# UNIVERSITY OF MANAGEMENT AND TECHNOLOGY



# 2016-2017

## GRADUATE PROGRAMS



Effective Oct 1, 2016 through September 30, 2017

# *Calendar*

| | |
|---|---|
| **2016-2017 Academic Calendar** | **2016 Fall Semester**<br><br>*3 October* — Fall Semester Begins<br>*24 November* — Thanksgiving Day†<br>*12-19 December* — Final Exam Dates<br>*23 December* — Christmas Eve Observed†<br>*26 December* — Christmas Day Observed†<br>*30 December* — New Year's Eve Observed†<br><br>**2017 Winter Semester**<br><br>*2 January* — New Year Observed†<br>*2 January* — Winter Semester Begins<br>*13-20 March* — Final Exam Dates<br><br>**2017 Spring Semester**<br><br>*3 April* — Spring Semester Begins<br>*29 May* — Memorial Day†<br>*12-19 June* — Final Exam Dates<br>*24 June* — UMT Annual Commencement<br><br>**2017 Summer Semester**<br><br>*3 July* — Summer Semester Begins<br>*4 July* — Independence Day†<br>*4 September* — Labor Day†<br>*11-18 September* — Final Exam Dates |

UMT Administration Operating Hours: M-F 9:00am-5:00pm EST, excluding holidays.

➢ Course registration is open to self-paced students at all times.
➢ Term-based students using Federal Student Aid (FSA) and international students holding J-1 and F-1 visas are admitted and enrolled on a semester basis.
➢ For FSA purposes, self-paced program students can only transfer into the term-based program in the summer semester when the new FSA award year begins.
➢ Refer to the *UMT FSA Handbook* (http://umtweb.edu/pdfdocs/FSAHandbook.pdf) for the FSA processing calendar.

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† University closed.

# *Contents*

## Course Descriptions

## Applications & Forms

## Tuition, Fees & Refund Policy

# Dean's Message

J. Davidson Frame, Ph.D. • Academic Dean

**J. Davidson Frame, Ph.D.**
Academic Dean

Welcome to UMT!

Thank you for your interest in our university. I would like to take a few moments to outline how we can help you meet your educational goals.

UMT's innovative programs are designed for working professionals who desire to obtain up-to-date management and technology knowledge, skills, and insights. With global competition and rapidly changing technology, lifelong learning is a necessity. Successful professionals need to continually update their skills and knowledge or they risk falling behind.

UMT offers a broad range of programs, including undergraduate degrees, master's degrees, a doctoral degree, and various certificate and executive certificate programs and courses, as well as professional development programs. These programs focus on contemporary management and technology issues, and achieving a balance between theory and practical applications. UMT also provides training and consulting services to companies and government agencies, and carries out research efforts to serve industry, government, and non-profits.

Our faculty members have extensive management and technology education experience working for and with major companies, nonprofit organizations, and government agencies. UMT professors have educated more than 35,000 managers throughout the world during the past decade. Our clients include businesses, governments, and nonprofit organizations worldwide.

With UMT's convenient online courses, students can obtain an education on their own time from the comfort of their home, office, or anywhere else in the world where they can access the Internet.

A UMT education is competitively priced. You are not paying for a large campus and a lot of overhead. You receive a quality graduate education without breaking the bank.

Thank you for your interest in UMT. After you have looked through this catalog, contact us to find out how you can begin your UMT education. I look forward to meeting you in class or online soon.

J. Davidson Frame
Academic Dean

# *Mission Statement and Goals*

Primary Goals • Philosophy

UMT's primary goal is to provide high quality education programs to our students and to promote academic excellence in higher learning by:

- teaching and developing knowledge, skills, competencies, excellence, professionalism, and responsibilities to enhance our students' careers
- selecting and promoting excellent faculty and scholars who focus on knowledge, theory and practice from a global perspective
- adopting and updating curricula and instructional materials continually to reflect state-of-art knowledge and best practices
- employing technology, advanced teaching methods and tools to deliver high quality distance education programs
- benefitting the community and society by supplying well-educated and well-prepared professionals.



UMT Commencement

# *Background*

Founding • History • Experience

The University of Management and Technology (UMT) was established in Arlington, Virginia in January 1998. UMT is chartered by the State Council of Higher Education of Virginia (SCHEV) and accredited by the Distance Education Accrediting Commission (DEAC). UMT's degree programs in project management are also accredited by the Global Accreditation Center (GAC) of the Project Management Institute (PMI). UMT is an institutional member of the Council of Higher Education Accreditation (CHEA) and a Global Registered Education Provider of PMI.

UMT is authorized by the U.S. Department of Education to provide Federal Student Aid (FSA) to eligible students enrolled in eligible programs at UMT. UMT is authorized by the U.S. Citizenship and Immigration Services of the U.S. Department of Homeland Security to accept F-1 visa students. UMT is authorized by U.S. Department of State to sponsor J-1 visa international exchange students.

UMT is approved by the U.S. Department of Veterans Affairs for purposes of various veterans' education benefits programs. In addition, UMT has signed a Memorandum of Understanding with the U.S. Department of Defense (DoD), and it is authorized to accept funds from the DoD Tuition Assistance Program.

UMT has entered into Memoranda of Understanding (MOUs) with certain organizations. In 2004, UMT and Defense Acquisition University entered into an MOU related to acquisition management and project management programs. In 2006, UMT and National Technical Information Service entered into an MOU related to online degrees and certificates in project management and acquisition management.

UMT offers undergraduate-level and graduate-level education to men and women desiring to obtain up-to-date knowledge, skills, and insights in management and technology needed to operate effectively in modern, fast-paced, and complex enterprises. UMT is committed to excellence in management and technology education. Its courses focus on contemporary management and technology issues. Faculty members are carefully screened to assure that UMT instructors possess a balance of scholarly and practical insights on current management practice and technology applications. The members of the UMT community believe firmly that universities must stay on the cutting edge of technological change. UMT is committed to employing modern teaching delivery technology to offer its students the best management and technology education available.

UMT faculty and staff have extensive management and education experience working with major universities, companies, nonprofit organizations, and government agencies. These entities include government branches, such as The White House, the National Institute of Standards and Technology, the Department of Defense, the Department of Energy, the Department of States, the National Health Institute, the Internal Revenue



UMT headquarters on seventh floor

Service, and the Social Security Administration; large corporations, such as AT&T, Lucent Technologies, NCR, SITA (France), ABB (Switzerland and Sweden), IBM, Motorola, Hewlett-Packard, Verizon; and international organizations, such as the World Bank. UMT's faculty and staff possess extensive international experience having worked in more than twenty countries and recognize that management today requires a global outlook.

Through online education, students throughout the United States and in sixty-nine countries are enrolled at UMT. With its global outreach, UMT is committed to bringing the best knowledge, practice and professional skills to students everywhere.

UMT is located in Rosslyn, Arlington, Virginia, just minutes from downtown Washington, DC. Rosslyn is a busy commercial and federal government agency district. Rosslyn is easily accessible throughout the greater Washington metropolitan area by Metro and is convenient to air transportation via Dulles International Airport and Ronald Reagan Washington National Airport.

# Master of Science in Management

Degree Program • 36 Credit-Hours

The Master of Science in Management (MSM) is a 36 credit-hour degree that provides students with advanced management knowledge and skills to enable them to operate effectively in modern government, business, and nonprofit enterprises.

Students who graduate with a MSM degree will be equipped with advanced management knowledge and analytical, leadership, and communications skills to operate effectively in modern government, business, and nonprofit enterprises.

## PROGRAM OBJECTIVES

Upon successful completion of the program, students will be able to:

- Analyze principles and practices of contemporary management
- Apply management theories and leadership skills to improve organizational performance
- Evaluate complex business problems using analytical skills to support decision-making
- Demonstrate effective communication skills in the business environment.

The MSM degree program is a 36 credit-hour program. Building on a solid foundation of the management theory and practice, students choose a concentration in Project Management, Acquisition Management, Criminal Justice Administration, or General Management.

Students must take six core courses and six courses in their concentration, with the exception of the Acquisition Management concentration. Students with a concentration in Acquisition Management must take MGT 200 Business Basics, MGT 220 Information Technology, and MGT 230 Leadership and Organization as core courses and nine courses in their concentration.

The following are six core courses that should be taken in the MSM program:

## Core Management Courses

MGT 200    Business Basics
MGT 220    Information Technology
MGT 230    Leadership and Organization
MGT 236    Decision Making
MGT 240    Marketing and Sales
MGT 265    International Relations

## Project Management Concentration (18 credit-hours)

The Project Management concentration is designed for students who possess or hope to possess project management responsibilities. Today, employees with project management skills are in great demand. UMT faculty members are leaders in the project management education arena, having educated more than 30,000 managers in this field.

The specialized courses in the Project Management concentration are:

MGT 250    Project Management
MGT 251    Planning and Control
MGT 252    Project Finance and Budgeting
MGT 253    Risk and Quality Management
MGT 254    Contracts and Procurement
MGT 258    International Project Management
  or
MGT 279    Management of Major Programs
  or
MGT 238    Strategic Management

UMT graduates lining up for Procession of Graduates at the UMT Commencement

## Acquisition Management Concentration (27 credit-hours)

The concentration in Acquisition Management is designed to provide students with specific knowledge of principles of public sector administration and acquisition, project and program management, financial management, leadership, human capital management, and executive problem solving. The concentration provides students with the knowledge, skills, and abilities to manage acquisition and contracting functions in government and the private sector, enabling them to plan, execute, and control major systems and programs.

The following are required courses in the Acquisition Management concentration:

MGT 201    Communication and Soft Skills
MGT 215    Operations, Logistics, and Supply Chain Management
   or
MGT 211    Supply Chain Management
MGT 222    e-Commerce
MGT 250    Project Management
MGT 252    Project Finance and Budgeting
MGT 253    Risk and Quality Management
MGT 254    Contracts and Procurement
MGT 270    Principles of Public Sector Management
MGT 279    Management of Major Programs

## Criminal Justice Administration Concentration (18 credit-hours)

The concentration in Criminal Justice Administration is designed to meet the needs of professionals in the field of criminal justice who wish to enhance their knowledge, skills, and abilities in management as well as criminal justice.

The following are required courses in the Criminal Justice Administration concentration

CJ 200    Criminal Justice System
CJ 210    Criminal Law
CJ 230    Criminology
CJ 240    Criminal Justice Management
CJ 255    Criminal Courts System
CJ 260    Research Methods in Criminal Justice

## General Management Concentration (18 credit-hours)

Many managers want to get up to speed quickly on current management theory and practice. Rather than specialize in a particular management area, they prefer to take a broad approach. The General Management concentration enables them to develop in-depth insights into all the key areas of contemporary management beyond core courses in management science. Students must take:

MGT 201    Communication and Soft Skills
MGT 202    Business Law and Ethics
MGT 215    Operations, Logistics, and Supply Chain Management
MGT 231    Organizational Behavior
   or
MGT 238    Strategic Management
MGT 253    Risk and Quality Management
MGT 254    Contracts and Procurement



UMT President and Academic Dean attending the Project Management Institute Global Congress.

# *Master of Business Administration*

Degree Program • 45 Credit-Hours

The Master of Business Administration (MBA) is a 45 credit-hour graduate program that promotes learning to synthesize the principles and practices of management within a technology-driven world. Course content reflects current business practice in best-of-class organizations. Courses balance nurturing of an appreciation for the role of theory in effective management with practical, how-to insights.

The MBA degree offers students a professional degree that prepares them to manage business and nonprofit enterprises. For students who plan to pursue business careers in the project management area, UMT offers the MBA with a project management focus, enabling students to gain in-depth knowledge and skills in project management.

Students who graduate with a MBA degree will be equipped with a solid foundation of business knowledge, as well as management, analytical, leadership, and communication skills critical for success in today's competitive business world.

