum time frame; 2.67 at midpoint of the maximum time frame; and 3.00 at every point beyond the midpoint of the maximum time frame. A student whose GPA is below 3.00 at 50 percent of the maximum time frame is not eligible for probation and will be suspended for one grading period. Failure of master's degree candidates to maintain a 3.0 for any course will result in being placed on academic probation.

Academic Probation

A student who is making unsatisfactory progress at the end of a grading period will be placed on academic probation for the next grading period. If the student on academic probation achieves satisfactory progress for the subsequent period but has not achieved the required grades for overall satisfactory progress, the student may be continued on probation for one more grading period. If the student on probation fails to achieve satisfactory progress for the first probationary grading period, the student's enrollment will be terminated. If a student on probation fails to achieve satisfactory progress for the program at the end of two successive probationary grading periods, the student will be terminated. When a student is placed on academic probation, the student will be required to communicate with the Office of Student Services prior to returning to class. The Office of Student Services will inform the student of the date, action taken, and terms of the probation. This information will be clearly indicated in the appropriate permanent student's record.

Academic Dismissal/Suspension

Any student who fails to achieve overall satisfactory progress for the program at the end of two successive probationary grading periods will be suspended from enrollment.

Academic Suspension Reinstatement

A student whose enrollment is suspended for unsatisfactory progress may reapply for admission after a minimum of one grading period. A student who returns after the enrollment was suspended for unsatisfactory progress will be placed on probation for the next grading period. The student will be advised of this action, and the student's file documented accordingly.

Academic Dismissal/Termination

If the student does not maintain satisfactory progress during or by the end of this final probationary period, then the student's enrollment will be terminated. Application of Standards: Satisfactory academic progress standards apply to all students and include all periods of the student's enrollment.

Appeals

Should a student disagree with the application of these satisfactory progress standards, he/she must first discuss the problem with the appropriate instructor(s). The student may then appeal to the Director of Student Services. If the situation is not resolved, the process that will be followed is explained under the Arbitration section of this catalog.

Incompletes

Students receiving, at the discretion of the faculty member, a grade of "I" will be evaluated according to the minimum standard for academic progress and will be re-evaluated at the end of the first two weeks of the following course during which time the student may complete missing work. Courses indicating an "I" at the end of the two-week period will become an "F" with a "0" added to the GPA.

A student who withdraws during the last quarter of his/her program will receive a grade of "incomplete" if the student requests the grade at the time of withdrawal and the student withdraws for an appropriate reason unrelated to the student's academic status. A student who receives a grade of incomplete may reenroll in the program during the 12-month period following the date the student withdraws and complete those incomplete subjects without payment of additional tuition.

Withdrawn, Withdrawn Failing, Transfer of Credits: If a student withdraws prior to the mid-point in a course, the student receives a "W" and the GPA is not affected. If a student withdraws after the mid-point, the student receives a "WF" and receives a "0" for the course at the discretion of the faculty member. This is included in the GPA. Transfer of credit courses does not affect the GPA. The student who receives a "W" grade will have a 12-month period following the date the student withdraws to complete the course at no additional tuition.

Repeating a Course

Students must repeat courses in which they have received an “F” grade or from which they withdraw. Students will be charged the regular tuition fees for each course they repeat in which they received an “F” grade.

Graduate students must earn a cumulative GPA of 3.0 or higher on a 4.0 scale on all courses that carry a graduate credit. At Columbia International College, no grade below C is acceptable for credit toward a graduate degree and if a student receives a grade below C in any graduate course, that course must be repeated. The new grade will replace the old grade for grade point average calculation, but the old grade will remain in the transcript. For students who wish to improve their grade, the fee for repeating a course is the same as the regular tuition.

Make-up Work

Make up work is handled by faculty members on a case by case basis.

Reinstatement

Students who are placed on Academic and/or Financial Hold may apply to be reinstated as “active students.” To change the status to active, students must submit a completed application for reinstatement along with a fee of \$400.00. Additional tuition fees will apply to uncompleted coursework.

Enrollment Termination

Enrollment at Columbia International College may be terminated by the student or by Columbia International College. Termination of enrollment by the student must be submitted in (by mail, in person, or by e-mail) to the Office of Student Services. Columbia International College may terminate a student’s

enrollment for any Academic issue listed earlier in this section of the catalog. In addition, Columbia International College may terminate a student's enrollment for any of the following reasons:

Failure to comply with Columbia International College's policies.

Non-payment of tuition fees.

Falsifying information on the application, any other document during the admissions process, or during the student's coursework is subject to immediate termination.

Cheating. Any student altering the results of the mid-term examination, or final examination, or plagiarizing any written assignment, will result in termination of enrollment.

Failure to progress through the assigned course work and research requirements within a reasonable period will subject the student to termination.

Attendance Policy

As a distance educational institution, CIC will provide instruction on Moodle, a distance learning platform. Please contact Student Services for your login username and password.

Login Link: <https://moodle.cicusa.org>.

Please be advised that for some courses the instruction might be not offered in real time, and you can access the lesson recording and any materials within seven days after you are admitted with your Moodle username and password. If you need any assistance in contacting the instructor, please contact Student Services for further information.

Regular attendance/participation is an essential ingredient for academic success. The importance of attendance is stressed repeatedly to all students. Attendance for online classes is measured by the participation in the weekly threaded discussions and graded as follows:

Frequency—Number and regularity of your contributions. Students are expected to log into the course and post (respond) in the threaded discussion topics on a minimum of three separate days per week, beginning no later than Wednesday.

Quality—Content of your contributions. Examples of quality posts include:

providing additional information to the discussion,
elaborating on previous comments from others,

presenting explanations of concepts or methods to help fellow students,
presenting reasons for or against a topic in a persuasive fashion,
sharing your own personal experiences that relate to the topic, and
providing a URL and explanation for an area you researched on the Internet.

Students are required to arrive on time and attend all scheduled classes, to complete all assignments by the due date, and to actively participate in class discussions. Faculty members are required to take attendance during each class session and must keep their own attendance rosters. Additionally, students are responsible for knowing missed material. Faculty need not offer make-ups or extensions for missed work.

Students who accumulate 3 absences are jeopardizing their good standing and are in danger of failing. Students who accumulate excessive absences or lateness may be recommended for withdrawal. Any student who has missed the first 2 sessions per class in a term will not be allowed to begin classes.

Leave of Absence Policy

Should circumstances occur such that a leave of absence is needed, please submit a leave of absence application to the Student Services Office at studentservices@cicusa.org. The request for a leave of absence may be granted for a reasonable time, as warranted by the circumstances.

If a student repeatedly resorts to the use of a leave of absence, and if such applications show a pattern of delays, or should the issuance of a leave of absence be such that it would significantly interfere with the planned completion of the program of study, the school may dismiss a student from the program and issue the appropriate funds according to the refund policy.

STUDENT SERVICES

For all Student Service related questions and requests, please contact the Office of Student Services via: studentservices@cicusa.org.

Student Moodle ID

Every student will be provided with a Moodle ID number and password that are supposed to be used to log-in to the Moodle platform for classes.

Learning Resources

Learning resources provided through Columbia International College enable its students and Professors to access library facilities, informational databases, and electronic communication services from the convenience and comfort of their homes and offices. Learning resources have been developed and are continually updated to support high quality Instructor/student communications.

Counseling

Columbia International College offers counseling via Administrators and Faculty. Academic Counseling falls within the purview of the Academic Dean, Faculty and academic staff. Personal Counseling and mentoring concerning issues such as trauma, or personal or sexual harassment fall within the purview of the Director of Student Services.

Student Interaction and Study Groups

Group study will be offered in certain courses when appropriate. Students coming together, sharing ideas, and preparing assignments is a delightful part of the college environment, be it direct or virtual.

Online Library Services

CIC's Library Services are open to all students and faculty with valid usernames and passwords (provided by the Office of Student Services).

CIC students have available the Library & Information Resources Network (LIRN) 24/7, which can be accessed at the College or at home. The LIRN system consists of the following online services: LIRN Search, InfoTrac, ProQuest (including Nursing & Allied Health Source and Health & Medical Complete), eLibrary, and Bowker's Books in Print & RCL web. These are online databases for research featuring complete articles, full-text and graphics.

Services Not Provided by the University

Columbia International College does not provide, or charge fees for student housing, transportation, supplies and materials, equipment costs, shop or studio fees, or any other costs not described in Columbia International College's Schedule of Fees and Charges. In addition, Columbia International College neither provides, pays for, or 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.

As an institute offering distance educational programs where students have no need to visit a physical campus, Columbia International College does not have dormitory facilities under its control and takes no responsibility to find or assist students in finding housing. There are one to two-bedroom apartments available for rent at the Avalon Calabasas community, approximately 4.7 miles from CIC's facilities in Calabasas. The monthly cost of housing ranges from \$1,705 to \$2,351.

Academic Counseling

Students at Columbia International College are given the opportunity to gain skills in academics, career planning and job placement. Academic counseling is available as needed through the department head. In some cases, the student may be referred to the Office of Student Services. These services are provided on a continuing basis, at no additional charge.

GENERAL INFORMATION

Technical Requirements for Students

The following outlines the minimum requirements related to technology that students will need to succeed in their studies at CIC.

Access to a laptop/desktop computer

Students will need access to a laptop/desktop computer with reliable internet connection to complete the work assigned in this course. Students will be limited if they expect to complete all their work on a smart phone or tablet. It will not be possible to submit files required for certain assignments.

A computer that was manufactured within the last three years should be able to handle CIC online coursework.

Common specifications that are usually required include:

- 20 GB hard drive
- 512 MB RAM
- Windows 98 or better/ Mac OSX 10.4 or higher
- Sound card
- MS Office 2004 or higher, or some other word processor
- Free Web browser with plug-ins

CIC online courses may involve live video chats, listening to audio lectures or watching pre-recorded videos. Having a web cam, CD player, TV, and DVD player may come in handy. All classes will be writing intensive, since many online courses have limited outlets for oral communication, so having a thesaurus or dictionary handy, or bookmarking one on their web browser will be helpful.

Access to a reliable internet connection

This will be necessary to access email and Moodle. As well as to download resources, upload assignment files, watch videos, and more within the E-Learning courses.

An up-to-date internet browser and related plugins

Supported browser versions include:

- Firefox 4+
- Internet Explorer 8+ (IE 10 required for drag and drop of files from outside the browser into Moodle)
- Safari 5+
- Google Chrome 11

It is recommended that Students use Firefox as their browser when working in Moodle. Students can download and install the Firefox web browser by going to the following link: <http://www.mozilla.org/en-US/firefox/new/>.

Google Chrome is another compatible browser that has the added benefit of a built-in spellcheck function. Students can download and install the Chrome web browser by going to the following link: <https://support.google.com/chrome/answer/95346?hl=en>

Certain functionality in Moodle is dependent upon browser plug-ins. Students are required to have the following plugins/add-ons installed and to ensure that they are up to date:

- Java

- Adobe Flash Player
- Adobe Reader
- Apple QuickTime

Access to productivity software, such as Microsoft Office (Word, PowerPoint, Excel) or Open Office.