## PROGRAM OBJECTIVES

Upon successful completion of the program, students will be able to:

- Demonstrate knowledge in the functional areas of business operations
- Apply leadership and teamwork skills in various organizations
- Analyze complex business problems with analytical skills, and decision-making tools and technologies
- Apply effective communication skills in the business environment
- Evaluate the legal and ethical environment of business

The curriculum is divided into three areas:

- Core courses (24 credit-hours)
- Capstone course (3 credit-hours)
- Concentration courses (18 credit-hours)

## MBA Core Courses
## (24 credit-hours)

| | |
|---|---|
| MGT 201 | Communication and Soft Skills |
| MGT 202 | Business Law and Ethics |
| MGT 215 | Operations, Logistics, and Supply Chain Management |
| MGT 220 | Information Technology |
| MGT 230 | Leadership and Organization |
| MGT 240 | Marketing and Sales |
| MGT 281 | Accounting |
| MGT 285 | Economics |

## MBA Capstone Course
## (3 credit-hours)

| | |
|---|---|
| MGT 299 | Business Policy and Strategy |

For the MBA, UMT offers the following concentrations:

## General Management Concentration
## (18 credit-hours)

| | |
|---|---|
| MGT 231 | Organizational Behavior |
| MGT 236 | Decision Making |
| MGT 245 | Technological Entrepreneurship and Innovation |
| MGT 250 | Project Management |
| MGT 280 | Finance |
| MGT 282 | International Business |

## Project Management Concentration
## (18 credit-hours)

| | |
|---|---|
| MGT 222 | e-Commerce |
| MGT 250 | Project Management |
| MGT 251 | Planning and Control |
| MGT 252 | Project Finance and Budgeting |
| MGT 253 | Risk and Quality Management |
| MGT 254 | Contracts and Procurement |

# Master of Health Administration

Degree Program • 45 Credit-Hours

The Master of Health Administration (MHA) is a 45 credit-hour degree program designed specifically for managers or administrators in health services; health professionals who have managerial and administrative responsibilities or who wish to become managers and administrators in the field; and managers in fields such as health insurance, government health policy, and the pharmaceutical industry.

Students who graduate with a MHA degree will be equipped with knowledge, tools, techniques and insights to become capable managers and administrators in various organizations in health services.

## PROGRAM OBJECTIVES

Upon successful completion of the program, students will be able to:
- Evaluate the impact of economic, social, and policy factors on health policy
- Analyze legal and ethical issues relevant to healthcare administration
- Examine data in health care organizations with qualitative, quantitative and decision making tools
- Apply knowledge and skills necessary to manage and administer health care organizations

The MHA degree program is a 45 credit-hour program. Students must take ten core courses in health administration and five electives from disciplines such as health administration, business administration, or management science. The combination of core courses and electives provides a strong foundation in theory and practice to allow MHA graduates to excel at performing their managerial and administrative duties in health services.

The curriculum is divided into three areas:
- Core courses (30 credit-hours)
- Capstone course (3 credit-hours )
- Electives (12 credit-hours)

The following courses are available to students in the MHA degree program. All courses are 3 credit-hour courses.

## MHA Core Courses
### (30 credit-hours)

| | |
|---|---|
| HA 200 | Health Services System |
| HA 202 | Law and Ethics in Health Services |
| HA 204 | Epidemiology and Public Health |
| HA 210 | Statistics in Health Services |
| HA 231 | Organizational Behavior in Health Services |
| HA 240 | Health Services Marketing |
| HA 250 | Healthcare Management |
| HA 252 | Long-Term Care Management |
| HA 280 | Financial Management in Health Services |
| HA 285 | Economics of Health and Healthcare |

## MHA Capstone Course
### (3 credit-hours)

| | |
|---|---|
| HA 299 | Health Policy |

## MHA Electives
### (12 credit-hours)

| | |
|---|---|
| HA 251 | Managed Healthcare |
| HA 253 | Quality Management in Health Services |
| HA 258 | Global Health |
| HA 281 | Managerial Accounting in Healthcare |
| MGT 201 | Communication and Soft Skills |
| MGT 230 | Leadership and Organizations |
| MGT 250 | Project Management |

# Master of Public Administration

Degree Program • 36 Credit-Hours

The Master of Public Administration (MPA) is a 36 credit-hour graduate degree program designed specifically for managers in public and nonprofit organizations. The public sector continues to play an important role in the effective functioning of society.

Public sector managers deal with complex, high-impact issues that require expert judgment in a wide variety of areas. Public administrators function in a wide range of public service organizations, from small to large. They may work in federal, state or local government agencies; community organizations; charities; and foundations.

The MPA provides students with the tools, knowledge, and insights needed in government agencies and nonprofit organizations.

Students must take six core courses and six courses in their desired concentration: Public Administration or Criminal Justice Administration. The concentration courses provide a strong foundation in theory and practice.

## PROGRAM OBJECTIVES

The MPA program is designed to provide students who successfully complete the program of study with the ability to:

- Possess a solid grounding in knowledge in the functional areas of public administration, including: managing public sector organizations, budgeting, finance, economics, general management, law and ethics
- Apply and employ management theories, tools and techniques to deal effectively with issues facing public sector managers
- Analyze data and apply analytical skills to make decisions that are needed to serve the public effectively and solve complex issues that involve different constituents and political players
- Possess planning skills required for defining and implementing public policy and organizational strategy
- Apply oral and written communications skills to present ideas persuasively to public sector decision makers and the public
- Develop leadership skills in order to run departments, divisions and agencies
- Appreciate and foster technology and innovations in today's government and not-for-profit organizations

## Core Management Courses (18 credit-hours)

The core courses are organized to ensure students have a strong foundation in general management topics applicable across all levels of public and private enterprises. These courses are:

MGT 200 Business Basics
MGT 220 Information Technology
MGT 230 Leadership and Organization
MGT 236 Decision Making
MGT 250 Project Management
MGT 254 Contracts and Procurement

## Public Administration Concentration (18 credit-hours)

The concentration courses in public administration provide in-depth information on the dynamic roles of public administrators, the budget process, business law and ethics, and managing major programs in government. They include:

MGT 202 Business Law and Ethics
MGT 265 International Relations
MGT 270 Principles of Public Sector Management
MGT 271 Structure and Function of Government
MGT 272 The Budget Process
MGT 279 Management of Major Programs

## Criminal Justice Administration Concentration
## (18 credit-hours)

The MPA with a concentration in Criminal Justice Administration offers six courses that are designed to meet the needs of professionals in the field of criminal justice who wish to enhance their knowledge, skills, and abilities in public sector management as well as criminal justice.

CJ 200    Criminal Justice System
CJ 210    Criminal Law
CJ 230    Criminology
CJ 240    Criminal Justice Management
CJ 255    Criminal Courts System
CJ 260    Research Methods in Criminal Justice



Some of the past DEAC Outstanding Graduates and Famous Alumni.
From left to right: Robert A. Chapman, Dr. L. David Olson, Jacqueline Howard, and Ben-Johan F. van der Walt.

# Master of Science in Computer Science

Degree Program • 36 Credit-Hours

The Master of Science in Computer Science (MSCS) is a 36 credit-hour technically oriented degree program that provides students with advanced knowledge and skills to enable them to succeed in the industry. The program emphasizes both the theoretical and applied aspects of CS. It prepares graduates for careers in numerous areas that use computing technology to accomplish their mission. Students entering the program are expected to be proficient in Java or C++.

The MSCS program consists of:
- Core courses covering the foundations of computer science and information technology;
- Concentration courses covering specific knowledge in a predefined area.

It takes a minimum of 36 credit-hours to complete the MS degree.

## PROGRAM OBJECTIVES

Upon successful completion of the MSCS program, students will be able to:
- Demonstrate advanced knowledge in computer architecture, database systems and information technology
- Understand principles and practices needed to meet organizational needs
- Apply software engineering methodology and principles to software developments and carry out software quality assurance
- Apply technology and skills to design e-commerce systems
- Analyze database and data communication systems
- Understand the theory and practice of artificial intelligence

## Core Computer Science Courses (21 credit-hours)

These courses provide a broad foundation for the more advanced studies in the concentration courses.

| | |
|---|---|
| CST 227 | Data Structures |
| CST 230 | Computer Architecture |
| CST 281 | Agile and Iterative Project Management |
| CST 282 | Information Technology Project Management |
| CST 290 | Database Management Systems |
| MGT 220 | Information Technology |
| MGT 261 | Data Communications |

## Computer Science Concentration (15 credit-hours)

The Computer Science concentration provides students with a solid theoretical foundation and understanding of computing devices as well as a sound methodology for problem identification and resolution. The program also provides technically oriented courses to equip students with state of the art technical skills and prepare them for today's demanding high tech market.

The required courses in the Computer Science concentration are:

| | |
|---|---|
| CST 216 | Information Network Security |
| CST 220 | Programming Languages Principles and Practices |
| CST 225 | Computing Logic and Algorithms |
| CST 240 | Operating Systems |
| CST 292 | Management Information Systems |

UMT graduate representative, Mr. Thomas Hoyt. giving speech at the 2016 Commencement

## Software Engineering Concentration (15 credit-hours)

A high percentage of CS and IT positions are for software engineers/developers, but only a small portion of employees who fill these positions are systematically trained in software engineering, and even fewer possess a graduate-level software engineering education. This Software Engineering concentration develops high quality IT professionals for the most demanding IT careers: upper level software engineers/developers. This concentration benefits individuals in their career advancement and in the IT industry.

The required courses in the Software Engineering concentration are:

CST 280     Software Engineering Methodology
CST 283     Object-Oriented Software Development
CST 295     Decision Support Systems
MGT 236    Decision Making
CST 2xx     Elective



View of UMT Headquarters in Rosslyn, Arlington, VA neighborhood

# *Master of Science in Criminal Justice*

Degree Program • 36 Credit-Hours

The Master of Science in Criminal Justice (MSCJ) is a 36 credit-hour degree program designed to provide students with advanced knowledge and skills to enable them to succeed in the field of criminal justice. The program emphasizes both the theoretical and applied aspects of criminal justice.

## PROGRAM OBJECTIVES

Upon successful completion of the master's degree in criminal justice, students will be able to:

- Evaluate the fundamental concepts, roles and functions of criminal justice and the criminal justice system
- Apply general management theories and practices to criminal justice administration
- Demonstrate broad knowledge to work effectively in criminal justice or related disciplines
- Acquire and synthesize new knowledge as a result of independent research using up-to-date information technology and evaluate findings with respect to their merit, worthiness, or importance
- Design research studies and define appropriate statistical methods to be used, to address current problems in criminal justice

The MSCJ program is designed to meet the needs of students seeking a master's degree as a prerequisite for entry to the field, as well as the needs of students who are currently employed in the field and want to broaden their knowledge, skills, and abilities. This is accomplished by offering sufficient foundation courses for students who did not major in Criminal Justice at the undergraduate level, as well as sufficient electives to accommodate students who did.

The MSCJ program has an optional Homeland Security concentration available to students. In order to graduate with this concentration, students must apply for the Homeland Security focus and substitute the normal MSCJ electives for a list of 5 specific Homeland Security electives. This concentration will prepare the student for a variety of critical tasks in the homeland security profession. The topics cover a wide area of important elements that are essential for homeland security practitioners to be familiar with.

The MSCJ program consists of:

- Core courses covering theory, research, scholarship, quantitative analysis, and criminal justice administration. (18 credit-hours); and
- Electives covering specific content areas that help focus students' studies on topics that are best suited to their own career goals and interests. (18 credit-hours).
- Homeland Security Concentration Electives for those students electing to pursue a specific concentration in homeland security. These electives are taken in lieu of the more general criminal justice electives and focus primarily on homeland security. (18 credit-hours).

The degree requires the successful completion of a minimum of 36 credit-hours with six core courses and six electives.



UMT Faculty and Graduate, Mr. Francis Piacine

## Core Criminal Justice Courses
## (18 credit-hours)

These courses provide a broad foundation for the more advanced studies in the concentration courses.

CJ 200      Criminal Justice System
CJ 210      Criminal Law
CJ 230      Criminology
CJ 240      Criminal Justice Management
CJ 255      Criminal Courts System
CJ 260      Research Methods in Criminal Justice

## Criminal Justice Electives
## (18 credit-hours)

Students who are not in the Homeland Security Concentration should select 6 courses from the list below:

CJ 205      Juvenile Justice
CJ 215      Corrections
CJ 220      Ethics in Criminal Justice
CJ 225      Law Enforcement
CJ 250      Criminalistics
MGT 201   Communication and Soft Skills
MGT 230   Leadership and Organization
MGT 270   Principles of Public Sector Management
MGT 271   Structure and Function of Government

## Homeland Security Concentration
## (18 credit-hours)

The MSCJ with a concentration in Homeland Security provides six key courses that are designed to meet the needs of professionals in homeland security who wish to enhance their knowledge, skills, and abilities in homeland security as well as criminal justice.

HS 200     Homeland Security
HS 230     Terrorism and Counterterrorism
HS 240     Emergency Preparedness and Vulnerability Assessment
HS 250     Critical Incident Response and Recovery
MGT 265  International Relations
MGT 270  Principles of Public Sector Management



Dr. J. Davidson Frame lecturing UMT students at Peking University in China

# Master of Science in Engineering Management

Degree Program • 36 Credit-Hours

The Master of Science in Engineering Management (MSEM) is a 36 credit-hour degree program designed to provide graduate students with advanced knowledge and skills to enable them to succeed in the field of engineering management.

## PROGRAM OBJECTIVES

Upon successful completion of the MSEM, students will be able to:

- Appreciate the importance of engineering, technology and innovation in strengthening business and society
- Apply engineering economics, statistics, and systems engineering knowledge to design experiments, analyze data, and design processes to meet business needs
- Apply technology and management knowledge, skills and abilities to define, design, develop, and manage resources, processes, and complex systems in an ethical way while working in a multi-disciplinary team environment
- Creatively solve management problems in production, research, and service organizations through the use of technology and basic and applied science
- Effectively communicate with a broad range of players operating in a technical environment, including senior managers, colleagues, team members, and customers
- Be able to lead technical teams working on projects and programs
- Apply management skills effectively in organizing, staffing, planning, financing, and allocating human resources in technical and engineering oriented organizations
- Be able to identify strategic goals and convert them into actionable plans in technology-oriented organizations

The MSEM program is designed to meet the needs of students seeking a master's degree as a prerequisite for entry to the field of engineering management, as well as the needs of students who are currently employed in the field and want to broaden their knowledge, skills, and abilities.

The MSEM program consists of core management courses and engineering management courses:

## Core Management Courses
### (18 credit-hours)

| | |
|---|---|
| MGT 201 | Communication and Soft Skill |
| MGT 215 | Operations, Logistics, and Supply Chain Management |
| MGT 230 | Leadership and Organizations |
| MGT 240 | Marketing and Sales |
| MGT 250 or | Project Management |
| CST 282 | Information Technology Project Management |
| MGT 253 | Risk and Quality Management |

## Engineering Management Courses
### (18 credit-hours)

| | |
|---|---|
| EMGT 200 | Introduction to Engineering and Technology |
| EMGT 245 | Technological Entrepreneurship and Innovation |
| EMGT 246 | Engineering Applications |
| EMGT 250 | Engineering Management |
| EMGT 251 | Systems Engineering |
| MGT 252 or | Project Finance and Budgeting |
| MGT 286 | Managerial Economics |



UMT faculty and graduate, Dr. David Burke

# Master of Science in Homeland Security

Degree Program • 39 Credit-Hours

The Master of Science in Homeland Security (MSHS) is a 39 credit-hour degree program designed to provide students with advanced knowledge and skills to enable them to succeed in the field of Homeland Security. The program emphasizes both the theoretical and applied aspects of Homeland Security.

The MSHS program meets the needs of students seeking a master's degree as a prerequisite for entry to the field, as well as the needs of students who are currently employed in the field and want to broaden their knowledge, skills, and abilities. This is accomplished by offering sufficient foundation courses for students who did not major in Homeland Security at the undergraduate level, as well as sufficient electives to accommodate students who did.

Students who graduate with a MSHS degree will be able to examine the various protections in place to keep America safe, classify the steps needed to respond to emergencies, understand methods for countering and defeating the threat of terrorism, utilize information technology in the protection of critical assets, evaluate international relations, and conduct research in regards to Homeland Security. Graduates will be prepared to assume a responsible role within the Homeland Security field. Graduates will have acquired skills in communicating to the public during times of crisis, responding to dangerous situations, high-profile decision making, Homeland Security leadership, understanding safety protocols and principles, and the day-to-day operations of Homeland Security agencies.

## PROGRAM OBJECTIVES

Upon successful completion of the program, students will be able to:
- Analyze critical areas of importance to Homeland Security
- Evaluate the barriers that affect joint-departmental cooperation, communication, and information sharing
- Create and implement workable Homeland Security policy that improves upon existing standards using various considerations such as information technology

- Apply knowledge about various international and domestic terrorist entities and the underlying conflicts that foster their existence
- Design research studies and define appropriate statistical methods to be used to address current problems in the protection of the general public

The MSHS program consists of:
- Core courses covering theory, research, scholarship, emergency management, security, preparedness, response, recovery, mitigation, international relations, legal, technology, quantitative analysis, and homeland security administration (33 credit-hours); and
- A capstone course covering specific content areas of research methodology in order to prepare the student to acquire and assess statistical data in the field for public policy purposes (3 credit-hours); and
- An elective course selected from a wide variety of courses (3 credit-hours).



UMT graduates standing at attention and saluting during the National Anthem being played at the commencement

## Core Courses
### (33 credit-hours)

These courses provide a broad foundation for the more advanced studies in the concentration courses.

CJ 250    Criminalistics
HS 200   Homeland Security
HS 210   Emergency Management
HS 220   Physical Security
HS 230   Terrorism and Counterterrorism
HS 240   Emergency Preparedness and
           Vulnerability Assessment
HS 250   Critical Incident Response and Recovery
HS 260   Aviation Security
HS 270   Issues in Bioterrorism
MGT 265 International Relations
MGT 268 International Law and Organization

## Capstone Course
### (3 credit-hours)

CJ 260    Research Methods in Criminal Justice

## Elective
### (3 credit-hours)

Students should select one course from the list below:

MGT 201 Communication and Soft Skills
MGT 230 Leadership and Organization
MGT 270 Principles of Public Sector Management
MGT 271 Structure and Function of Government



UMT Academic Dean J. Davidson Frame (left) with students at Warwick University, UK

# *Master of Science in Information Technology*

Degree Program • 36 Credit-Hours

Advances in information technology have brought fundamental changes to business and government worldwide. Technology is no longer the exclusive realm of specialists. Managers in organizations that rely on IT must develop knowledge, skills, and abilities in the core areas of IT as well as complementary management knowledge, skills, and abilities. The Master of Science in Information Technology (MSIT) program is an interdisciplinary degree that achieves these dual educational goals. Students entering the program are expected to be familiar with at least one programming language.

It takes a minimum of 36 semester credit-hours to complete the MSIT degree. The MSIT program consists of Core Courses covering the foundations of computer science and information technology and Concentration Courses covering specific knowledge in a predefined concentration. Students choose to pursue one of three concentrations: IT Management, IT Project Management, or Management Information Systems.

## PROGRAM OBJECTIVES

Upon successful completion of the MSIT program, students are expected to be able to:

- Demonstrate advanced knowledge of computer architecture, database management systems and information technology
- Analyze clients' business needs and requirements
- Translate business requirements into IT requirements in designing IT projects
- Apply IT project management principles to manage IT projects
- Analyze risk and quality issues and economic implications for clients' IT projects
- Apply communication skills effectively to communicate with clients and IT professionals
- Analyze and design data communications systems

## Core Courses
## (18 credit-hours)

These courses provide a broad foundation to support the more advanced studies in the concentration.

CST 230    Computer Architecture
CST 281    Agile and Iterative Project Management
CST 282    Information Technology Project Management
CST 290    Database Management Systems
MGT 220    Information Technology
MGT 261    Data Communications

## IT Management Concentration
## (18 credit-hours)

The IT Management concentration is designed to prepare students for careers or career advancement in IT organizations. Students gain general management skills and develop knowledge, skills, and abilities in the management of IT undertakings.

Students must complete six required courses for the concentration:

MGT 200    Business Basics
MGT 236    Decision Making
MGT 253    Risk and Quality Management
MGT 280    Finance
MGT 281    Accounting
MGT 285    Economics

## IT Project Management Concentration (18 credit-hours)

There are more projects carried out in the information technology arena than all other business areas combined. The IT project management concentration is designed for students who will be at the forefront of information technology management. UMT faculty members are leaders in the field, having educated more than 30,000 managers in this field.

The required courses in the IT Project Management concentration are:

MGT 200    Business Basics
MGT 201    Communication and Soft Skills
MGT 251    Planning and Control
MGT 252    Project Finance and Budgeting
MGT 253    Risk and Quality Management
MGT 254    Contracts and Procurement

## Management Information Systems Concentration (18 credit-hours)

In today's Information Age, business success is tied to the effectiveness of collecting, analyzing, and utilizing relevant information to make the right decisions. The purpose of the Management Information Systems concentration is to equip business and technical decision makers and professionals with the underlying knowledge and skills needed to achieve this goal. Students learn to use information and computing technology to design, implement, and manage computer based information systems.

The required courses in the Management Information Systems concentration are:

CST 216    Information Network Security
CST 286    Client/Server Computing
CST 292    Management Information Systems
CST 295    Decision Support Systems
MGT 200    Business Basics
MGT 201    Communication and Soft Skills



Glen Laman, DBA candidate, defending his dissertation in front of the Dissertation Committee over video conference

# *Graduate Certificate in Project Management*

Graduate Certificate Program • 21 Credit-Hours

The Graduate Certificate in Project Management program is designed to meet the needs of project leaders and managers from the private and public sectors. It consists of 7 self-paced online academic courses that are designed for students who want to improve their project management knowledge and skills but do not have time to attend a full degree program. Participants attend regular degree courses.

This program is designed for students who possess a bachelor's degree or higher and requires formal admission into UMT. The program was developed by a faculty team under the leadership of Dr. J. Davidson Frame, a world-renowned project management expert. For two decades, Dr. Frame and fellow UMT instructors have educated more than 35,000 managers in this area.

To receive the Graduate Certificate, students must achieve a cumulative grade point average (GPA) of at least 3.0.

Because the courses studied in the program are academically rigorous and earn academic credits, students may apply these courses toward a degree program at UMT or at other schools of their choice depending on the credit transfer rules employed by those schools.

## Graduate Certificate in Project Management (21-credit)

Courses are 3-credit each:

MGT 201    Communication and Soft Skills
MGT 250    Project Management
MGT 251    Planning and Control
MGT 252    Project Finance and Budgeting
MGT 253    Risk and Quality Management
MGT 254    Contracts and Procurement
MGT 279    Management of Major Programs

UMT DCMA Program Graduation

# Doctor of Business Administration

DBA Program • 60 Credit-Hours

The Doctor of Business Administration (DBA) program at UMT is a professional doctoral program intended for scholars, executives and senior managers who want to expand their knowledge, skills, and abilities to the fullest extent possible. Through the program, graduates acquire the analytical capabilities, knowledge and experience to carry out scholarly research and to assume advanced positions in the management of organizations. A combination of analytical, practical, and research-based approaches is used to equip graduates with a theoretical, philosophical, and real-world grasp of business management principles and practices.

Course content reflects current business practices in best-of-class organizations. Courses balance nurturing an appreciation of the role of theory in effective management with practical, how-to insights.