Students will need access to word processing software such as Microsoft Word for submitting certain assignments and exams.

Various Microsoft Office software packages for students can be purchased here:
<http://office.microsoft.com/en-us/university/>

Open Office is a free option that is available for students to download and install on to their computer from the web. However, please note that instructors may only accept Microsoft Office files (such as Word ".docx" or PowerPoint ".pptx" file types). Students can download it here:
<https://www.openoffice.org/download/index.html>

Alternatively, students can compose assignments using the Google Docs app available through Google Drive. This is a great free cloud-based alternative that allows students to access and compose their documents from most any device with an internet connection.

From Google docs, students can easily export documents to a Word .doc or .docx file type. If students already have a Gmail or YouTube account, they can use it to access Google Docs. Learn more here:
<http://www.google.com/drive/about.html>

Electronic Communication

Electronic communication is the preferred communication media for students, faculty and staff. In order to take advantage of this technology, it is required that students, faculty and staff acquire and maintain e-mail access with the capability to send and receive attached files. In order to navigate the internet, it is recommended that the latest version of one of the following browsers be used:

Google Chrome

Mozilla Firefox

Apple Safari

Microsoft Internet Explorer

Our entire online curriculum is delivered via a learning management system powered by Moodle and a web conferencing system powered by BigBlueButton™. There is technical assistance available for our enrolled students. Students may access their courses at their own convenience.

Moodle Client Requirements

Source: https://docs.moodle.org/dev/Moodle_2.7_release_notes#Client_requirements

Browser	Minimum version	Recommended version
Google Chrome	30.0	Latest
Mozilla Firefox	25.0	Latest
Apple Safari	6	Latest
Microsoft Internet Explorer	9	Latest

Note: Version 10 is required for drag-and-drop upload of content from outside the browser into Moodle.

BigBlueButton™ Client Requirements

Internet bandwidth: 1Mbits download and 0.5 Mbits upload speed

Client Computer: a dual-core CPU with at least 2G of memory

Client Browser: Mozilla Firefox (version 25.0 or later) with Adobe Flash (version 21.0.0.213 or newer)

Columbia International College strives to prevent the spread of computer viruses by employing the latest virus detection software on all university-owned computer systems; however, Columbia International College makes no guarantee related to the unintentional propagation of computer viruses that may go undetected by our virus detection software. Columbia International College will not be held liable for any direct, indirect, incidental, special, consequential or punitive damages of any kind, including but not

limited to; loss of data, file corruption, or hardware failure, resulting from the effect of any malicious code or computer virus unintentionally transmitted by Columbia International College staff members, Members, students or affiliates. Columbia International College strongly recommends and urges all Professors and students to seek out and install adequate virus detection software and to routinely check for and install the most recent updates to their anti-virus software no less frequently than once each month for their own computers and operating systems.

Tax Deductions for Educational Expenses

Students may be able to deduct qualified education expenses paid during the year. U.S. Treasury Regulation 1.162-6 permits an income tax deduction for educational expenses such as books, registration fees, and expenses needed to maintain or improve student's skills in current professions, or to meet job requirements of an employer or minimum professional requirements to retain student's job status, employment, or rate of pay. Students are encouraged to check their status with an enrolled tax agent or the toll-free number listed for the I.R.S. Treasury Office in the student's tax area.

License and Credentials

Columbia International College's Degree Programs and coursework do not necessarily meet any particular local, state or national licensing or credentialing requirements. It is the responsibility of future students interested in obtaining licensure or a credential to check with the state agencies, school districts, professional associations and government agencies before enrolling with any distance learning university.

Student Records

The Registrar controls access to and disclosure of student education records and maintains safeguards against their unlawful disclosure. Records of the access and disclosure of student records are maintained by the Registrar and will be made available to the student upon request.

Columbia International College retains student transcripts permanently and maintains student records for a minimum of 5 years from the student's date of program completion or withdrawal. These records include the name, address, e-mail address, and telephone number of each student who is enrolled in an educational program at CIC.

For each student granted a degree by CIC, permanent records are retained of the following:

- The degree granted and the date on which that degree was granted;

- The courses and units on which the degree was based;

The grades earned by the student in each of those courses.

Hard copies of the student records are filed and kept in locked cabinets at CIC's administrative office in Calabasas, CA. These files are made immediately available during normal business hours. Electronic files of student records are stored on a physical hard drive and backed up on cloud storage online.

Transcripts of Records

Columbia International College will supply one official transcript upon graduation. Requests for additional transcripts must be made in writing and signed by the student. There is a \$15.00 charge for each additional transcript requested. For transcripts mailed outside of the U.S., there is an additional shipping fee of \$50.00. Students requesting release of academic records and transcripts to employers or other groups or agencies must sign an authorization request and follow the procedures outlined in this section.

In addition, students are informed that they may file complaints with the Family Educational Rights and Privacy Act Office of the United States Department of Education (FERPA) concerning alleged failures by the school to comply with the Family Rights and Privacy Act of 1974 (the 'Buckley amendment'), as amended, in relation to the procedures and decisions involved with any such matters.

Student Confidentiality and Privacy Policies

Family Educational Rights and Privacy Act

The Family Educational Rights and Privacy Act of 1974, as amended (FERPA) sets out requirements designed to afford students certain rights with respect to their education records. In addition, it puts limits on what information Columbia International College may disclose to third parties without receiving prior written consent from the student.

I. Types of Educational Records Kept

Columbia International College will maintain student records for six years from graduation or last date of attendance. Such records will minimally include the following:

- A copy of the enrollment agreement and other instruments relating to payment for educational services.
- Student information, including student name; permanent or other address at which the student may be reached; records relating to financial payments and refunds; and, record of attendance.
- Date of completion or termination and the reason(s) thereof.
- Record of any student grievance and subsequent resolution.
- Columbia International College shall provide upon request a transcript to any student who has satisfied all financial obligations currently due and payable to the school. The original transcript will be maintained indefinitely. It will provide the name of the student, the title of the program, total number of credit hours of instruction received, dates of enrollment,

II. Procedure to Inspect Education Records

Students have the right under FERPA to inspect and review their education records. A student who wishes to inspect and review his or her records should submit a written request to the appropriate school official. The request should identify as precisely as possible the records the student wishes to inspect. If the requested records are subject to inspection and review by the student, arrangements for access will be made within a reasonable period of time but in no case more than 45 days after the request was made, and the student will be notified of the time and place where the records may be inspected. The school may require the presence of a school official during the inspection and review of a student's records.

Certain limitations exist on a student's right to inspect and review his/her own education records. Those limitations include, for example, the following: (i) financial information submitted by parents; (ii) confidential letters and recommendations placed in his/her file prior to January 1, 1975; (iii) confidential letters and recommendations placed in his/her file after January 1, 1975 to which the student has waived his or her right to inspect and review and that are related to the student's admission, application for employment or job placement, or receipt of honors. In addition, the term "education record" does not include certain types of records such as, by way of example, records of instructional, supervisory,

administrative, and certain educational personnel that are in the sole possession of the maker thereof, and are not accessible or revealed to any other individual except a substitute.

When a record contains personally identifiable information about more than one student, the student may inspect and review only the information that relates to him/her personally.

III. Disclosure of Educational Records

Columbia International College generally will not permit disclosure of personally identifiable information from the records of a student without prior written consent of the student. Personally identifiable information is disclosed (some items are mandatory, some discretionary) from the records of a student without that student's prior written consent to the following individuals or institutions or in the following circumstances:

A. To Columbia International College officials who have been determined by the school to have legitimate educational interests in the records. A school official is: 1) a person employed by the school in an administrative, supervisory, academic or research, or support staff position; or 2) a person employed by or under contract to the school to perform specific tasks, such as an auditor, consultant, or attorney, a person on the Board of Directors. Legitimate interest: A student serving on an official committee or assisting another school official, or any school official who needs information about a student in the course of performing instructional, supervisory, advisory, or administrative duties for Columbia International University has a legitimate educational interest.

B. To certain officials of the United States Department of Education, the Comptroller General of the United States, the Attorney General of the United States, and state and local educational authorities in connection with state or federally supported educational programs, or in connection with the student's request for, or receipt of, financial aid necessary to determine the eligibility, amounts or conditions of financial aid, or to enforce the terms and conditions of the aid.

C. To organizations conducting certain studies for or on behalf of the school.

D. To accrediting commissions or state licensing or regulatory bodies to carry out their functions.

E. To parents of a dependent student, as defined in Section 152 of the Internal Revenue Code.

F. To comply with a judicial order or lawfully issued subpoena.

G. To appropriate parties in health or safety emergencies.

H. To an alleged victim of a crime of violence or a non-forcible sexual offense, the final results of the disciplinary proceedings conducted by the school against the alleged perpetrator of that crime or offense with respect to that crime or offense.

I. To persons in addition to the victim of a crime of violence or non-forcible sexual offense, the final results of the disciplinary proceedings described in paragraph H above but only if the school has determined that a student is the perpetrator of a crime of violence or non-forcible sexual offense, and with respect to the allegation made against him or her, the student has committed a violation of the institution's rules or policies. (Columbia International College, in such instances, may only disclose the name of the perpetrator—not the name of any other student, including a victim or witness—without the prior written consent of the other student(s)).

J. To a parent regarding the student's violation of any federal, state, or local law or of any rules or policy of the school governing the use or possession of alcohol or a controlled substance if the school determines that the student has committed a disciplinary violation with respect to that use or possession, and the student is under 21 at the time of the disclosure to the parent.

IV. Record of Requests for Disclosure

Except with respect to those requests made by the student him/herself, those disclosures made with the written consent of the student, or to requests by or disclosures to Chief Academic Officer officials with legitimate educational interests and disclosures of directory information (or other exceptions described in the applicable regulations), Chief Academic Officer will maintain a record indicating the parties who have requested or obtained personally identifiable information from a student's education records and the legitimate interests those parties had in requesting or obtaining the information. The student may inspect this record.

V. Directory Information

Columbia International College designates the following information as directory information. (Directory information is personally identifiable information that may be disclosed without the student's consent):

- Student's name
- Address: local, email and Web site
- Telephone number (local)
- Date and place of birth
- Program of study
- Participation in officially recognized activities
- Dates of attendance
- Degrees and certificates awarded
- Most recent previously attended school
- Photograph of the student, if available
- Enrollment status (i.e., enrolled, continuing, future enrolled student, reentry, leave of absence, etc.)

Notice of these categories and of the right of an individual in attendance at Columbia International College to request that his or her directory information be kept confidential will be given to the student annually. Students may request nondisclosure of student directory information by specifying nondisclosure, in writing, to Chief Academic Officer's office. Failure to request nondisclosure of directory information will result in routine disclosure of one or more of the above-designated categories of personally identifiable directory information.