Certain courses – MGT 310 (Research Methodology), MGT 320 (Philosophy of Research), and MGT 355 (Management as a Behavioral Science) – are designed to provide students with the knowledge and skills needed to raise their research efforts above the level of a master's-level paper or simple consulting report. The dissertation is intended to contribute to students' professional development in their particular field, which will enhance their overall managerial effectiveness and increase their understanding of management and business practices through an extensive and disciplined research effort.

While the emphasis of the program is directed toward managing in a technology-driven world, management basics that apply to all business organizations are covered. The program addresses the ethical and legal foundation for the student's behavior in commercial, nonprofit, and government settings. It imbues the student with in-depth knowledge of managing organizations, programs, and projects. It describes how effective managers lead, how they make decisions, and how they motivate.

Consistent with accreditation guidelines, the curriculum includes courses on ethical and global issues, the influence of political, social, legal and regulatory, environmental and technological issues, and the impact of demographic diversity on organizations. In addition, the curriculum includes foundation knowledge for business in behavioral science, economics, and quantitative methods, and emphasizes written and oral communication.

## PROGRAM OBJECTIVES

Upon successful completion of the program, students will be able to:

- Adapt the scientific method to studying management problems they encounter
- Have a thorough understanding of the evolution of management thought
- Employ the highest level of analytical thinking to identify, study and solve problems
- Master the key research techniques, including:
  - Survey research
  - Data gathering through interviews
  - Data gathering through the use of unobtrusive measures
  - Establishing and testing hypotheses
  - Statistical analysis of data
- Design and construct a major, publishable research project (their doctoral dissertation)
- Demonstrate that they can defend the original ideas they develop and the analyses they carry out (the dissertation defense)
- Adapt critical thinking to review the management, economic, political, technological, and social issues that societies must handle today

## Prerequisites

Applicants to the DBA program must have earned a master's degree at an appropriately accredited institution of higher learning or a minimum of 30 relevant graduate-level credits prior to formal admission to the program.

## Degree Requirements

The DBA program requires the student to complete a minimum of 60 semester credit-hours at the

doctoral level. Transfer credits are not granted toward fulfillment of the DBA requirements. Pursuit of the DBA involves two main components:

**Coursework:** Includes core courses, concentration courses, and supporting courses, totaling 45 credit-hours.

**Dissertation:** Concludes the program with a significant scholarly research project, totaling15 credit-hours.

In addition, students must pass a qualifying and comprehensive exam, as well as write and defend their research proposal and dissertation.

Every student who chooses to enter the program must be committed to making a significant contribution to the intellectual knowledge base in the management arena. They may do this in courses, through research, through publications, and by their participation in seminars, colloquia, and professional meetings.

## Coursework

DBA courses fall into two categories: courses that strengthen students' research capabilities, and courses that examine advanced management topics that reflect today's major management and policy concerns.

Students should enroll in 9 credit-hours of coursework during each enrollment cycle.

## Core Curriculum

The courses in the core curriculum provide students with knowledge, skills, and abilities to pursue their scholarly interests in business administration and management. The core includes courses in research methods, and courses that explore management topics pertinent to senior management leaders today. The core curriculum comprises 45 semester credit-hours.

## DBA Course Sequence

| Courses | Credits | Months |
|---|---|---|
| MGT 310. Analytical Techniques in Research | 6 | 1 to 3 |
| MGT 320. Philosophical Foundations of Knowledge & Research | 3 | 1 to 4 |
| MGT 350. Evolution of Management Thought | 3 | 5 to 7 |
| MGT 355. Management as a Behavioral Science | 6 | 5 to 8 |
| *Qualifying Examination* | | *8* |
| MGT 358. Current Issues in Management | 3 | 8 to 11 |
| MGT 359. Managing Modern Business Operations | 3 | 8 to 12 |
| MGT 360. International Management | 3 | 8 to 13 |
| MGT 395. Technology, Innovation, and Entrepreneurship | 3 | 14 to 17 |
| MGT 398. Directed Readings and Research | 6 | 14 to 18 |
| **MGT 420. Special Topics in Research** | **6** | **19 to 22** |
| *Proposal Defense* | | *22* |
| MGT 365. Economic and Financial Theory | 3 | 22 to 25 |
| MGT 366. Leadership and Ethics | 3 | 22 to 26 |
| MGT 368. Business-Government Relations | 3 | 22 to 27 |
| *Comprehensive Exam* | | *27* |
| **MGT 499. Dissertation Research** | **9** | **27 to 36** |
| *Dissertation Defense* | | *36* |
| | *60* | *3 Years* |

*The sequence above is mandatory. The suggested time allocations shown are hypothetical; actual duration will vary depending on the time and effort devoted to the work by the student. DBA aspirants are strongly encouraged to defend their dissertation in three years. Additional tuition is required for extensions to conduct research, write, or defend the dissertation beyond the three-year mark. Students must maintain a 3.0 average in the courses they take at UMT in order to qualify for graduation.*

## Qualifying Examination

Students must pass a written qualifying examination at the completion of their first four courses: MGT310, MGT320, MGT350, and MGT355. The exam assesses the students' mastery of a variety of topics covered in the doctoral program's early readings. This exam is graded pass/fail and does not factor into the GPA. Students who do not perform satisfactorily on the exam may retake it with the approval of the Academic Dean.

## Comprehensive Examination

Students must pass a written comprehensive examination after successfully completing the core curriculum. Preparation for this exam requires thorough study since this exam covers all coursework taken. This exam is graded pass/fail and does not factor into the GPA. Students who fail this exam may retake it with the approval of the Academic Dean.

## Dissertation Committee
*(Covered in detail in UMT's "DBA Dissertation Guidelines")*

When a student enrolls in MGT 420, a committee will provide guidance on crafting the proposal. This committee will comprise at least three faculty members with appropriate terminal degrees.

A student may nominate an outside (non-UMT) professor as a member of their dissertation committee if that professor's particular area of specialization is relevant to the student's research topic. This individual must also meet the requirements for becoming an adjunct faculty member at UMT and must possess a terminal degree in a relevant discipline from an appropriately accredited institution. A nominee's acceptance is solely at the discretion of the UMT administration.

## Special Topics in Research (MGT 420)
*(Covered in detail in UMT's "DBA Dissertation Guidelines")*

MGT 420, a 6 credit course, gets students working on their dissertation topics before they actually enroll in MGT 499. Dissertation. It is designed to get them to think seriously about their dissertation research through a standalone course. Students refine their expertise on their chosen research topic. Students engage in a substantial review of the pertinent literature. They identify important research questions and hypotheses their dissertations should address. They identify data sources to be used in their research and explore different analytical approaches they can take to examine the data.

## Dissertation Proposal
*(Covered in detail in UMT's "DBA Dissertation Guidelines")*

The critical work product of MGT 420 is a formal written proposal for dissertation research. This proposal must include a clear statement of the problem to be researched and a survey of the relevant literature. The proposal must specify the research methods, data collection, and data analysis techniques in detail.

## Proposal Defense
*(Covered in detail in UMT's "DBA Dissertation Guidelines")*

The proposal for the dissertation research must be approved by the student's dissertation committee before the student may commence work on the dissertation. The defense is an oral examination, typically lasting one to two hours. The student may be directed to rework portions of the proposal and repeat the defense. When approved by the committee, the student is promoted to the status of doctoral candidate.

## Dissertation Research
*(Covered in detail in UMT's "DBA Dissertation Guidelines")*

Students begin the final phase of their studies after the successful oral defense of the proposal. Working closely with their committee, students conduct their research project and develop their dissertation, achieving the highest levels of scholarship. The dissertation must include original research. Research methods often employed include field experiments, surveys, and case studies.

MGT 499 carries 9 hours of credit.

## Dissertation

*(Covered in detail in UMT's "DBA Dissertation Guidelines")*

The dissertation is the final scholarly product of the doctoral program. This document must complete the proposed research study, presenting detailed results and analyses. It should offer a careful synthesis and evaluation of the work done and the findings obtained. All claims should be defensible and limitations highlighted.

## Dissertation Defense

*(Covered in detail in UMT's "DBA Dissertation Guidelines")*

An oral examination of the doctoral candidate will be conducted by the dissertation committee. This defense is limited to 2 hours. The final dissertation document must be delivered to the committee at least 30 days prior to the scheduled defense. It should adhere to the formatting requirements specified in *"DBA Dissertation Guidelines"*.

## Publication

After the dissertation is approved by the dissertation committee, the student must arrange two bound copies to be provided to the UMT library. UMT will work closely with students to gain publication of the main work in a scholarly or other journal or publication as a book, as appropriate.

## Assessment of Learning

Students in the doctoral program must demonstrate their ability to conduct appropriate research in the field and to interpret and apply the results of this research. They should demonstrate their ability to evaluate, synthesize, and incorporate emerging relevant technologies and trends in theory and practice. They should also demonstrate the skills necessary to advance the body of knowledge and practice in the field.

Course-level assessments of learning are conducted by instructors following UMT's standard guidelines. With some 300-level courses, assessment of learning is exam-based. Assessments in most courses are based on written assignments, ranging from submitting a number of essay responses to questions to writing a substantive term paper. Written assessments must reflect the original work of the student and be prepared with professional care and attention to details, methods, and findings. Students must demonstrate higher cognitive abilities including, but not limited to, analysis, synthesis, and evaluation.

Additional assessments include the qualifying and comprehensive examinations, which must be passed to continue in the program and to advance to the dissertation research phase of the degree program.

The final assessment is the oral defense of the written proposal and the final dissertation document. The majority of the dissertation committee members must approve the dissertation for the student to be awarded the degree.

## Admission Policy for Doctoral Studies

Applicants for the doctoral program must have completed at least 30 semester-credit-hours of graduate work at an appropriately accredited institution of higher learning prior to admission. Typically, this requirement is met by having earned a master's degree before admission to the doctoral program.

Admission is highly competitive. Candidates are expected to have a cumulative grade-point average (GPA) of 3.4 or higher in a relevant, accredited master's program. Candidates will also be interviewed by faculty. This may be carried out in person, or by using Skype or equivalent teleconferencing technology.

## Master's Level Coursework

If the UMT Doctoral Admissions Committee determines that the applicant's master's degree or work experience has not adequately prepared the individual to handle the doctoral level courses effectively, the committee may recommend that students take additional courses before they can be formally admitted into the doctoral program. These courses will **not** be considered part of the doctoral program and the credits earned will **not** count toward the doctoral-level credit-hours needed to earn the degree.

## Course Numbering

Courses numbered 300-399 are doctoral-level courses related to the core curriculum or to areas of concentration. Courses numbered 400-499 are doctoral-level courses associated with the dissertation.

## Time Limits

The doctoral program requires a minimum of three years of full-time enrollment. The maximum time allowable is seven years from the date of initial enrollment.

Students must enroll in courses at least once a year. If a year passes without enrollment, students will be dis-enrolled from the program. They can petition to re-enroll, and if the petition is granted, they will be required a $500 DBA re-enrollment fee.

## International Students

International students must be able to do graduate-level work in English. See the *Application Instructions* section for English requirement.

The United States federal government requires international students who study in the U.S:

- to be enrolled full time
- to obtain authorization from the government *before* becoming employed if F-1 status
- to notify the government when they terminate their attendance at the university.

International students who wish to study in the United States must have sufficient funds available to cover expenses for one full year before attempting to enter a degree program.

## Fees and Tuition

Tuition is $24,000 for the minimum 60 credit-hours, based on $390 per credit-hour plus a doctoral administration fee of $10 per credit hour. The UMT Military Scholarship is not available in the DBA program.

Students whose enrollment lapses must pay a re-enrollment fee of $500 to re-enroll.

If students are unable to complete their doctoral work in the 7 year maximum time allotted to earn the doctoral degree, they can petition the Academic Dean for a two-year extension. The extension requires the payment of a $3,000 fee. No extension will be granted beyond the two year extension.

## DBA Community

Students are strongly encouraged to seek guidance from faculty as well as exchange ideas and experiences with their fellow doctoral students. Colloquia are hosted regularly by UMT and, in addition to exchanging email and participating in discussion threads, students can network via such avenues as LinkedIn and Skype.

## Library Services

Students should make arrangements with local colleges and libraries to gain access to their facilities. If students need a letter indicating that their research needs are part of their doctoral program, UMT will supply the local librarian with such a letter.



UMT faculty and DBA students and attending DBA Colloquium

# *Executive Certificate Programs*

Executive Certificate in Acquisition Management • Executive Certificate in Criminal Justice • Executive Certificate in Homeland Security • Executive Certificate in Information Technology • Executive Certificate in Project Management • Executive Certificate in Public Administration

UMT offers Executive Certificate programs in various fields. The courses listed in each program are focused on professional skill development and/or attaining academic knowledge.

Certificate programs are valuable for people who want to acquire marketable skills quickly in important areas where there are good job prospects. While the courses in these programs are academically rigorous, students can earn their Certificates quickly without pursuing the full curriculum of a degree program.

UMT's Executive Certificate program is based on courses offered at the graduate level. Upon successful completion of their program, students will be awarded an Executive Certificate, not a degree. To receive an Executive Certificate, students must achieve a cumulative grade point average (GPA) of at least 3.0.

Because the courses studied in the program are academically rigorous and earn academic credits, students may apply these courses toward a degree program at UMT or at other schools of their choice depending on the credit transfer rules employed by those schools.

A Bachelor's degree is the only entry requirement needed to enroll in these programs.

The Executive Certificate Programs do not allow course substitutions or transfer credits.

## Executive Certificate in Acquisition Management (15-credit)

Courses are 3-credit each:

| | |
|---|---|
| MGT 250 | Project Management |
| MGT 251 | Planning and Control |
| MGT 215 | Operation, Logistics, and Supply Chain Management |
| MGT 254 | Contracts and Procurement |
| MGT 279 | Management of Major Program |

## Executive Certificate in Criminal Justice (15-credit)

Courses are 3-credit each:

| | |
|---|---|
| CJ 200 | Criminal Justice |
| CJ 210 | Criminal Law |
| CJ 225 | Law Enforcement |
| CJ 240 | Criminal Justice Management |
| CJ 250 | Criminalistics |

## Executive Certificate in Homeland Security (15-credit)

Courses are 3-credit each:

| | |
|---|---|
| HS 200 | Homeland Security |
| HS 210 | Emergency Management |
| HS 230 | Terrorism and Counterterrorism |
| HS 240 | Emergency Preparedness & Vulnerability Assessment |
| HS 250 | Critical Incident Response and Recovery |

## Executive Certificate in Information Technology (15-credit)

Courses are 3-credit each:

| | |
|---|---|
| CST 230 | Computer Architecture |
| CST 290 | Database Management Systems |
| MGT 220 | Information Technology |
| MGT 261 | Data Communications |
| CST 216 | Information Network Security |

## Executive Certificate in Project Management (15-credit)

Courses are 3-credit each:

| | |
|---|---|
| MGT 250 | Project Management |
| MGT 251 | Planning and Control |
| MGT 252 | Project Finance and Budgeting |
| MGT 253 | Risk and Quality Management |
| MGT 254 | Contracts and Procurement |

## Executive Certificate in Public Administration (15-credit)

Courses are 3-credit each:

MGT 270   Principles of Public Sector Management
MGT 271   Structure and Function of Government
MGT 272   The Budget Process
MGT 202   Business Law and Ethics
MGT 279   Management of Major Programs



UMT Headquarters in Rosslyn, Arlington, VA

# *UMT Policies*

Policies • Regulations • Procedures

## Academic Advising

Administrators, faculty, and staff are available for student advising during normal business hours, Monday through Friday. Students may request advising by e-mail, telephone, or post. All faculty members post and maintain regular office hours, during which times they are available for telephone consultation. Typically, all inquiries are answered by the close of next business day.

## Academic and Calendar Years

UMT's *academic* year is from October to June. The university's *calendar* year is from January to December. UMT offers courses during its summer semester from July to September to accommodate students with diverse study schedules and needs.

## Academic Ethics

The university requires that its members, administrators, staff, faculty and students conduct themselves with honesty and integrity and to work together collegially.

## Academic Integrity

All students are expected to conduct themselves with the utmost integrity at all times. Students are required to:

- Function civilly with fellow students, faculty, and UMT staff – which includes refraining from verbal and physical attacks against members of the university community, and making threats;
- Complete course work on their own unless otherwise directed by their instructors;
- Properly cite all referenced works that are used to complete assignments;
- Be truthful in all communications with fellow students and UMT faculty and staff;
- Abide by UMT Policies, as presented in the catalog and website; and
- Respect UMT's ownership of all course materials that are provided.

Any breach of the above conditions may result in immediate dismissal of the student or other disciplinary action as may be determined appropriate. Disciplinary decisions are solely at the discretion of the Academic Dean and President and are final.

### *Plagiarism and Cheating*

Students who submit written work are responsible for ensuring that the work is their own. If they receive help in any way, they must acknowledge that help by providing an accurate and complete citation. Failure to acknowledge a source used in written work or the copying of others' work constitutes plagiarism. Plagiarism is a serious breach of academic ethics and conduct. The decision to allow a student to submit a new assignment or to rework the old assignment or to provide a grade of F on the assignment is the instructor's.

Cheating on exams in any manner is strictly prohibited. Disciplinary action against students found to be cheating can entail a warning for an inadvertent offense; academic probation or suspension for a defined period of time; nullification of score of the exam or academic credit for affected courses; and expulsion from school.

## Academic Semesters

UMT's Academic Calendar (page 2) defines four semesters per year. Each semester's duration is ten weeks. Final exams and term papers are due by the end of the eleventh week.

## Admission Policy

Applicants for graduate programs must have graduated with a bachelor's degree from an accredited undergraduate program.

Applicants for the DBA program must have earned a master's degree, or have completed a minimum of 30 credit-hours of graduate level studies, either at UMT or at an appropriately accredited institution of higher learning prior to formal admission to the

program. DBA candidates are expected to have a cumulative grade-point average (GPA) of 3.4 or higher in a relevant master's program.

There are no deadlines for applications, which are continually reviewed. Admission is granted on a rolling basis. Accepted FSA, J-1, F-I students must enroll in term-based programs. Accepted self-paced students can start courses at any time.

Applications are reviewed by the Admissions Office. An interview may be required, although it is not necessary to complete an application.

Students will be notified of the admission decision within one month of submitting their applications.

### Official Acceptance

Students who are required to engage in term-based study, such as FSA, J-1 and F-1 students, must be officially accepted to begin their study.

In some cases, self-paced students may begin with conditional acceptance, but all students must be officially accepted to continue their studies after their first enrollment period.

Non-Degree students do not receive transfer credit and can be officially accepted when they begin their first courses.  Non-Degree students are only accepted as self-paced.

The documents required for UMT to review and make admission decisions can be found in the section, *Application Instruction*s, in this catalog.

## Continuous Enrollment

Once students have entered into a degree program, they should be continuously enrolled and actively engaged in fulfilling the requirements for the degree in each semester throughout the academic year until such time as the degree is conferred.

If students are not taking courses consecutively for two semesters or 180 days, they must register for Continuous Enrollment to indicate the intent to continue attending UMT. Continuous Enrollment status is generally limited to one academic year.

## Course Waiver Policy

In reviewing their Individual Learning Plans (ILPs), applicants may believe that through their life and

work experiences, they have already mastered the material contained in a listed course. In this case, applicants can petition UMT (through their admissions counselors) to waive the listed course by substituting another course. In making their petition, applicants must present a convincing argument that they have indeed mastered the course material, otherwise their petitions will not be granted.

## Credit Transfer Policy

Nearly half of the Master's level course work may be transferred. Transfer credits will be evaluated on a course-by-course basis for its equivalency in course content, education level and scope of work offered at UMT. For all academic courses offered for credit transfer consideration, the applicant must have earned a grade of "B" or better at an appropriately accredited institution. The decision to award transfer credit will be made by the Admissions Committee, consisting of Academic Advisor(s) and the Admissions Office.

Note that acceptance of transfer credit from one school to another is at the discretion of individual colleges and universities. Some colleges and universities are liberal in their credit transfer policies, offering credit transfer for any appropriate courses taken at institutions with government-recognized accreditation, while others offer no transfer credit. When applying to other colleges and universities, students are advised to study those schools' transfer credit policies.

## Enrollment Statuses

### Credits per Enrollment

Students enrolled in 6 or more credit-hours per semester are considered full-time. Students enrolled in 3 credit-hours are considered half-time.

### Self-paced Enrollment

Self-paced enrollment is defined by UMT as course enrollment outside the regular semester system. Academic requirements are identical to what students encounter with term-based studies and the amount of effort to complete each course is the same as well. When enrolling in self-paced programs, students can:

1.  Register for courses at any time;

2. Study courses sequentially, course-by-course, or simultaneously, at their own pace within an 11-week time frame;
3. Meet academic progress requirements in each course and interact with instructors independently;
4. Use the flexibility of the self-paced learning mode to balance career, life and study.

## Term-based Enrollment

Term-based enrollment is defined by UMT as semester enrollment. To enroll in term-based programs, students must:

1. Begin their study in all registered courses on the same day, usually the first day of the semester;
2. Meet academic progress requirements in each course as a cohort in a timely fashion;
3. Maintain regular attendance and participate in substantive student and instructor teaching and learning interactions as a cohort;
4. Meet Satisfactory Academic Progress (SAP) requirements per the UMT FSA Handbook.



UMT 2016 Commencement in Hong Kong

## Grading Policy

Professors will evaluate student performance for their classes, and assign a grade reflecting the performance.

| Score Range | Grade | Quality Points | Meaning |
|---|---|---|---|
| 96- | A | 4.00 | Excellent |
| 90-95 | A- | 3.67 | |
| 87-89 | B+ | 3.33 | |
| 83-86 | B | 3.00 | Good |
| 80-82 | B- | 2.67 | |
| 77-79 | C+ | 2.33 | |
| 73-76 | C | 2.00 | |
| 70-72 | C- | 1.67 | Minimum Pass |
| <70% | F | 0.00 | Fail |
| | I | N/A | Incomplete |
| | P | 0.00 | Pass |
| | AU | N/A | Audit |
| | W | N/A | Withdrawal |
| | WU | 0.00 | Unofficial |

In order to graduate from a degree program or to receive an executive certificate in the Executive Certificate program, students must achieve a minimum overall grade point average (GPA) of 3.0.

## Graduation and Commencement

A student must apply for Graduation to have the University consider him or her for graduation.

Only students who have satisfactorily completed all academic and financial requirements in the program will be considered for graduation. The University approves graduations monthly, and in September, December, March and June for international students.

The University holds its annual commencement in June. Students who graduate during a five-year period ending in June are encouraged to participate in the annual commencement. The graduation date on a student's diploma is always the date that the university approves his or her graduation.

## Incomplete Coursework

Term-based students are expected to complete their courses at the end of the semester. Self-paced students are expected to complete their courses within 11 weeks from their date of enrollment. Both term-based and self-paced students who do not complete their coursework after 13 weeks from the start date will be given an administrative grade of Incomplete (I).

A grade of Incomplete will be overwritten by an earned grade once all coursework has been evaluated. If the coursework remains incomplete, the grade of Incomplete is converted to Unofficial Withdrawal (WU) 90 days after the Incomplete is issued. For FSA students, unofficial withdrawal date is determined by the last documented date of an academic activity (see *UMT FSA Handbook* for details).

## Intellectual Property Policy

Work-for-hire material, produced by UMT staff or other providers, is UMT's property, under law. Among other things, this can include course presentation material, study guides, manuals, video presentations, software applications, software processes, and scripts. Course material provided by licensors remains their property. Its proper use by UMT is governed by the terms of the licensing agreement. Any work created by students, including student papers, is the property of the students.