VI. Correction of Educational Records

Students have the right under FERPA to ask to have records corrected which they believe are inaccurate, misleading, or in violation of their privacy rights. The following are the procedures for the correction of records:

A student must ask the Chief Academic Officer to amend a record. As part of the request, the student should identify the part of the record he/she wants to have changed and specify why he/she believes it to be inaccurate, misleading, or in violation of his or her privacy rights.

Columbia International College may either amend the record or decide not to amend the record. If it decides not to amend the record, it will notify the student of its decision and advise the student of the right to a hearing to challenge the information believed to be inaccurate, misleading, or in violation of the student's privacy rights.

Upon request, Columbia International College will arrange for a hearing and notify the student reasonably in advance of the date, place, and time of the hearing. The hearing will be conducted by an individual who does not have a direct interest in the outcome of the hearing. That individual may be an official of Columbia International College. The student shall be afforded a forum for the opportunity to present evidence relevant to the issues raised in the original request to amend the student's education records. The student may be assisted by other people, including an attorney.

Columbia International College will prepare a written decision based solely on the evidence presented at the hearing. The decision will include a summary of the evidence, and the reasons for the decision.

If, as a result of the hearing, Columbia International College decides that the information is inaccurate, misleading, or otherwise in violation of the privacy rights of the student, it will (a) amend the record accordingly; and (b) inform the student of the amendment in writing.

If a statement is placed in the education records of a student in the paragraph above, Columbia International College will: (a) maintain the statement with the contested part of the record for as long as the record is maintained; and (b) disclose the statement whenever it discloses the portion of the record to which the statement relates.

If, as a result of the hearing, Columbia International College decides that the information in the education record is not inaccurate, misleading, or otherwise in violation of the privacy rights of the student, it shall inform the student of the right to place a statement in the record commenting on the contested information in the record or stating why he or she disagrees with the decision of the school.

VII. Student Right to File Complaint

A student has the right to file a complaint with the United States Department of Education concerning FERPA. The name and address of the governmental office that administers FERPA is:

Family Policy Compliance Office
United States Department of Education
400 Maryland Avenue SW
Washington, DC 20202-4605

Sexual Harassment Policy

Whether verbal or physical, in person or by telephone or other electronic communication, sexual harassment is an act of aggression. It is a violation of Federal law under (section 703 of the Civil Rights Act of 1964 and under Title IX Education Amendments of 1972). Columbia International College encourages students and employees to confront sexual harassment, to report incidents and/or to seek advice and assistance. Columbia International College has both a moral and legal obligation to investigate all complaints of sexual harassment and to pursue sanctions when warranted.

Student Complaint Policy

CIC defines grievance as complaints related to administrative issues, financial issues, technical issues, faculty performance, grading, program content, program effectiveness/expectations and library services. Grievances should always be resolved at the most immediate level possible. In the case of academic complaints or disputes:

- The student is directed to communicate the problem to the faculty member involved.
- If a complaint or dispute is not satisfactorily resolved by the faculty member within seven (7)

- days, the student may appeal to the Chief Academic Officer (CAO) in writing.
- The CAO should respond to written complaints within 15 days of the date of submission though resolution may require a longer period.
- If the complaint or dispute is still unresolved after appeal to the CAO, the student may appeal in writing to the College President in writing.
- The President should respond to written complaints within 15 days of the date of submission though resolution may require a longer period.
- All written complaints or disputes submitted to CIC should be resolved within 60 days of their initial written submission to the President.
- Grievances that are unable to be resolved within the University may be addressed to the Bureau for Private Postsecondary Education (BPPE) at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, www.bppe.ca.gov, (888) 370-7589 or by fax (916) 263-1897.
- CIC's accreditor the Distance Education Accrediting Commission (DEAC) may also be contacted in writing at 1101 17th Street NW, Suite 808, Washington, D.C. 20036 or by telephone at 202-234-5100 or through their website at www.deac.org
- Under no circumstances shall students be subjected to unfair action/ treatment as a result of the initiation of a complaint.

Contact the Bureau for Private Postsecondary Education

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, www.bppe.ca.gov, (888) 370-7589 or by fax (916) 263-1897.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the Bureau's internet web site www.bppe.ca.gov.

At any time during their course of study, a student may file a grievance if they feel a problem has not been properly resolved with an instructor. A written appeal must be filed with the Director of that department. The Director of that department will then rule upon the grievance. If the student is not satisfied, a written appeal may be filed with the Director of Student Services, who is responsible for maintaining complaint records and informing the student of the resolution. However, this internal process is not required by CIC, and students can also file a complaint with the Bureau for Private Postsecondary Education at any time at the following address:

Bureau for Private Postsecondary Education Address: 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833 Telephone: (888) 370-7589 or by fax (916) 263-1897 (916) 431-6959 or by fax (916) 263-1897

FACILITIES

Calabasas Office

The main Columbia International College office is located at 5023 N Parkway Calabasas, Calabasas, CA 91302. CIC maintains three office spaces at this location for the Registrar, Student Services, administrators and archiving student files. As CIC provides solely distance education classes, this location does not offer in-person class sessions. The facilities have adequate lighting, are air-conditioned and wheelchair accessible.

Office Hours

Business office hours: Monday through Friday, 9:00 AM -- 5:00 PM.

Tel: (818) 659-5544

Visitors are advised to contact the office in advance to make an appointment. Columbia International College observes most major holidays and closes for a winter break between Christmas and New Year's Day. A complete list of office holidays is provided at the back of this catalog.

For the availability and office hours of faculty members, please refer to the syllabus of each course.

Distance Learning – Moodle

Moodle is a learning platform designed to provide educators, administrators and learners with a single robust, secure and integrated system to create personalized learning environments.

Moodle is built by the Moodle project which is led and coordinated by Moodle HQ, an Australian company of 30 developers which is financially supported by a network of over 60 Moodle Partner service companies worldwide.

Distance education is probably not new to you. For example, when you attended school, your teachers explained material in class, assigned work for you to study at home, and checked on your progress through a series of written examinations. Much of the actual study, however, was done outside of class. Our plan for online distance education follows much the same pattern. For most of the subjects you will take, you will be instructed where to buy the textbook online and where to download the study guide. This study guide is the link between you and your instructor at Columbia International College. It will explain procedures and lead you step by step to the completion of the course. You will find it contains self-check tests which allow you to evaluate your own progress as you complete each assignment.

Columbia International College offers specialized course work and academic guidance in a variety of disciplines, using a highly individualized and creative learning environment incorporating traditional as well as innovative instructional techniques based upon modern information technology.

The principle of Columbia International College online distance education courses is that the student participates in creating their own learning process. Columbia International College recognizes that adult students have different learning needs and styles. Columbia International College online distance education courses emphasize learning that is meaningful, where individuals are involved in and enjoy the learning process, and where individuals acquire knowledge not just for its own sake but to solve problems and to better understand and benefit their own lives and the global community. Online distance education does indeed require maturity and self- motivation, but the benefits last a lifetime.

Professors provide support to the student in the distance education process. Professors guide and stimulate the learning process through one-on-one online communication. Professors recognize individual learning styles and needs, encourage contact, and emphasize the relevance of the material to the individual's real-life situation.

Online students access all their course material and student services through the Moodle system. Upon first registration, students are provided a unique log-in and instructions for accessing a variety of materials for each course, including a course outline and detailed syllabus and study guide, a list of textbooks for

the course, and information on how to contact the professor assigned to the course. The professor provides guidance, answers questions, and evaluates the individual student's work.

The approximate number of days that will elapse between the submission of student lessons, projects, or dissertation and the professor's response or evaluation shall not extend three days.

CANCELLATION AND REFUND POLICY

STUDENT'S RIGHT TO CANCEL

You have the right to cancel the enrollment agreement and obtain a refund of charges paid through attendance at the first class session, or the seventh day after enrollment, whichever is later. The one-time Registration Fee of \$100 is nonrefundable.

Cancellation shall occur when you give written notice of cancellation at the address of the School shown on the top of the front page of the Enrollment Agreement. You can do this by mail, hand delivery, e-mail, or any other method of delivery. The written notice of cancellation, if sent by mail, is effective as of the date of the postmark if properly addressed with postage prepaid. The written notice of cancellation need not take any particular form, and, however expressed, it is effective if it shows that you no longer wish to be bound by your Enrollment Agreement. You will be given a Notice of Cancellation form with this Enrollment Agreement on the first day of class, but if you choose to cancel, you may use any written notice that you wish. If the School has given you any equipment, including books or other materials, you shall return it to the School within 30 business days following the date of your notice of cancellation. If you fail to return this equipment, including books or other materials, in good condition within the 30-day period, the School may deduct its documented cost for the equipment from any refund that may be due to you. Once you pay for the equipment, it is yours to keep without further obligation.

If you cancel the agreement, the School will refund any money that you have paid, less any deduction for equipment not timely returned in good condition, within 30 business days after your notice of cancellation is received.

WITHDRAWAL FROM COURSES

The institutional refund policy for students who have completed 60 percent or less of the course of instruction shall be a pro rata refund. After the end of the cancellation period, you have the right to terminate your studies at this school at any time, and you have the right to receive a refund for the part of the course or program you have paid for and did not receive. You have the right to withdraw from the course of instruction at any time. If you withdraw from the course of instruction after the period allowed for cancellation, the School will remit a refund, less a registration fee of \$100, within 45 business days following your withdrawal. You are obligated to pay only for educational services rendered and for unreturned books or equipment.

Refund Calculation Formula:

1. Divide the net tuition by the number of credits in the program.
2. The quotient is the charge per credit for the program.
3. The amount of tuition owed by the student for the purpose of calculating a refund is derived by multiplying total credits enrolled by the student prior to withdrawal, by charge per credit.
4. The refund will equal any excess of the figure derived in (4) over the net tuition figure in (1).

Proper verification of the refund will be administered by the Bursar's office.

If you obtain books or equipment, as specified in the Enrollment Agreement, and return them in good condition within 30 business days following the date of your withdrawal, the School shall refund the charge for the books and/or equipment paid by you. If you fail to return books and/or equipment in good condition within the 30-day period, the School may offset against any refund due to you the documented cost for any such books or equipment.

The Withdrawal Process

1. Complete the signed Request of Withdrawal form and submit it in person, via mail, or via e-mail to Columbia International College at:
Columbia International College
Office of the Registrar, Tuition and Fees
5023 N Parkway Calabasas, Calabasas, CA 91302
Tel: 818-659-5544
Email: registrar@cicusa.org
2. After the request is approved and signed by school officials, contact the Bursar's Office and fill out the Refund Request for Tuition and Fees. Submit the completed Refund Request form to the Bursar's office in person, by email or mail:
Columbia International College
Bursar's Office
5023 N Parkway Calabasas, Calabasas, CA 91302
Tel: 818-659-5544
Email: bursar@cicusa.org
3. Once eligibility has been determined and calculation of any refund due have been made, CIC will issue the refund according to the student's preferred payment method alongside a Refund Acknowledgment form within 30 business days.