The University prohibits students from practices that violate copyright law while using UMT information systems. The unauthorized distribution of copyrighted materials, including unauthorized peer-to-peer file sharing, may subject students to civil and criminal penalties.

## International Students

International students must be able to study in English. See *Application Instructions* for English requirement.

The U.S. Department of Homeland Security requires students with an F-1 visa:
- to be enrolled full time
- to obtain authorization from the U.S. Department of Homeland Security before seeking or accepting paid employment

- to notify the U.S. Department of Homeland Security when they terminate their attendance at the university.

The U.S. Department of States requires international students with a J-1 visa:
- to be enrolled full time
- to neither seek nor accept paid employment in the U.S.
- to return to their home country for two years after completing their planned studies in the U.S.

International students who wish to study in the U.S. must have sufficient funds available to cover expenses for the length of the program before attempting to enter a degree program. Those intending to study full time at UMT should refer to the Financial Certificate for International Applicants for the cost of tuition fees and living expenses.



UMT graduate representative, Dr. Johnson Hsu. giving speech at the 2016 Commencement.

## Leave of Absence

If a degree student finds it is necessary to interrupt active study in the program, he or she may petition the Dean's Office for a leave of absence for a specific period of time, generally limited to one year. Under Title IV regulations, Leave of Absence for a FSA student is limited to 180-days within a 12-month period (see *UMT FSA Handbook*).

A degree student, who discontinues active enrollment in degree studies without being granted a Leave of Absence, or a student granted a leave who does not return to active study at the close of the period of approved leave, must apply for readmission.

## Nondiscrimination Policy

The University of Management and Technology is committed to the principle of equal opportunity in education and employment. The University does not discriminate against individuals on the basis of race, color, sex, sexual orientation, religion, disability including intellectually challenged, age, veteran status, ancestry, or national or ethnic origin in the administration of its educational policies, admissions policies, employment policies, scholarship and loan programs, and other University administered programs and activities.

## Proctored Examination

Proctored exams are integral to the UMT degree and executive certificate programs. Students must complete an individualized proctored exam for each degree or executive certificate earned at UMT. Proctored exams are graded pass/fail and do not affect grade point averages. Students must pass their proctored exams to receive a degree. If a student fails a proctored exam, he/she may retake it once.

At the proctored exam site, students are required to present to the proctor a valid government-issued photo ID in order to verify their identity.



UMT faculty, Mr. Thomas Block (middle) with UMT Academic Dean, Dr. Frame (left) and UMT President, Dr. Yanping Chen (right)

## Resolution of Student Complaints

A process exists that enables students who are dissatisfied with some aspects of their UMT experience to voice their complaints and initiate actions that will permit these complaints to be addressed by the university. The complaints may have origins in any number of sources, including problems with course instruction, unhappiness about grading, perceptions of discrimination, conflict with fellow students, and strife with university faculty or administrators. Throughout the complaint resolution process, all proceedings will be handled with the utmost confidentiality.

The complaint process occurs at two levels. An attempt will be made to resolve the complaint amicably in an informal fashion by the following steps:

Step 1. The student articulates his/her complaint to the Dean of Academic Affairs either in writing or in a face-to-face meeting.

Step 2. The Dean brings together the conflicting parties, enabling the complainant and the individual(s) against whom the complaint is directed to present their different perspectives.

Step 3. The Dean takes on the role of arbiter to help the parties resolve the complaint amicably.

If the first level of dispute resolution does not work, or if the complaint is very serious, then it will be processed through a more formal procedure:

Step 1. The complaining student will be asked to submit his/her complaint to the Dean in writing.

Step 2. The Dean will forward the written complaint to the President, including a statement of his/her perception of the facts and their implications.

Step 3. The complainant will be asked to meet with the Dean (together with the President) to specify his/her charges. Targets of the complaint will also be brought before the Dean (together with the President) to answer the charges.

Step 4. After conferring with the President, the Dean will deliberate and make a final decision on how the complaint should be resolved.

Every precaution will be made to assure that the people charged with resolving complaints operate in a fair and impartial fashion. For example, conflict of interest situations will be avoided.

Students will be apprised that if they are dissatisfied with the results of the grievance process, or if they believe they have been treated unfairly, they can

contact either the state organization that oversees higher education in their state or the institutional accrediting body, as noted below.

Virginia residents and residents of those states that participate in National Council for State Authorization Reciprocity Agreements (NC-SARA) may file a formal complaint with the State Council of Higher Education for Virginia (SCHEV) through http://www.schev.edu/students/studentcomplaint.asp.

Students who reside in states that don't participate in NC-SARA may choose to file a complaint with the appropriate authority in their state of residence. State Higher Education Executive Officers Association provides additional information regarding the complaint process and contacts at http://sheeo.org/sheeo_surveys.

Students may choose to file a complaint with UMT's accrediting body Distance Education Accrediting Commission (DEAC), 1101 17th Street NW, Suite 808, Washington, DC 20036, Tel: (202) 234-5100.

Students have a measure of protection from faculty retribution through the *Faculty Handbook*, which requires faculty to deal with students in a fair manner. UMT faculty members have a responsibility to deal fairly with student complaints. They are expressly prohibited from intimidating students with threats of reprisal. If students believe they are being treated unfairly owing to the initiation of a complaint, they should report their concern to the Academic Dean, who will deal with the matter according to the *Faculty Handbook*.

If students believe they are suffering retribution from non-faculty (e.g., other students, administrators), they should report their concern to the Academic Dean. Retribution from non-faculty university employees can result in their dismissal, according to Section 402 of the *Employee Handbook*. Retribution from fellow students will be handled on a case-by-case basis by the Academic Dean based on UMT policies and rules governing UMT students.

## Semester Credit Hours

Credit hours earned at UMT are semester credit hours. In general, three credit-hour courses entail at least 45 instructional hours. Students are also expected to spend an additional 90 hours in course-related study and activities.

## Student Records Policy

The University of Management and Technology's policy on the release of student education record complies with the Family Educational Rights and Privacy Act (FERPA), also known as the Buckley Amendment. This law preserves students' right to privacy.

### Student Right of Review

UMT students have rights under FERPA to be given access to their student records within a reasonable period of time. UMT's student records policy enables students to review their records via their student portals online at any time.

If a student believes the record to be inaccurate, he or she may seek to amend it. UMT must decide, within a reasonable period of time, whether to grant the request. If the request is denied, the student has a right to a hearing. If the disagreement with the record continues after the hearing, the student may insert an explanation of the objection in the record. The right of appeal does not apply to grades or educational decisions about students that school personnel make. However, the appeals process can be used to determine whether a grade was properly recorded in the records.

UMT reserves the right to delay access to records if:

- the student neither seeks nor accepts paid employment in the U.S.
- the student has an unpaid financial obligation to the university;
- there is an unresolved disciplinary action against the student; or
- the requested record includes an exam or test questions.

The university reserves the right to charge a reasonable fee for copies of student records. The university cannot destroy records if a request for access is pending.

FERPA applies to all students 18 and older. Parents retain access to student records of children who are their dependents for tax purposes.

## Definitions of Education Records

Education records include a range of information about a student that is maintained in schools in any recorded way, such as handwriting, print, computer media, video or audiotape, film, microfilm, and microfiche. Examples are:

- Date and place of birth, parent(s) and/or guardian addresses, and how parents can be contacted in emergencies;
- Grades, test scores, courses taken, academic specializations and activities, and official letters regarding a student's status in school;
- Disciplinary records;
- Documentation of attendance, schools attended, courses taken, awards conferred, and degrees earned;
- Information about student employment as a result of his or her student status;
- Personal information such as a student's identification code, social security number, picture, or other information that would make it easy to identify or locate a student.

The following materials are not considered to be part of the Education Record:

- Personal notes made by teachers and other school officials that are not shared with others.
- Information related to employment, except for records of someone employed as a result of his or her student status.
- Records that only contain information about an individual after he or she is no longer a student at UMT.

Students do not have the right to access the following information in their education records:

- Financial records of their parents.
- Confidential letters of recommendation.

## Directory Information

Part of the education record, known as Directory Information, includes personal information about a student that can be made public according to the university's student records policy. Directory information may include a student's:

- name
- address
- telephone number
- date and place of birth
- major field of study
- student activities
- dates of attendance
- degrees and awards received
- previous education institutions attended
- photograph.

UMT must give students public notice of the types of information designated as Directory Information. By a specified time after students are notified of their review rights, students may ask to remove all or part of the information about them that they do not wish to be available to the public without their consent.

Individual faculty and staff members must not release directory information before first determining whether the student has requested that any or all of it be withheld.

## Release of Student Records

Disclosure of personally identifiable information from education records is not permitted to third parties without a student's permission. A written, signed, and dated consent form is required to release any records.

Federal law allows for a number of circumstances under which records may be released without the student's prior permission. Records may be released to:

- Individuals requesting Directory Information.
- UMT officials who have a legitimate educational interest in the information. A legitimate educational interest is defined as the need for a school official to know the contents of a record in relation to a legitimate university objective. This interest must comply with federal or state law or university policy.

- Officials of other educational institutions to which the student seeks or intends to enroll. The student has a right, upon request, to obtain a copy of the information that was released. UMT may release information about disciplinary actions taken against students to officials from other educational institutions without prior consent.
- State and Federal officials for auditing purposes.
- Persons or organizations involved in financial aid matters related to the student.
- Organizations conducting studies for the university.
- Accrediting organizations.
- Appropriate parties in a health or safety emergency.
- Comply with a judicial order or lawfully issued subpoena. A reasonable effort must be made to notify the student in advance of compliance, except in the case of a federal grand jury subpoena or other circumstances where notification is prohibited by law.
- Alleged victims of crimes of violence. Disclosure is limited to the disciplinary proceedings against the alleged perpetrators of the crimes.

UMT must inform third parties (other than school officials) who receive information from education records without the student's consent that the information cannot be disclosed to any other individual or organization except in compliance with the Buckley Amendment. Any third party that inappropriately re-releases personally identifiable information from an education record cannot have access to educational records for five years.

UMT must keep a record of the names of third parties to which education records have been released. This record should be kept with the education record. This requirement does not cover requests by officials of the university or the release of directory information.

### *Appeals Process*

Students who believe their rights have been abridged and have exhausted their administrative appeals may file complaints with the Family Compliance Office, U.S. Department of Education, 600 Independence Ave., SW,

Washington, DC 20202-4605. Complaints must be filed within 180 days of the date of the alleged violation or the date on which the complainant knew or should have known of the alleged violation.

## Time Limits

The executive certificate programs must be completed within a one and half-year period. The graduate certificate program must be completed within a two-year period. The MBA, MHA and MSHS programs must be completed within a five-year period. All other Master's level programs must be completed within a three-year period.

## Withdrawal Policy

A student who wishes to withdraw from a course may inform the University in any manner, but the university strongly advises such requests to be in writing, via mail, fax, or e-mail.

If a student requests withdrawal prior to the first week of the enrollment, the course registration will be removed from the University's official records and will not appear on the student's transcript. If a student requests withdrawal after the first week but before the beginning of the seventh week of the course enrollment, the grade will be reported on the transcript as W (Withdrawal). Withdrawal requests are not considered after the end of the sixth week of the course enrollment.  If a student withdraws from a course without notifying the Registrar's Office, a WU (Unofficial Withdrawal) will be recorded.

## UMT Accreditation



UMT is accredited by the Distance Education Accrediting Commission (DEAC www.deac.org), 1101 17th Street NW, Suite 808, Washington, DC 20036, Tel: (202) 234-5100.

The Distance Education Accrediting Commission is listed by the U.S. Department of Education as a nationally recognized accrediting agency.