Financial Aid

If you have received federal student financial aid funds, you are entitled to a refund of moneys not paid from federal student financial aid program funds. If you obtain a loan to pay for your educational program, you will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund. If you are eligible for a loan guaranteed by the federal or state government and you default on the loan, both of the following may occur:

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

Arbitration

Alternative Dispute Resolution: While no one expects disputes and conflicts, sometimes they do occur; and it is in the best interests of the parties to resolve the dispute in the simplest, fastest, and least expensive manner. Students at Columbia International College are encouraged to follow the procedures set forth below.

Any and all disputes, conflicts, problems, controversies, or claims of any kind without exception arising from or connected with enrollment and attendance at Columbia International College (“Dispute”) should first be taken up with the Director of Student Services. If the dispute is not then resolved, a written statement should be made of each party’s position and submitted to the Office of Student Services, and to the Office of the President for review and recommendation of a resolution to the Dispute.

If the Dispute is not resolved to the mutual satisfaction of the parties pursuant to a review by Student Services and the President, the parties to the Dispute are encouraged to seek resolution through mediation. Any such mediation can be conducted in the city in which the student resides. The parties agree to attend and make a sincere and good faith effort to resolve the Dispute through this mediation.

In an agreed mediation procedure, the parties to the Dispute agree that any dispute arising from enrollment, no matter how described, pleaded or styled, shall be resolved by binding arbitration under the substantive and procedural requirements of the Federal Arbitration Act conducted by the Better Business Bureau (BBB). All determinations as to the scope, enforceability and effect of this arbitration agreement shall be decided by the arbitrator, and not by a court. The award rendered by the arbitrator may be entered in any court having jurisdiction.

I. Further Details and Typical Terms of Arbitration

In an agreed mediation procedure, both student and Columbia International College irrevocably agree that any dispute between them shall be submitted to Arbitration. Neither the student nor Columbia International College shall file or maintain any lawsuit in any court against the other, and both parties agree that any suit filed in violation of this Agreement shall be dismissed by the court in favor of an

arbitration conducted pursuant to this Agreement. The costs of the arbitration fee, filing fee, arbitrator's compensation, and facilities fees will be paid by Columbia International College, to the extent these fees are greater than a district court filing fee. The arbitrator's decision shall be set forth in writing and shall set forth the essential findings and conclusions upon which the decision is based. Any remedy available from a court under the law shall be available in the arbitration.

II. Procedure for Filing Arbitration

Students are strongly encouraged, but not required, to utilize the first two steps of the grievance procedure described above, prior to filing any arbitration. A student desiring to file arbitration should first contact the Director of student Services, who will provide the student with a copy of the Better Business Bureau (BBB) rules at no cost. A student desiring to file arbitration should then contact the BBB, which will provide the appropriate forms and detailed instructions. The student should bring this form to BBB. A student may, but need not, be represented by an attorney at the Arbitration.

Inactive Students

Columbia International College may change the student's status from "active" to "inactive" and may place the student either on Academic Hold or Financial Hold for any of the following reasons:

If a student receives a failing grade (less than 70% in the undergraduate courses and less than 80% in graduate courses) in three courses.

If a student fails to maintain monthly payments as outlined in the student's Enrollment Agreement Form.

If a student fails to maintain academic progress at the minimum rate of four courses per year. In this case the student must notify Columbia International College if additional time is needed to complete the minimum courses.

If a student does not enroll in a course for more than one full calendar year from date of enrollment. Any student who has been placed on either Academic Hold or Financial Hold needs to apply for reinstatement to Columbia International College.

PROGRAM DESCRIPTIONS

Master of Business Administration (MBA)

Required Core & Elective Courses: 36 semester credits

Program Cost: US\$15,480, Per Credit tuition: US\$430

Program Description

CIC offers two options for its online Master of Business Administration program: a full-time MBA and our flex-time MBA for working professionals, with opportunities available to learn online. Each program is designed to give students the flexibility they need to successfully complete their education. The CIC MBA uses a tri-fold learning approach on its full-time curriculum to enhance the way students learn and approach decision-making. This ensures that our students may fine-tune their critical thinking, leadership, and innovation skills.

The Fundamental Core Courses ensure a solid foundation in business practices ranging from accounting to human resources to management. Our classes are taught not just from a theoretical perspective, but with practical application as well.

Our specialized concentrations are geared for students looking for more than a traditional MBA, or for those who want to utilize their MBA in fields outside of Finance and Marketing.

The Master of Business Administration (MBA) full-time program is an 18-month, three-semester, 36-credit program. This program is designed for those who can dedicate all of their time to maximizing their education.

MBA Degree Program Objectives

The MBA graduate will be able to accomplish the following:

Apply advanced research skills, report writing competency and group process skills.

Influence the organization within the global business environment.

Effectively manage cross-cultural business environments using proven leadership and conflict management methods.

Facilitate strategic planning through the use of research and sound decision-making.

Conduct business with high ethical and professional standards.

Apply theory and conceptually developed models within the business environment.

Enjoy enhanced career advancement opportunities as a leading business practitioner.

Job Classifications

Students upon graduation can work on general management positions, holding titles such as Operations Manager, Product Manager, Financial Managers and Business Development Manager, etc.

The MBA program prepares its graduates for the following job classifications in accordance with the United States Department of Labor's Standard Occupational Classification codes:

11-1021 General and Operations Managers

Plan, direct, or coordinate the operations of public or private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services. Excludes First-Line Supervisors.

Illustrative examples: Television Station Manager, Radio Station Manager, General Superintendent

11-3011 Administrative Services Managers

Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations,

and other office support services. Medical records administrators are included in "Medical and Health Services Managers" (11-9111). Excludes "Purchasing Managers" (11-3061).

Illustrative examples: Records and Information Manager, Facilities Manager, Records Management Director

11-3031 Financial Managers

Plan, direct, or coordinate accounting, investing, banking, insurance, securities, and other financial activities of a branch, office, or department of an establishment.

Illustrative examples: Financial Director, Comptroller

Course Overview

Required Core Courses (27 semester credits)		
Code	Course	Credits
AC 601	Managerial Accounting	3
BA 601	Marketing Management	3
BA 602	Management Information Systems	3
BA 611	Organizational Behavior	3
BA 614	Human Resources Management	3
BA 616	Business Ethics	3
BA 620	Managerial Finance	3
BA 690	Corporate Strategy and Management	3
ECO 610	Managerial Economics	3
Electives (Select 9 semester credits)		
Global Business Leadership Track*		
BA 612	Operations Management	3
BA 613	Management	3
BA 615	Leadership	3
Business Economics Track*		
ECO 611	Macro Economics	3

MTH 610	Statistics, Modeling and Decision Making	3
ECO 612	U.S. Capital Markets	3
Thesis Option**		
DISS 601	Thesis I - Topic Research	3
DISS 602	Thesis II - Completion of Thesis	3
Other Electives		
MGMT 610	International Management	3
FIN 611	Fundamentals of Equity Analysis— Personal Finance	3
FIN 612	The Investment Banking Industry	3

Total Requirements: 36 semester credits

***Students who do not opt for an MBA emphasis could choose any three courses from the Electives. If students want to have an emphasis on such track, they need to finish all the courses that are listed under such track.**

****Students who choose to take a Thesis Option will have to finish both Thesis courses according to the listed order.**

Course Descriptions

AC 601 Managerial Accounting (3 Credits)

Prerequisite: Acceptance into the MBA program.

Accounting is the language of business allowing decision makers to communicate with common sets of information with defined meanings. The purpose of this course is for you to develop and use accounting information in making decisions as well as to appreciate the uses from individuals, businesses, investors, creditors, taxing authorities, etc. This course will also distinguish between financial accounting, information that is used by external parties to assess a company and managerial accounting, which is information that is used to manage the company. In this course, you will also examine the accounting

information system and how these are used to inform profitability, financial position and cash flows. In addition, managerial accounting involves the role of the manager in planning, controlling and decision-making utilizing accounting data. This is an advanced course covering topics in both Financial and Managerial Accounting. Starting with the basic accounting equation, the course will explore topics in financial accounting such as cash flow, financial statements and ratio analysis. At the managerial accounting level, topics include short term investing, budgeting and internal control. Particular attention will be placed on case studies which will enhance and reinforce course material.

BA 601 Marketing Management (3 Credits)

Prerequisite: Acceptance into the MBA program.

The course covers the integrated marketing communication mix in a flat world where companies face new challenges to remain competitive in a global market where geographical divisions are becoming increasingly irrelevant. Topics include: consumer behavior; market research; product planning and development; pricing; advertising strategies; budgeting; personal selling; media cross-marketing; advertising regulation; strategic planning for international markets; special events and sales promotion; public relations and publicity.

BA 602 Management Information System (3 Credits)

Prerequisite: Acceptance into the MBA program.

Theoretical, managerial, and hands-on approaches to the study of computers and information technologies for problem solving and decision making. Topics include: business intelligence; Web 2.0, Web 3.0 and beyond; mobile and electronic commerce; search engine and social media analytics; information systems; system components and properties; and types of information useful to end-users; strategic uses of computers and computer networks in organizations, to analyze systems, information flows, transaction processing, applications of database management; major trends; concepts, applications and technical alternatives in telecommunications. Students will work with standard applications software packages including Microsoft Office, spreadsheet applications, database management, graphics, as well as software specific to their respective areas of specialization.

BA 613 Management (3 Credits)

Prerequisite: All MBA core courses.

A basic introduction to corporate management principles, focused on organization, execution and problem solving at the management level. Also lays the foundation for higher-level management courses.

BA 614 Human Resources Management (3 Credits)

Prerequisite: Acceptance into the MBA program.

This course explores the laws, obligations, and expectations with regard to the management of human resources in an organization, in the context of the American industry. Organizations are engaged in a competition for the best and the brightest employees, so as to fill mission-critical line and staff positions, thereby enabling the enterprise to achieve its short and long-term business objectives.

BA 616 Business Ethics (3 Credits)

Prerequisite: Acceptance into the MBA program.

Overview of the inter-relationship between the law, ethics and business industries focusing on the scope of rights that attach to an enterprise and the legal issues business people need to identify throughout their careers, from forms of business organization, to commercial transactions, property, employment, government regulation and contract law. Students learn how to negotiate and draft legal agreements based on the varying needs, responsibilities, moral perspectives and ethical obligations which arise in common business situations.

BA 620 Managerial Finance (3 Credits)

Prerequisite: Acceptance into the MBA program.