The Distance Education Accrediting Commission was founded in 1926 to promote good educational standards and ethical business practices in distance learning institutions in the United States. In 1955,

DEAC established its independent nine-member Accrediting Commission, which shortly thereafter gained the recognition from the U.S. Department of Education. In 2003, DEAC gained the recognition of the Council for High Education Accreditation (CHEA). UMT is an institutional member of Council for Higher Education Accreditation (www.chea.org).

CHEA is a private, nonprofit national organization that coordinates accreditation activities in the United States. CHEA is the largest institutional higher education membership organization in the United States with approximately 4,000 accredited colleges and universities and more than 60 national, regional, and specialized accrediting organizations.

UMT is a Global Registered Education Provider of PMI (PMI, www.pmi.org). PMI is the leading international nonprofit professional association in the area of Project Management.

UMT's Project Management degrees (Master of Science in Management, Project Management; Master of Business Administration, Project Management; Master of Science in Computer Science and Information Technology, IT Project Management; Doctor of Business Administration) earned Specialized and Professional Accreditation by the Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC, www.gacpm.org).

UMT is authorized to operate an institution of higher education, to enroll students, and to award associate's, bachelor's, master's and doctoral degrees by the State Council of Higher Education for Virginia (www.schev.edu).

UMT is an institutional participant in the National Council for State Authorization Reciprocity Agreement (NC-

# *Online Education*

Description • Requirements • Communications

UMT Online Education uses advanced communication technologies to enable students to learn from the comfort of their home, office, or anywhere else in the world where they can access the Internet.

Online students are not constrained by a semester schedule and are encouraged to enroll in courses whenever they are ready on a year-around basis, unless students enroll in a term-based program (such as FSA, J-1, F-1 students, etc.).

UMT delivers courses over the Internet using text, lecture notes, online discussions, video streaming, and other multimedia elements. The online materials are supplemented by books, readings, and other materials that mirror traditional classroom courses.

Online course material is divided into manageable units that allow students to complete course sections quickly. They are able to measure their progress and focus on areas where they need assistance.

Students communicate with their instructors and fellow students via email, discussion boards, internet conferencing, and other media. Instructors closely monitor students' work, providing individualized instruction.

UMT Online Learning frees students from the confines of the traditional classroom while providing an educational experience customized for today.

## General Requirements

Students entering UMT's Online Education Program should be computer literate. They should have basic skills in using the World Wide Web, sending and receiving email, and word processing. Students should have a general familiarity with the computer(s) they use, know how to install software (if necessary), and be able to troubleshoot basic computer problems. Students may need other computers skills (such as using spreadsheets) for specific courses.

### *Accessibility*

The UMT systems do not conflict with the accessibility functions built into students'

computers. Although UMT students can use any device to access materials, UMT recommends the current versions of Microsoft Windows and Microsoft Office to provide robust accessibility features for those who need them.

### *Communicating with Faculty*

Email is the primary means of communication. Students may contact UMT faculty by including the course ID in the subject line of an email to assignments@umtweb.edu.

UMT strives to respond to student inquiries and submitted assignments as quickly as possible. When making inquiries, it is important for the student to be specific. Turnaround for standard questions is typically quick. Questions dealing with unique issues often entail longer response times because they may entail substantial investigation by UMT faculty or staff.

### *Computer Requirements*

UMT utilizes various web-based systems to support student needs. Those systems all use secure interfaces (https) and any device that supports the current security protocols and software requirements can be used by students. All courses require a broadband Internet connection. Some courses require:

- Microsoft PowerPoint (or compatible);
- Microsoft Excel (or compatible)
- Microsoft Word (or compatible)
- Adobe Acrobat Reader (or compatible)
- Adobe Flash Player (or compatible)
- HTML5

It is the student's responsibility to obtain any programs required for the courses, unless otherwise noted.

# *Financial Assistance*

Federal Student Aid • Scholarships • Assistantships • Veteran's Benefits• Private Student Loans

UMT offers a top quality education for as little as half the tuition of many similar programs. We believe these low tuition expenses are themselves a financial incentive for the hard working professional. Beyond our low tuition and in addition to Federal Student Aid, UMT also offers a number of tuition incentives and savings in order to assist our students in funding their education.

## Federal Student Aid

UMT is approved by the U.S. Department of Education (ED) to provide Federal Student Aid (FSA, Title IV) to qualified students to finance their education.  Refer to the *UMT FSA Handbook*.

## PMIEF Scholarship and PMIEF-UMT Scholarship

Students may apply for merit based scholarships from the Project Management Institute Educational Foundation (PMIEF). They may apply directly for a PMIEF scholarship, or PMIEF-UMT scholarship. These scholarships are available for students who would like to gain project management knowledge and skills contained in the program curriculum at the undergraduate, graduate, or doctoral level. For a list of eligible programs and scholarship details, please visit www.pmief.org.

## Private Student Loans

UMT provides information regarding private education loans from a lender; however, UMT does not participate in a preferred lender arrangement for receipt of private education loans.

UMT informs prospective private education loan borrowers that the borrower may qualify for FSA loans or other assistance from the FSA programs and that the terms and conditions of an FSA loan may be more favorable than the provisions of private education loans.

## Teaching & Research Assistantships

UMT offers a limited number of teaching and research assistantships to students. Contact UMT for more information about eligibility and requirements.

## Tuition Assistance and GI Bill®

UMT accepts military tuition assistance (TA). Once approved, the student must provide a signed TA form to UMT. In the case of the US Army, UMT receives approved TA class requests directly so a signed form is not needed.

Honorably discharged veterans and active duty personnel may use their GI Bill® benefits. Before committing to enrollment, applicants and existing students must establish their eligibility with the Veteran's Administration. Always consult the VA before taking any action that involves your valuable VA benefits! Once enrolled, UMT's VA Certifying Official will certify enrollment with the VA. For more information, see the VA web site at www.gibill.va.gov.



2016 PMIEF-UMT Scholarship Recipients
From left to right: Adnan Dilawar (Saudi Arabia), Utawal Envuladu (Nigeria), George Jucan (Canada)

*Additional Veterans' Benefits*

Some students may be entitled to educational benefits as active duty personnel, veterans, or widows or children of deceased or totally disabled veterans. UMT's administrative office processes certification of enrollment and attendance for the Veterans Administration so that eligible persons will receive educational allowances.

## UMT Military Scholarship

The UMT Military Scholarship Program is a need-based scholarship offered by UMT to eligible:

- Active Duty US Military personnel, and in some cases, their dependents
- National Guard
- Reserves
- Honorably discharged veterans.

The UMT Military Scholarship is designed to relieve financial burden to qualified students who are not

eligible or are not receiving other needs-based grants or scholarships (Pell Grant, PMIEF Scholarship, etc.) The scholarship awards tuition assistance, reducing the cost per credit-hour from $390 to $250 and waives most fees. See Tuition and Fees later in this catalog.

*UMT Book Loan Program*

Active Duty military personnel and dependents residing with them who are granted the UMT Military Scholarship may qualify to borrow books from UMT at no cost as long as the student is not receiving additional government funding that covers the cost of books (Post 9/11 stipends, FSA, etc.) The books must be returned at the student's expense.



UMT 2016 Commencement, Arlington, VA, USA

# *UMT Administration and Faculty*

Administration • Faculty

## UNIVERSITY ADMINISTRATION

**President:** Dr. Yanping Chen
**Academic Dean:** Dr. J. Davidson Frame
**Undergraduate Dean:** Mr. Gregory J. Marsh
**Accreditations and Authorizations:** Ms. Lele Wang
**Registrar:** Mr. James Qian
**Academic Programs Development and Course Quality Control:** Mr. John Hu
**Student Admissions:** Ms. Khalilah Burks, Ms. Samantha Davis, Ms. Holly DeHaven, Mr. Kenny Hickey, Mr. Bradley Holmes, Ms. Connie Mills, Ms. Kacey Sipes, Ms. Melissa Stover
**Federal Student Aid:** Ms. Margo Jacobs
**Instructional Support:** Mr. Ross Small, Ms. Yingda Xu
**Admissions Support:** Ms. Amy Auer, Ms. Amanda Kohn
**Student Services Advisor:** Ms. Rebecca Clarke
**Professional Development and Training Programs:** Ms. Lele Wang
**Student Accounts:** Ms. Lijie Chai
**Accounting:** Ms. Diane Tobin
**Information Technology:** Mr. Gregory J. Marsh
**Safety Manager:** Mr. John Hu

## BOARD OF DIRECTORS

- Dr. Yanping Chen
- Dr. J. Davidson Frame

## ACADEMIC ADVISORY COMMITTEE

- Barry Hsiung, Doctor of Science, President, PSIG
- Robert Voetsch, PhD, Director, Crown Agents
- Rudy Watson, PhD, Program Director, Project Management, Graduate School, UMUC, University of Maryland

## OWNERSHIP

Yankee Clipper Group, Inc.

## FACULTY

**Bi, Jianhai**, *Business Administration*. MA, History, Diplomacy Institute, China; PhD, Political Science, University of Canterbury, New Zealand.
**Baker, Dale,** *Foreign Affairs, Financial Markets*. BA, International Relations, Brown University, USA; MA, Law and Diplomacy, Fletcher School of Law and Diplomacy, Tufts University, USA.
**Block, Thomas R.,** *Project Management*. BBA, Accounting, Canisius College, USA; MBA, Syracuse University, USA. PMP, Project Management Institute.
**Burke, S. David**, *Project Management, Engineering, Energy, Safety.* BS, Nuclear Engineering, Georgia Institute of Technology, USA; ME, Mechanical Engineering, the University of South Carolina, USA; DBA, University of Management and Technology, USA. PMP, Project Management Institute.

**Burrow, Kenny**, *Project Management, Business Administration, Operations Management*. MS, Systems Engineering, John Hopkins University, USA; MS, Operations Management, University of Arkansas, USA; PhD, Business Administration, Columbia Southern University, USA. Program Management Professional (PgMP); Project Management Professional (PMP); Certified Quality Engineer (CQE); Certified Manager of Quality/Organizational Excellence (CMQ/OE); Certified Six Sigma Black Belt (CSSBB); Certified Safety Professional (CSP); Certified Manager (CM); CompTIA Project+ Certification; CompTIA Network+ Certification; Microsoft Certified Systems Engineer; and Microsoft Certified Technology Specialist.

**Chan, Shing Fat Heron**, *Business Administration*. BA, Economics, University of Saskatchewan, Canada; MBA, Oklahoma City University, USA; DBA, The Hong Kong Polytechnic University, Hong Kong, China.

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**Hsiung, Barry**, *Systems Engineering, Project Management, Engineering Management*. PhD, Management of Research and Development, The George Washington University, USA.

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**Huang, Hengxue**, *Public Administration, Regional Economics.* BPh, Wuhan University, China; M.Ec., Wuhan University, China; PhD, Economics, the Chinese Academy of Social Sciences, China; PhD, Engineering, Tsinghua University, China; Post-doctorate in Economics, Chinese Academy of Sciences, China; Post-doctorate in Management Science, Peking University, China.

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**Lewis, James**, *Project Management; Leadership*. BS, Electrical Engineering, North Carolina State University, USA; PhD, Psychology, North Carolina State University, USA.

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**Lo, Shu Sing Danny**, *Business Management; International Marketing; Accounting; Taxation.* BA (Hons), University of Bolton, UK; LLB, Peking University, China; MEd, University of Western Australia, Australia; LLM, University of Wolverhampton, UK; MAcc, City University of Hong Kong, Hong Kong, China; MBA, University of California, Los Angeles, USA; PhD, Business Management, University of South Australia. Fellow Member of Institute of Financial Accountants, UK; Certified Professional Marketer, Hong Kong, China; Fellow Member of IT Accountants Association, Hong Kong, China.

**Lu, Juin-Cherng**, *Strategic Management, IT Management/MIS, e-Commerce/e-Business*. BA, Agronomy, National Taiwan University, Taiwan, China; MBA, National Chiao-Tung University, Taiwan, China; MS/MIS, The University of Arizona, USA; PhD, Strategic Management, National Taiwan University, Taiwan, China.