This course provides fundamental concepts and tools in finance that business managers need in order to manage financial resources of a company effectively and purposefully. Starting from basic concepts, including cash flow analysis, financial statement interpretation and ratio analysis, the course builds the foundation of knowledge and progresses toward more advanced topics such as capital budgeting, risk and returns, and various investment decision-making techniques. Basic financial securities, namely equity and bonds, are discussed during the course along with valuation methods of such instruments. The course concludes by discussing how a company funds itself in short-term and long-term horizons, and how the capital market can help in such financing processes by utilizing case analysis. This course will require students to apply these tools in the planning and development of their Constructive Action projects.

BA 690 Corporate Strategy and Management (3 Credits)

Prerequisite: Acceptance into the MBA program.

In this course, students will begin implementing their planned entrepreneurial and/or intrapreneurial venture, and strategically manage the actualization of their venture by setting into motion their respective business plans, identifying sources of financing and evaluating their successes and failures to apply lessons learned and adjust as needed. For this Constructive Action, students will identify sources of financing and actualize business objectives by developing policies and allocating resources to implement their plans. They will design key project metrics and indicators, monitor and evaluate the outcomes of implementation, further applying knowledge gained through practice by revising, adding, deleting or adjusting strategies as needed. By the end of the semester students will also assess the extent to which they were successful with their respective venture goals, and draft recommendations for further action.

ECO 610 Managerial Economics (3 Credits)

Prerequisite: Acceptance into the MBA program.

Drawing upon modern managerial economics, this course will develop students' abilities to apply the tools of economic analysis in the decision-making process for for-profit and non-profit organizations. Managerial economics is the application of economic theory and methodology to management decisions for the development, operations, and planning of for-profit and non-profit organizations. As effective managers, it is necessary to understand how economic variables, such as output, interest rates, unemployment, pricing, production efficiencies and exchange rates affect companies and organizations in arriving at optimal solutions for growth and profitability. Specifically, topics to be examined in this course are the evaluation of choices and alternatives, profit measurement, economic optimization, demand and supply estimation, profitability forecasting, production and competitive markets, competition and long-term investment decisions. This course will require students to apply these tools in the planning and development of their Constructive Action projects.

BA 611 Organizational Behavior (3 Credits)

Prerequisite: Acceptance into the MBA program.

The course covers the conceptual and experiential approaches to the study of corporate culture, organizational structure, and human behavior in organizational contexts. Students study techniques for designing and developing a highly productive, effective and socially responsive work place. Topics include: work motivation; learning theory; conflict resolution; leadership; managerial styles; job design; performance evaluation and feedback; group dynamics; and issues of organizational power and politics.

A broad spectrum of actual management case studies will be used to demonstrate effective approaches and strategies for dealing with organizational problems and opportunities.

BA 612 Operations Management (3 Credits)

Prerequisite: Acceptance into the MBA program.

This course provides students with a managerial approach to operations management, and a comprehensive framework for addressing operational process and supply chain issues. It uses a systemized approach while focusing on issues of current interest. The course has ample opportunities for students to experience the role of a manager with challenging problems and cases.

BA 615 Leadership (3 Credits)

Prerequisite: Acceptance into the MBA program.

This is an advanced course in project management and strategic change leadership. The course emphasizes the use of project management software and sound management principles in cost control, resource and staffing planning, project financial, and schedule management. Topics include organizational strategy; portfolio management; scope management; risk management; cost estimation and budgeting; project scheduling.

ECO 611 Macro Economics (3 Credits)

Prerequisite: All MBA core courses.

This course aims at providing business management students with the macro-perspective, analyzing and grasping the macro-economic situation of our country with professional economic thinking; providing the basic knowledge of international economic relations, and learning about the new achievements of modern economics.

ECO 612US Capital Markets (3 Credits)

Prerequisite: All MBA core courses.

Students will receive a brief history of investment banking in the Western world, leading up to an overview of corporate finance and capital markets as they exist now in the U.S. Readings will be drawn from current events, mostly news items, in conjunction with other assignments involving research using financial websites such as Yahoo Finance. Students are expected to participate actively in class discussions and

should come prepared with questions and comments regarding the assigned readings. For the final exam students will prepare from scratch and submit an approximately 5-page research report on a public company of the student's choice. The weekly Moodle lectures will be supplemented with a PowerPoint presentation that will be available to all students for download and review.

MTH 610 Statistics, Modeling and Decision Making (3 Credits)

Prerequisite: ECO 611

The content of this course is from mathematical statistics and operational research. Mathematical statistics emphasizes scientifically processing and analyzing statistics to obtain sufficient information for making correct decisions. Operational research puts more emphasis on the building of models and optimization of strategy. This course will teach basic knowledge of these two subjects. All contents are based on probability theory, preliminary data processing, sampling, parametric estimation (point and interval estimation), preliminary hypothesis testing, regression analysis, linear programming, live rules, non-linear programming (and its application in modern portfolio and financial risk management).

DISS 601 Thesis I—Topic Research (3 Credits)

Prerequisite: All MBA core courses.

The development of research skills and dissemination of findings on an approved prospectus topic in the form of a master's thesis.

DISS 602 Thesis II—Completion of Thesis (3 Credits)

Prerequisite: DISS 601

Completion of thesis begun in master's Thesis I.

MGMT 610 International Management (3 Credits)

Prerequisite: All MBA core courses.

Companies today confront an increasing array of choices of markets, of locations for value adding activities, and of modes of crossing borders. This course focuses on the international dimensions of strategy and organization and provides a framework for formulating strategies in an increasingly complex world economy, and for making those strategies work effectively.

FIN 611 Fundamentals of Equity Analysis – Personal Finance (3 Credits)

Prerequisite: All MBA core courses.

Through the use of case studies, this course will focus on how to analyze the common stocks of publicly traded U.S. companies, with methods used by Wall Street analysts. Emphasis will be placed on fundamental analysis, based on the companies' published financial statements and historical stock performance, and will also include a brief overview of technical trading analysis tools.

FIN 612 The Investment Banking Industry (3 Credits)

Prerequisite: All MBA core courses.

This course begins with a brief history of the investment banking industry in the West, in the context of how capital markets developed in Europe and the United States, and proceeds to an in-depth analysis of how the business is practiced today, primarily in the U.S. We will examine the various lines of business now engaged in by multinational Western investment banks, including corporate advisory services (mergers & acquisitions, reorganizations, recapitalizations, bankruptcies), underwriting of securities, money management, and brokerage services. We will also examine the operations of modern investment banks in the context of the rapidly changing competitive and regulatory challenges they currently face. The course will conclude with a brief overview of emerging capital markets and financial institutions in Asia, primarily China, and the competitive forces that these new market participants are introducing into global financial markets.

The final exam will require students to compare and contrast two publicly traded U.S. global investment banks, on the basis of their historical financial statements and stock price performance.

Executive Master of Business Administration (EMBA)

Required Core & Elective Courses: 36 semester credits

Program Cost: US\$30,600, Per Credit tuition: US\$850

Program Description

The Executive Master of Business Administration (EMBA) program is a 12 month, 4 semesters, 36 credit program available to those candidates who have management work experience, a bachelor's degree, and want to finish the normal MBA program in an accelerated way. A bachelor's degree in any field from a recognized school with a 2.0 GPA or a minimum score of 900 on the GRE or 500 on the GMAT, plus documented managerial experience, is required for entry. The standard program is 4 semesters. It requires full-time students to take an average of 3 courses (9 credits) per semester.

EMBA Degree Program Objectives

The EMBA graduate will be able to accomplish the following:

Apply advanced research, competent report writing, and group processing skills.

Influence the organization within the global business environment.

Effectively manage cross-cultural business environments using proven leadership and conflict management methods.

Facilitate strategic planning through the use of research and sound decision-making.

Conduct business with high ethical and professional standards.

Apply theory and conceptually developed models within the business environment. Enjoy enhanced career advancement opportunities as a leading business practitioner.

Job Classifications

Students upon graduation can work on general management positions, holding titles such as Operations Manager, Product Manager, Financial Managers and Business Development Manager, etc.

The EMBA program prepares its graduates for the following job classifications in accordance with the United States Department of Labor's Standard Occupational Classification codes:

11-1021 General and Operations Managers

Plan, direct, or coordinate the operations of public or private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services. Excludes First-Line Supervisors.

Illustrative examples: Television Station Manager, Radio Station Manager, General Superintendent

11-3011 Administrative Services Managers

Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations, and other office support services. Medical records administrators are included in "Medical and Health Services Managers" (11-9111). Excludes "Purchasing Managers" (11-3061).

Illustrative examples: Records and Information Manager, Facilities Manager, Records Management Director

11-3031 Financial Managers

Plan, direct, or coordinate accounting, investing, banking, insurance, securities, and other financial activities of a branch, office, or department of an establishment.

Illustrative examples: Financial Director, Comptroller

Required Core Courses (27 semester credits)		
Code	Course	Credits
AC 601	Managerial Accounting	3
BA 601	Marketing Management	3
BA 602	Management Information Systems	3
BA 611	Organizational Behavior	3
BA 614	Human Resources Management	3
BA 616	Business Ethics	3

BA 620	Managerial Finance	3
BA 690	Corporate Strategy and Management	3
ECO 610	Managerial Economics	3
Electives (Select 9 semester credits)		
Global Business Leadership Track*		
BA 612	Operations Management	3
BA 613	Management	3
BA 615	Leadership	3
Business Economics Track*		
ECO 611	Macro Economics	3
MTH 610	Statistics, Modeling and Decision Making	3
ECO 612	U.S. Capital Markets	3
Thesis Option**		
DISS 601	Thesis I - Topic Research	3
DISS 602	Thesis II - Completion of Thesis	3
Other Electives		
MGMT 610	International Management	3
FIN 611	Fundamentals of Equity Analysis— Personal Finance	3
FIN 612	The Investment Banking Industry	3

Total Requirements: 36 semester credits

***Students who do not opt for an EMBA emphasis could choose any three courses from the Electives. If students want to have an emphasis on such track, they need to finish all the courses that are listed under such track.**

****Students who choose to take a Thesis Option will have to finish both Thesis courses according to the listed order.**

Course Descriptions

AC 601 Managerial Accounting (3 Credits)

Prerequisite: Acceptance into the EMBA program.

Accounting is the language of business allowing decision makers to communicate with common sets of information with defined meanings. The purpose of this course is for you to develop and use accounting information in making decisions as well as to appreciate the uses from individuals, businesses, investors, creditors, taxing authorities, etc. This course will also distinguish between financial accounting, information that is used by external parties to assess a company and managerial accounting, which is information that is used to manage the company. In this course, you will also examine the accounting information system and how these are used to inform profitability, financial position and cash flows. In addition, managerial accounting involves the role of the manager in planning, controlling and decision making utilizing accounting data. This is an advanced course covering topics in both Financial and Managerial Accounting. Starting with the basic accounting equation, the course will explore topics in financial accounting such as cash flow, financial statements and ratio analysis. At the managerial accounting level, topics include short term investing, budgeting and internal control. Particular attention will be placed on case studies which will enhance and reinforce course material.

BA 601 Marketing Management (3 Credits)

Prerequisite: Acceptance into the EMBA program.

The course covers the integrated marketing communication mix in a flat world where companies face new challenges to remain competitive in a global market where geographical divisions are becoming increasingly irrelevant. Topics include: consumer behavior; market research; product planning and development; pricing; advertising strategies; budgeting; personal selling; media cross-marketing; advertising regulation; strategic planning for international markets; special events and sales promotion; public relations and publicity.

BA 602 Management Information Systems (3 Credits)

Prerequisite: Acceptance into the EMBA program.

Theoretical, managerial, and hands-on approaches to the study of computers and information technologies for problem solving and decision making. Topics include: business intelligence; Web 2.0, Web 67

3.0 and beyond; mobile and electronic commerce; search engine and social media analytics; information systems; system components and properties; and types of information useful to end-users; strategic uses of computers and computer networks in organizations, to analyze systems, information flows, transaction processing, applications of database management; major trends; concepts, applications and technical alternatives in telecommunications. Students will work with standard applications software packages including Microsoft Office, spreadsheet applications, database management, graphics, as well as software specific to their respective areas of specialization.

BA 613 Management (3 Credits)

Prerequisite: All EMBA core courses.

A basic introduction to corporate management principles, focused on organization, execution and problem solving at the management level. Also lays the foundation for higher-level management courses.

BA 614 Human Resource Management (3 Credits)

Prerequisite: Acceptance into the EMBA program.

This course explores the laws, obligations, and expectations with regard to the management of human resources in an organization, in the context of the American industry. Organizations are engaged in a competition for the best and the brightest employees, so as to fill mission-critical line and staff positions, thereby enabling the enterprise to achieve its short and long-term business objectives.

BA 616 Business Ethics (3 Credits)

Prerequisite: Acceptance into the EMBA program.

Overview of the inter-relationship between the law, ethics and business industries focusing on the scope of rights that attach to an enterprise and the legal issues business people need to identify throughout their careers, from forms of business organization, to commercial transactions, property, employment, government regulation and contract law. Students learn how to negotiate and draft legal agreements based on the varying needs, responsibilities, moral perspectives and ethical obligations which arise in common business situations.

BA 620 Managerial Finance (3 Credits)

Prerequisite: Acceptance into the EMBA program.

This course provides fundamental concepts and tools in finance that business managers need in order to manage financial resources of a company effectively and purposefully. Starting from basic concepts, including cash flow analysis, financial statement interpretation and ratio analysis, the course builds the foundation of knowledge and progresses toward more advanced topics such as capital budgeting, risk and returns, and various investment decision-making techniques. Basic financial securities, namely equity and bonds, are discussed during the course along with valuation methods of such instruments. The course concludes by discussing how a company funds itself in short-term and long-term horizons, and how the capital market can help in such financing processes by utilizing case analysis. This course will require students to apply these tools in the planning and development of their Constructive Action projects.

BA 690 Corporate Strategy and Management (3 Credits)

Prerequisite: Acceptance into the EMBA program.

In this course, students will begin implementing their planned entrepreneurial and/or intrapreneurial venture, and strategically manage the actualization of their venture by setting into motion their respective business plans, identifying sources of financing and evaluating their successes and failures to apply lessons learned and adjust as needed. For this Constructive Action, students will identify sources of financing and actualize business objectives by developing policies and allocating resources to implement their plans. They will design key project metrics and indicators, monitor and evaluate the outcomes of implementation, further applying knowledge gained through practice by revising, adding, deleting or adjusting strategies as needed. By the end of the semester students will also assess the extent to which they were successful with their respective venture goals, and draft recommendations for further action.

ECO 610 Managerial Economics (3 Credits)

Prerequisite: Acceptance into the EMBA program.

Drawing upon modern managerial economics, this course will develop students' abilities to apply the tools of economic analysis in the decision-making process for for-profit and non-profit organizations. Managerial economics is the application of economic theory and methodology to management decisions for the development, operations, and planning of for-profit and non-profit organizations. As effective managers, it is necessary to understand how economic variables, such as output, interest rates, unemployment, pricing, production efficiencies and exchange rates affect companies and organizations in arriving at optimal solutions for growth and profitability. Specifically, topics to be examined in this course are the evaluation of choices and alternatives, profit measurement, economic optimization, demand and supply estimation, profitability forecasting, production and competitive markets,

competition and long-term investment decisions. This course will require students to apply these tools in the planning and development of their Constructive Action projects.

BA 611 Organizational Behavior (3 Credits)

Prerequisite: Acceptance into the EMBA program.

The course covers the conceptual and experiential approaches to the study of corporate culture, organizational structure, and human behavior in organizational contexts. Students study techniques for designing and developing a highly productive, effective and socially responsive work place. Topics include: work motivation; learning theory; conflict resolution; leadership; managerial styles; job design; performance evaluation and feedback; group dynamics; and issues of organizational power and politics. A broad spectrum of actual management case studies will be used to demonstrate effective approaches and strategies for dealing with organizational problems and opportunities.

BA 612 Operations Management (3 Credits)

Prerequisite: Acceptance into the EMBA program.

This course provides students with a managerial approach to operations management, and a comprehensive framework for addressing operational process and supply chain issues. It uses a systemized approach while focusing on issues of current interest. The course has ample opportunities for students to experience the role of a manager with challenging problems and cases.

BA 615 Leadership (3 Credits)

Prerequisite: Acceptance into the EMBA program.

This is an advanced course in project management and strategic change leadership. The course emphasizes the use of project management software and sound management principles in cost control, resource and staffing planning, project financial, and schedule management. Topics include organizational strategy; portfolio management; scope management; risk management; cost estimation and budgeting; project scheduling.

ECO 611 Macro Economics (3 Credits)

Prerequisite: All EMBA core courses.

This course aims at providing business management students with the macro-perspective, analyzing and grasping the macro-economic situation of our country with professional economic thinking; providing the basic knowledge of international economic relations, and learning about the new achievements of modern economics.

ECO 612US Capital Markets (3 Credits)

Prerequisite: All EMBA core courses.

Students will receive a brief history of investment banking in the Western world, leading up to an overview of corporate finance and capital markets as they exist now in the U.S. Readings will be drawn from current events, mostly news items, in conjunction with other assignments involving research using financial websites such as Yahoo Finance. Students are expected to participate actively in class discussions and should come prepared with questions and comments regarding the assigned readings. For the final exam students will prepare from scratch and submit an approximately 5-page research report on a public company of the student's choice. The weekly Moodle lectures will be supplemented with a PowerPoint presentation that will be available to all students for download and review.

MTH 610 Statistics, Modeling and Decision Making (3 Credits)

Prerequisite: ECO 611

The content of this course is from mathematical statistics and operational research. Mathematical statistics emphasizes scientifically processing and analyzing statistics to obtain sufficient information for making correct decisions. Operational research puts more emphasis on the building of models and optimization of strategy. This course will teach basic knowledge of these two subjects. All contents are based on probability theory, preliminary data processing, sampling, parametric estimation (point and interval estimation), preliminary hypothesis testing, regression analysis, linear programming, live rules, non-linear programming (and its application in modern portfolio and financial risk management).

DISS 601 Thesis I—Topic Research (3 Credits)

Prerequisite: All EMBA core courses.

The development of research skills and dissemination of findings on an approved prospectus in the form of a master's thesis.

DISS 602 Thesis II—Completion of Thesis (3 Credits)

Prerequisite: DISS 601

Completion of thesis begun in master's Thesis I.

MGMT 610 International Management (3 Credits)

Prerequisite: All EMBA core courses.

Companies today confront an increasing array of choices of markets, of locations for value adding activities, and of modes of crossing borders. This course focuses on the international dimensions of strategy and organization and provides a framework for formulating strategies in an increasingly complex world economy, and for making those strategies work effectively.

FIN 611 Fundamentals of Equity Analysis – Personal Finance (3 Credits)

Prerequisite: All EMBA core courses.

Through the use of case studies, this course will focus on how to analyze the common stocks of publicly traded U.S. companies, with methods used by Wall Street analysts. Emphasis will be placed on fundamental analysis, based on the companies' published financial statements and historical stock performance, and will also include a brief overview of technical trading analysis tools.

FIN 612 The Investment Banking Industry (3 Credits)

Prerequisite: All EMBA core courses.

This course begins with a brief history of the investment banking industry in the West, in the context of how capital markets developed in Europe and the United States, and proceeds to an in-depth analysis of how the business is practiced today, primarily in the U.S. We will examine the various lines of business now engaged in by multinational Western investment banks, including corporate advisory services (mergers & acquisitions, reorganizations, recapitalizations, bankruptcies), underwriting of securities, money management, and brokerage services. We will also examine the operations of modern investment banks in the context of the rapidly changing competitive and regulatory challenges they currently face. The course will conclude with a brief overview of emerging capital markets and financial institutions in Asia, primarily China, and the competitive forces that these new market participants are introducing into global financial markets.

The final exam will require students to compare and contrast two publicly traded U.S. global investment banks, on the basis of their historical financial statements and stock price performance.

Doctor of Business Administration (DBA)

Required Core & Elective Courses: 63 semester credits

Program Cost: US\$66,150, Per Credit tuition: US\$1050

Program Description

A Doctor of Business Administration in Global Business and Leadership is a professional doctoral degree designed to help students perform applied research and transform mature learners into leaders. While learning the most advanced decision-making skills and techniques, Doctoral candidates also develop talent in research and writing skills that accompany high levels of responsibility in the academic and business environments. It enables students to improve their analytical ability, strategic thinking, process implementation, and makes them think beyond industry applications. The program prepares students for careers in the fields of global business management and consulting, enterprise architecture, content management, development specialist, and application architecture. Students pursuing this degree will learn about theories, practices and ethics of leadership, risk management, global leadership, business interaction, and project management. Holders of this degree will receive enhanced credibility and recognition in the marketplace.

DBA Degree Program Objectives

The DBA graduate will be able to accomplish the following:

- Synthesize a broad-based understanding of the functional operations of managerial accounting, finance, economics, marketing, operations, supply chain management, human resources, information systems, and organizational leadership.
- Identify, analyze, and solve complex managerial problems that require advanced critical thinking, technical understanding and decision-making skills.
- Apply advanced research skills, report writing competency and group process skills.
- Work effectively in organizations within the global business environment.

Academic Course Work

Sixty-three (63) semester credits of graduate course work beyond the bachelor's degree are required for the Doctoral degree. Most students will transfer 24 semester credits from their master's degree, and will complete 39 credits through additional courses. The typical program begins with two core courses and four concentration courses selected by the student in consultation with his or her supervising professor.

When the core and concentration courses are completed, the candidate will enroll in the Comprehensive Exam Course, CE 700. The Comprehensive Exam Course evaluates the student's mastery of knowledge in the area of study and verifies the candidate's readiness to advance to the formal research stage of the Doctoral program. Likewise, the elective courses will be selected to support the specific area of the student's dissertation research. The primary focus of the academic course work is to provide the student with a comprehensive background in the chosen research area.

Duration of the Program

The normal duration of the Doctoral degree program for full-time students is 36 months. Core and Elective course work of 36 semester credits may normally be completed in 18 months. The research preparation and dissertation courses may be completed in the remaining 18 months. The maximum duration of the Doctoral degree program is 72 months.

The Dissertation

The dissertation is an essential component of Doctoral degree studies. It is a formal written document representing sustained research or investigation into an important intellectual issue. The dissertation must be an independent effort, which contributes to the accumulated wisdom of the field in which it is written. The required Research Preparation and Dissertation courses will help the student focus his or her research efforts and provide general guidelines for research approach and report preparation. All dissertations must meet rigorous academic standards and be professionally prepared in a format suitable for reproduction. Dissertations will be reviewed and approved by the candidate's supervising professor and Columbia International College's Academic Review Committee.

Dissertation Requirements

Every candidate for the Doctoral degree must prepare and submit a dissertation that shows independent investigation and that is acceptable in form and content. The dissertation must be typewritten in English.

One paper copy of the dissertation suitable for quality reproduction, unbound, with an appropriate abstract must be submitted for evaluation.

Style Guide for Reports, Theses and Dissertation

The standard format and style reference guide for all academic writing for Columbia International College is the APA Handbook for Writers of Research Papers. This handbook should be consulted to determine the format, style, reference citation criteria and standard conventions for writing all reports, papers, theses and dissertations. Deviations from this standard are permitted only with the express permission of the student's academic advisor.

Job Classifications

Students upon graduation can work on general management positions, holding titles such as Operations Manager, Product Manager, Financial Managers and Business Development Manager, etc.

The DBA program prepares its graduates for the following job classifications in accordance with the United States Department of Labor's Standard Occupational Classification codes:

11-1021 General and Operations Managers

Plan, direct, or coordinate the operations of public or private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services. Excludes First-Line Supervisors.

Illustrative examples: Television Station Manager, Radio Station Manager, General Superintendent

11-3011 Administrative Services Managers

Plan, direct, or coordinate one or more administrative services of an organization, such as records and information management, mail distribution, facilities planning and maintenance, custodial operations,

and other office support services. Medical records administrators are included in "Medical and Health Services Managers" (11-9111). Excludes "Purchasing Managers" (11-3061).

Illustrative examples: Records and Information Manager, Facilities Manager, Records Management Director

11-3031 Financial Managers

Plan, direct, or coordinate accounting, investing, banking, insurance, securities, and other financial activities of a branch, office, or department of an establishment.

Illustrative examples: Financial Director, Comptroller

13-1111 Management Analysts

Conduct organizational studies and evaluations, design systems and procedures, conduct work simplification and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively. Includes program analysts and management consultants.

Illustrative examples: Business Management Analyst, Industrial Analyst, Business Process Consultant.

Course Detail

18 - 42 Semester Credits of Core and Elective Coursework

Code	Course	Credit
AC 601	Managerial Accounting	3
BA 601	Marketing Management	3
BA 602	Management Information Systems	3
BA 611	Organizational Behavior	3
BA 612	Operations Management	3
BA 613	Management	3
BA 614	Human Resources Management	3
BA 615	Leadership	3
BA 616	Business Ethics	3

BA 620	Managerial Finance	3
BA 690	Corporate Strategy and Management	3
ECO 610	Managerial Economics	3
ECO 611	Macro Economics	3
MTH 610	Statistics, Modeling and Decision Making	3
ECO 612	U.S. Capital Markets	3
DISS 601	Thesis I - Topic Research	3
DISS 602	Thesis II - Completion of Thesis	3
FIN 611	Fundamentals of Equity—Personal Finance	3
FIN 612	The Investment Banking Industry	3
MGMT 610	International Management	3
MGMT 620	Risk Management	3
MGMT 630	Global Leadership	3
MGMT 640	Global Economy	3
9 Semester Credits for Research Preparation (RP) Courses		
RP 650	Contemporary Research Sources	3
RP 680	Writing for Research and Publication	3
RP 710	Statistical Methods for Research	3
RP 720	Research Preparation	3
RP 730	Advanced Research Methods	3
3 Semester Credits for Comprehensive Exam Course (CE 700)		
CE 700	Comprehensive Exam Course	3
9 Semester Credits for Dissertation (DISS) Courses		
DISS 780	Dissertation Preparation Modules I and II	6
DISS 790	Dissertation Preparation Defense	3
Other Electives		

Total Requirements 63 semester credits

Course Descriptions

AC 601 Managerial Accounting (3 Credits)

Prerequisite: Acceptance into the DBA program.

Accounting is the language of business allowing decision makers to communicate with common sets of information with defined meanings. The purpose of this course is for you to develop and use accounting information in making decisions as well as to appreciate the uses from individuals, businesses, investors, creditors, taxing authorities, etc. This course will also distinguish between financial accounting, information that is used by external parties to assess a company and managerial accounting, which is information that is used to manage the company. In this course, you will also examine the accounting information system and how these are used to inform profitability, financial position and cash flows. In addition, managerial accounting involves the role of the manager in planning, controlling and decision-making utilizing accounting data. This is an advanced course covering topics in both Financial and Managerial Accounting. Starting with the basic accounting equation, the course will explore topics in financial accounting such as cash flow, financial statements and ratio analysis. At the managerial accounting level, topics include short term investing, budgeting and internal control. Particular attention will be placed on case studies which will enhance and reinforce course material.

BA 601 Marketing Management (3 Credits)

Prerequisite: Acceptance into the DBA program.

The course covers the integrated marketing communication mix in a flat world where companies face new challenges to remain competitive in a global market where geographical divisions are becoming increasingly irrelevant. Topics include: consumer behavior; market research; product planning and development; pricing; advertising strategies; budgeting; personal selling; media cross-marketing; advertising regulation; strategic planning for international markets; special events and sales promotion; public relations and publicity.

BA 602 Management Information System (3 Credits)

Prerequisite: Acceptance into the DBA program.

Theoretical, managerial, and hands-on approaches to the study of computers and information technologies for problem solving and decision making. Topics include: business intelligence; Web 2.0, Web 79

3.0 and beyond; mobile and electronic commerce; search engine and social media analytics; information systems; system components and properties; and types of information useful to end-users; strategic uses of computers and computer networks in organizations, to analyze systems, information flows, transaction processing, applications of database management; major trends; concepts, applications and technical alternatives in telecommunications. Students will work with standard applications software packages including Microsoft Office, spreadsheet applications, database management, graphics, as well as software specific to their respective areas of specialization.

BA 613 Management (3 Credits)

Prerequisite: All DBA core and elective courses.

A basic introduction to corporate management principles, focused on organization, execution and problem solving at the management level. Also lays the foundation for higher-level management courses

BA 614 Human Resource Management (3 Credits)

Prerequisite: Acceptance into the DBA program.

This course explores the laws, obligations, and expectations with regard to the management of human resources in an organization, in the context of the American industry. Organizations are engaged in a competition for the best and the brightest employees, so as to fill mission-critical line and staff positions, thereby enabling the enterprise to achieve its short and long-term business objectives.

BA 616 Business Ethics (3 Credits)

Prerequisite: Acceptance into the DBA program.

Overview of the inter-relationship between the law, ethics and business industries focusing on the scope of rights that attach to an enterprise and the legal issues business people need to identify throughout their careers, from forms of business organization, to commercial transactions, property, employment, government regulation and contract law. Students learn how to negotiate and draft legal agreements based on the varying needs, responsibilities, moral perspectives and ethical obligations which arise in common business situations.

BA 620 Managerial Finance (3 Credits)

Prerequisite: BA 616

This course provides fundamental concepts and tools in finance that business managers need in order to manage financial resources of a company effectively and purposefully. Starting from basic concepts, including cash flow analysis, financial statement interpretation and ratio analysis, the course builds the foundation of knowledge and progresses toward more advanced topics such as capital budgeting, risk and returns, and various investment decision-making techniques. Basic financial securities, namely equity and bonds, are discussed during the course along with valuation methods of such instruments. The course concludes by discussing how a company funds itself in short-term and long-term horizons, and how the capital market can help in such financing processes by utilizing case analysis. This course will require students to apply these tools in the planning and development of their Constructive Action projects.

BA 690 Corporate Strategy and Management (3 Credits)

Prerequisite: Acceptance into the DBA program.

In this course, students will begin implementing their planned entrepreneurial and/or intrapreneurial venture, and strategically manage the actualization of their venture by setting into motion their respective business plans, identifying sources of financing and evaluating their successes and failures to apply lessons learned and adjust as needed. For this Constructive Action, students will identify sources of financing and actualize business objectives by developing policies and allocating resources to implement their plans. They will design key project metrics and indicators, monitor and evaluate the outcomes of implementation, further applying knowledge gained through practice by revising, adding, deleting or adjusting strategies as needed. By the end of the semester students will also assess the extent to which they were successful with their respective venture goals, and draft recommendations for further action.

ECO 610 Managerial Economics (3 Credits)

Prerequisite: Acceptance into the DBA program.

Drawing upon modern managerial economics, this course will develop students' abilities to apply the tools of economic analysis in the decision-making process for for-profit and non-profit organizations. Managerial economics is the application of economic theory and methodology to management decisions for the development, operations, and planning of for-profit and non-profit organizations. As effective managers, it is necessary to understand how economic variables, such as output, interest rates, unemployment, pricing, production efficiencies and exchange rates affect companies and organizations in arriving at optimal solutions for growth and profitability. Specifically, topics to be examined in this course are the evaluation of choices and alternatives, profit measurement, economic optimization, demand and supply estimation, profitability forecasting, production and competitive markets,

competition and long-term investment decisions. This course will require students to apply these tools in the planning and development of their Constructive Action projects.

BA 611 Organizational Behavior (3 Credits)

Prerequisite: All DBA core and elective courses.

The course covers the conceptual and experiential approaches to the study of corporate culture, organizational structure, and human behavior in organizational contexts. Students study techniques for designing and developing a highly productive, effective and socially responsive work place. Topics include: work motivation; learning theory; conflict resolution; leadership; managerial styles; job design; performance evaluation and feedback; group dynamics; and issues of organizational power and politics. A broad spectrum of actual management case studies will be used to demonstrate effective approaches and strategies for dealing with organizational problems and opportunities.

BA 612 Operations Management (3 Credits)

Prerequisite: Acceptance into the DBA program.

This course provides students with a managerial approach to operations management, and a comprehensive framework for addressing operational process and supply chain issues. It uses a systemized approach while focusing on issues of current interest. The course has ample opportunities for students to experience the role of a manager with challenging problems and cases.

BA 615 Leadership (3 Credits)

Prerequisite: Acceptance into the DBA program.

This is an advanced course in project management and strategic change leadership. The course emphasizes the use of project management software and sound management principles in cost control, resource and staffing planning, project financial, and schedule management. Topics include organizational strategy; portfolio management; scope management; risk management; cost estimation and budgeting; project scheduling.

ECO 611 Macro Economics (3 Credits)

Prerequisite: All DBA core and elective courses.

This course aims at providing business management students with the macro-perspective, analyzing and grasping the macro-economic situation of our country with professional economic thinking; providing the basic knowledge of international economic relations, and learning about the new achievements of modern economics.

ECO 612US Capital Markets (3 Credits)

Prerequisite: All DBA core courses.

Students will receive a brief history of investment banking in the Western world, leading up to an overview of corporate finance and capital markets as they exist now in the U.S. Readings will be drawn from current events, mostly news items, in conjunction with other assignments involving research using financial websites such as Yahoo Finance. Students are expected to participate actively in class discussions and should come prepared with questions and comments regarding the assigned readings. For the final exam students will prepare from scratch and submit an approximately 5-page research report on a public company of the student's choice. The weekly Moodle lectures will be supplemented with a PowerPoint presentation that will be available to all students for download and review.

MTH 610 Statistics, Modeling and Decision Making (3 Credits)

Prerequisite: ECO 611

The content of this course is from mathematical statistics and operational research. Mathematical statistics emphasizes scientifically processing and analyzing statistics to obtain sufficient information for making correct decisions. Operational research puts more emphasis on the building of models and optimization of strategy. This course will teach basic knowledge of these two subjects. All contents are based on probability theory, preliminary data processing, sampling, parametric estimation (point and interval estimation), preliminary hypothesis testing, regression analysis, linear programming, live rules, non-linear programming (and its application in modern portfolio and financial risk management).

MGMT 610 International Management (3 Credits)

Prerequisite: All DBA core and elective courses.

Companies today confront an increasing array of choices of markets, of locations for value adding activities, and of modes of crossing borders. This course focuses on the international dimensions of strategy and organization and provides a framework for formulating strategies in an increasingly complex world economy, and for making those strategies work effectively.

MGMT 620 Risk Management (3 Credits)

Prerequisite: MGMT 610

The goal of this course is to study the management of risks in a corporation. The phrase Risk Management formerly referred mainly to insurance purchasing on behalf of a corporation. Over the past two decades, the term has come to be associated with financial engineering services and derivatives positions provided by Wall Street. After several spectacular failures by firms and individuals using derivatives, academics and practitioners have renewed their focus on risk management as a corporate decision-making process.

MGMT 630 Global Leadership (3 Credits)

Prerequisite: MGMT 620

Students in this course will explore issues of leadership and change associated with the growth of multinational enterprises in the international marketplace. This course will examine a variety of business and leadership practices with emphasis on global organizational values, business plans, diversity, challenges, and culturally appropriate strategies for success in the rapidly changing world of international and multinational business.

MGMT 640 Global Economy (3 Credits)

Prerequisite: MGMT 630

This course offers an overview of various aspects of global economy within the field of economic geography and its linkages to related issues of resources, development, international business and trade. It investigates the phenomenon of globalization and seeks to provide understanding of today's increasingly interdependent world. Geographers are interested in examining the difference location makes to how economic activity is organized as globalization makes small differences among places increasingly important. This course recognizes that the economy cannot be treated separately from other domains of social studies so such topics as political economic theories and models, historical context, consumption trends, role of telecommunications, and others will be discussed.

FIN 611 Fundamentals of Equity Analysis – Personal Finance (3 Credits)

Prerequisite: All DBA core courses.

Through the use of case studies, this course will focus on how to analyze the common stocks of publicly traded U.S. companies, with methods used by Wall Street analysts. Emphasis will be placed on fundamental analysis, based on the companies' published financial statements and historical stock performance, and will also include a brief overview of technical trading analysis tools.

FIN 612 The Investment Banking Industry (3 Credits)

Prerequisite: All DBA core courses.

This course begins with a brief history of the investment banking industry in the West, in the context of how capital markets developed in Europe and the United States, and proceeds to an in-depth analysis of how the business is practiced today, primarily in the U.S. We will examine the various lines of business now engaged in by multinational Western investment banks, including corporate advisory services (mergers & acquisitions, reorganizations, recapitalizations, bankruptcies), underwriting of securities, money management, and brokerage services. We will also examine the operations of modern investment banks in the context of the rapidly changing competitive and regulatory challenges they currently face. The course will conclude with a brief overview of emerging capital markets and financial institutions in Asia, primarily China, and the competitive forces that these new market participants are introducing into global financial markets.

The final exam will require students to compare and contrast two publicly traded U.S. global investment banks, on the basis of their historical financial statements and stock price performance.

DISS 601 Thesis I—Topic Research (3 Credits)

Prerequisite: All DBA core and elective courses.

The development of research skills and dissemination of findings on an approved prospectus in the form of a doctoral thesis.

DISS 602 Thesis II—Completion of Thesis (3 Credits)

Prerequisite: DISS 601

Completion of doctoral thesis begun in Thesis I. The doctoral dissertation requires original research, which adds to the body of knowledge in the field of study. It is a formal academic document reflecting the candidate's thorough understanding of the topic studied.

CE 700 Comprehensive Exam Course (3 Credits)

Prerequisite: All DBA core and elective courses.

The doctoral dissertation requires original research, which adds to the body of knowledge in the field of study. It is a formal academic document reflecting the candidate's thorough understanding of the topic studied.

RP 650 Contemporary Research Sources (3 Credits)

Prerequisite: CE 700

Core course for the doctoral program. This course reviews modern search methods and information sources that support contemporary research efforts. The topics cover the use of online systems, physical libraries, search engines, media selection, research optimization, and source documentation requirements.

RP 680 Writing for Research and Publication (3 Credits)

Prerequisite: CE 700

A core course for students who plan to complete dissertations or thesis research projects. Covers key elements of effective writing including proper use of reference sources and citations. Provides clear directions for entering notes, charts, tables, graphs, and figures within the text of reports.

RP 710 Statistical Methods for Research (3 Credits)

Prerequisite: CE 700

This course reviews qualitative and quantitative methods for researchers. It covers common statistical and nonparametric methods for data analysis and provides practice in the use of common statistical tools using software programs including MS EXCEL, SPSS, and Minitab.

RP 720 Research Preparation (3 Credits)

Prerequisite: CE 700

This advanced course prepares the student for the research effort. It covers the principles of research, discusses alternative philosophies of research and describes a disciplined procedural approach to the

research process. The course results in a well-documented research approach including some preliminary findings in the topical area.

RP 730 Advanced Research Methods (3 Credits)

Prerequisite: CE 700

This advanced course is designed to guide the student toward a well-defined research topic as the focus of the dissertation effort. The course results in a detailed research methodology suitable to guide the subsequent research.

DBA CONCENTRATION COURSES

The concentration course work assigned is unique to each student's field of study. The courses are identified and designed by the student in consultation with the supervising professor. Each course is selected to support the research effort, while providing the knowledge and insights required for mastery of the topical area of study.

DISS 780 Dissertation Preparation Modules I and II (6 credits)

Prerequisite: 9 Semester Credits for Research Preparation (RP) Courses

The doctoral dissertation describes an original research project. A distinct methodology and process is used to craft the dissertation to meet academic standards, while making it a useful and practical document. These two modules guide the candidate through the dissertation development process. (3 credits per module)

DISS 790 Dissertation Preparation Defense (3 credits)

Prerequisite: DISS 780

The final stage of any doctoral study is a verbal defense of the research effort and review of the resulting dissertation. This course covers the methodology for preparation and delivery of the verbal defense.

NOTICE TO PROSPECTIVE DEGREE PROGRAM STUDENTS

This institution is provisionally approved by the Bureau for Private Postsecondary Education to offer degree programs. To continue to offer this degree program, this institution must meet the following requirements:

Become institutionally accredited by an accrediting agency recognized by the United States Department of Education, with the scope of the accreditation covering at least one degree program.

Achieve accreditation candidacy or pre-accreditation, as defined in regulations, by April 19, 2020, and full accreditation by April 19, 2023.

If this institution stops pursuing accreditation, it must:

Stop all enrollment in its degree programs, and

Provide a teach-out to finish the educational program or provide a refund.

An institution that fails to comply with accreditation requirements by the required dates shall have its approval to offer degree programs automatically suspended.

Institutional Representative Initials: _____

Date: _____

Student Initials: _____

Date: _____

LIST OF ADMINISTRATORS, FACULTY AND STAFF

Faculty Members

Dr. Jonathan F. McKeage

Banking and Finance

Ph.D., Harvard University

M.A., Harvard University

B.A., Rice University

Victoria Burdo

Marketing

M.B.A., Saint John's University

Keith Weissman

Accounting and Finance

Chartered Financial Analyst

Certified Public Accountant

M.B.A, Columbia Business School

Dr. Rachel Yager

Information Management

Ph.D., Institute National Des Sciences, France

M.S.E., Institute National Des Sciences, France

B.S.E., Nanyang Technological University, Singapore

Dr. Richard Zalman

Human Resources

Ph. D., Northwestern University

M.S., Massachusetts Institute of Technology

M.A., Northwestern University

B.A., the City University of New York

Ai Ling Zhou

Economics and Econometrics

M.S., University of Sydney

Administration and Staff

President, Chief Executive Officer, Director

Dr. Daxi Li

Ph.D., the City University of New York

Advisory Board

Dr. Max P. Chen

Owner, Advisory Board Member

Ph.D., Sichuan Normal University

Dr. Daxi Li

Ph.D., the City University of New York

Chief Academic Officer, Chief Operating Officer

Dr. Jonathan F. McKeage

Ph.D., Harvard University

M.A., Harvard University

B.A., Rice University

Director of California Campus

James Zhang

MBA, Huron University

M.Ed., Peking University of Physical Education

Vice President for Technology and Marketing

Vice President of Technology

Jinchun Huang

E-Learning Director, Web Developer

Andrew Liu

Academic Program Coordinator

Celine Bai

Director of Student Services

Nancy Qin

Chief Financial Officer, Bursar

Raymond Chen

Registrar

Maggie Deng

CIC ACADEMIC CALENDAR - 2018

DATE	HOLIDAYS
JANUARY 1	New Year's Day
JANUARY 18	Martin Luther King, Jr. Day
FEBRUARY 15	President's Day
MARCH 30	Good Friday
MAY 30	Memorial Day
JULY 4	Independence Day
SEPTEMBER 5	Labor Day
NOVEMBER 11	Veteran's Day
NOVEMBER 22-23	Thanksgiving (Thursday and Friday)
DECEMBER 25	Christmas (2 Weeks Break)

The Administrative Office is closed for two weeks during the Christmas and New Year Holidays each year and for all legal United States (US) Federal Government holidays.



**Columbia
International
College**