**Marsh, Gregory J.**, *Computer Science*. AAS Electronics Technology, Belleville Area College; BS, Computer Science, University of Management and Technology, USA; MS, Computer Science, University of Management and Technology, USA.

**Morra, Thomas P.**, *Communications*. BA, Speech Communication, East Stroudsburg University, USA; MA, Communication Arts, Montclair State University, USA.

**Macon, Don Kirk**, *Humanities*. MA, Humanities, California State University, USA; Ed.D., E-Learning and Educational Technology, Northcentral University, USA; Ph.D., Humanities, Universidad Central de Nicaragua, Republic of Nicaragua.

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# *Graduate Program Course Descriptions*

## Computer Science and Information Technology

**CST 201. Multimedia Information Systems**. This course covers the application of multimedia technology in the context of information systems. It provides insights on how multimedia technology can be used to enhance the functionality and effectiveness of information systems.

**CST 203. Multimedia Application Systems**. This course covers the design and implementation issues of the underlying technologies for interactive multimedia application systems, such as streaming video playback, video conferencing, interactive television, video editing, and hypermedia authoring. Fundamentals of human perception, digital media representations, compression and synchronization are also covered.

**CST 204. Interactive Multimedia**. This course reviews the concepts of interactive multimedia and concentrates on the technological, pedagogical, and aesthetic issues of interactive multimedia and hypermedia communication. The course covers the techniques for creating interactive multimedia systems using a variety of digital media tools. Students will apply principles and procedures of digital art, design, communication, and software authoring while working on integrated multimedia projects.

**CST 207. Modeling and Animation**. This course provides a foundation in the principles and technique of computer animation. Students are required to complete training in key framing, dynamics of motion, morphing, etc. Through this course, students will become knowledgeable and proficient in animation and visual presentation/direction theory and techniques.

**CST 216 Information Network Security**. This course introduces the concepts and terminology of information network security. It covers strategies for designing and implementing networking security and focuses on such topics as firewalls, intrusion detection, authentication and encryption, viruses, disaster prevention and recovery, and successful security policy implementation.

**CST 220 Programming Languages Principles and Practices**. This course covers the notations for description of language syntax and semantics. Properties of algorithmic languages: scope of variables, binding time, subroutines and co-routines. Data abstraction, exception handling, control logic and concurrent processing. Dialects and standardization. The commonality and distinctions of the different types of programming languages (structural and algorithmic, GUI, object-oriented, etc.) will be discussed.

**CST 225 Computing Logic and Algorithms**. This course covers the fundamentals of computing logic and computational algorithms, including: mathematical logic, set theory, pseudo-code, induction, recursion, relations, classifications, effective computability of functions and sets in terms of Turing machines, and other computational models.

**CST 227 Data Structures**. This advanced course focuses on data structures as an essential topic in computer science. Topics include: the role of data structures and their relationship to algorithms; overloading operators and overriding methods; and developing stacks, queues, hashes, linked lists, trees, sorts, and searches. Java is used throughout the course for implementation and demonstration.

**CST 230 Computer Architecture**. This course introduces the architecture of computer hardware, including: storage hierarchies, input-output subsystems, instruction and data level parallelism, symbolic computation, multiprocessor networks and consistency, and performance modeling. The major concepts of operating systems are also studied and the interrelationship between operating systems and architecture is analyzed.

**CST 240 Operating Systems**. This course covers concepts in operating systems analysis and design. General topics of process, resource and file management are presented and analyzed against different system architecture and performance constraints. Topics include: software I/O, concurrent processes, mutual exclusion, synchronization, deadlock, scheduling, memory management, and resource control.

**CST 250 Compiler Design**. This course covers the concepts and methods for implementing higher-level computer language compilers. Topics include: parsing, symbol table management, code emission, and code optimization.

**CST 251 Cybersecurity for Business**. Businesses today face threats to their operations and possibly their very existence coming from malicious attacks on their computer systems. They need to prevent a wide array of threats from denial of service to hijacking to phishing to Trojan horses to direct attacks designed to fully disable the business's computer capabilities. This course provides a comprehensive set of practices that are designed to ensure security in cyberspace. It is a study of the application of cybersecurity principles and practices to the creation of a practical framework for securing businesses. Also discussed are the competencies for a range of cybersecurity professional roles and functions in areas such as: Data Security, Physical Security, Personnel Security, Network Security, Incident Management, Risk Management, Procurement and Strategic Management.

**CST 260 Artificial Intelligence**. This course covers general topics in artificial intelligence, including: heuristic problem-solving search and theorem-proving techniques, rule-based systems and application of cognition, reasoning, learning, planning, and knowledge representation through available tools. The course covers expert systems as an application example.

**CST 280 Software Engineering Methodology**. This course covers concepts and methods for the architectural design of large-scale software systems. Fundamental design concepts and design notations are introduced. Several design methods are presented and compared, with examples of their use. Students participate in a group software requirements analysis and design project.

**CST 270. Computer Graphics**. This course provides the principles and understanding of the design and utilization of graphics systems. Topics include: graphics software packages design and implementation; applications and algorithms for graphics display creation and manipulation; architecture of graphics input and display devices; scan conversion and processing; data structures; and graphics symbols, clipping, and color perception.

**CST 281 Agile and Iterative Project Management**. Agile and Iterative Project Management looks at current approaches to managing dynamic software development projects. Rather than scope out the whole project at the outset as in the traditional waterfall approach, Agile and Iterative approaches focus on developing small pieces of the desired system in an iterative fashion. Through this process, project risk is managed more effectively and software products are more likely to reflect customer needs and wants.

**CST 282 Information Technology Project Management**. This course covers the fundamental project management principles and methodologies for managing the software development life-cycle and process models. Topics include: process metrics; software project planning; monitoring, control, and schedule mechanisms; budget estimates; risk assessment; and leadership, motivation, and team building.

**CST 283 Object-Oriented Software Development**. This course covers the principles of object-oriented analysis and design, development, and programming. It discusses the relationships between object-oriented design concepts and software engineering principles, techniques of object-oriented design and programming, and the application of the object-oriented techniques.

**CST 284 Software Development and Documentation Standards**. This course provides students with insights into the workings of international, industrial and other relevant standards used for software development and documentation. These standards include ISO 9000 series, CMM, and MIL-STD 498. The course covers theoretical, technical, and practical aspects of software development and documentation standards to provide students with an understanding of how the standards can be used for providing specific software development and documentation solutions.

**CST 285 Software Quality Assurance**. This course covers concepts and techniques for software testing and quality assurance. Topics include: software testing at the unit; module/subsystem; system and integrated levels;

automatic and manual techniques for generating and validating test data; the testing processes; static vs. dynamic analysis; functional testing; inspections; and reliability assessment.

**CST 286 Client/Server Computing**. This course covers the concepts and descriptions of client/server computing. It discusses the variation and evolution of related technology. It then provides strategies for designing systems using the client/server model, emphasizing enterprise applications that increase functionality, performance, and flexibility while reducing costs.

**CST 290 Database Management Systems**. This course covers the concepts, theory and application of database management systems and its development methodology. The course introduces client/server architecture and relational DBMS and related technology, including an in-depth study of the requirements analysis, specification, design, implementation, testing, and deployment phases of the DBMS development life cycle.

**CST 291 Information/Data Modeling\***. This advanced graduate course provides detailed coverage of information/data modeling methodology, including information systems, RDBMS, ERD, modeling languages, naming and definition, normalization, and information modeling methodologies. Student will participate in an information modeling project. *\*Prerequisite: CST 290.*

**CST 292 Management Information Systems**. This course covers the role of information systems in organizations and how they relate to organizational objectives and organizational structure. Basic concepts are introduced, including the systems point of view and organization, information flows, and the nature of information systems.

**CST 295 Decision Support Systems**. This course provides an overview of the concepts and methods for decision-making processes. It stresses design, implementation and evaluation of the computer-based Decision Support Systems (DSS). The course examines the information requirements of an organization in different information needs at the operational, administrative, strategic, and organizational levels, and discusses the design and implementation of a comprehensive DDS.

**CST 296 Strategic Planning for Information Systems**. This course covers strategies for developing and implementing an effective information management system. Topics include: database systems organization, creation, and maintenance; evaluation criteria; and standardization of database systems.

## Criminal Justice

**CJ 200 Criminal Justice System**. This graduate course provides the student with an overview of the criminal justice system in America. As such, it is a foundation course for the master's degree. The main topics include: the criminal justice process and the Rule of Law, the police, the courts system, and the corrections system. Also included is an overview of the juvenile justice system and criminological theory, as well as the role of incarceration both as a punishment and as a preventative measure aimed at protecting society.

**CJ 205 Juvenile Justice**. This graduate course provides students with an overview of the theoretical and historical foundations of juvenile justice. Topics include: diverse theories of juvenile offense; incidence statistics and trends; and the role of police, the courts, and corrections in processing offenders. Neglected and at-risk youth, juvenile victimization, juvenile detention, certification of offenders as adults, probation and parole, the death penalty applied to minors, and students' rights and school crime are also covered.

**CJ 210 Criminal Law**. This graduate course introduces students to the fundamentals of criminal law in the United States. Topics include: the nature and history of criminal law, criminal liability, the concept of crime, and the legal and social dimensions of crimes against persons and crimes against property. The administration of justice, punishment, and sentencing are discussed in the context of their function in society and the influence of society on their function.

**CJ 215 Corrections**. This graduate course provides an overview of corrections in America. Topics include the history of correctional thought and practice, punishment and prevention, the law of corrections, the correctional

client, jails and short-term detention, probation, community corrections, prison and long-term incarceration, corrections for juvenile and women offenders, race and ethnicity, and the death penalty.

**CJ 220 Ethics in Criminal Justice**. This graduate course focuses on ethics and morality in relation to crime, law, and justice. The course emphasizes the role of society in defining what is moral and just. Topics include how ethics and morals affect our understanding of issues in criminal justice, and how crime and justice are linked to ethics and morality. Theories of crime based on free will, determinism, relativism, self-interest, and psycho-social development are covered.

**CJ 225 Law Enforcement**. This graduate course provides an overview of law enforcement in America. Topics include: the changing nature of crime, the history and evolution of law enforcement in America, freedom and justice, criminal and civil offenses, roles and responsibilities of law officers, investigation processing, interviewing, searching and arresting, protecting the rights of citizens, facing the national drug problem, victimization, the courts, and other elements of the criminal justice system.

**CJ 230 Criminology**. This graduate course introduces the study of criminal behavior from its historical origins to the present day. It addresses the classical, neoclassical, biological, psychological, and sociological theories of the causes of criminal behavior and society's responses. Topics include an overview of criminology as a social science, patterns of crime and crime statistics, research methods and theory-building, crimes against property and persons, positivism, ecological and social disorganization theory, subcultural theory, conflict theory, and social control and social learning theory.

**CJ 240 Criminal Justice Management**. This graduate course provides coverage of effective management practices in the criminal justice system. Topics include: managing in justice-centered organizations, human resources management, responsibility and authority, staff development, ethical practices, evidence-based best practices, and community relations.

**CJ 250 Criminalistics**. This graduate course provides an overview of criminalistics (forensic science). It discusses crime scenes, physical evidence, organic and inorganic analyses, forensic technology, arson and explosions, serology, fingerprints, firearms, computer forensics, and the future of criminalistics.

**CJ 255 Criminal Courts System**. This graduate course addresses the history and development of the criminal courts in America. Topics include: comparison of state and federal courts, federal procedures, and basic rights and liberties of all U.S. citizens – including victims and the accused. In addition, the roles of judges, prosecuting attorneys, defense counsel, police, and probation officers and other court-related personnel in the criminal court process are covered in detail.

**CJ 260 Research Methods in Criminal Justice**. This course is a graduate level course that will teach the basic fundamentals of research methods with a particular emphasis on the criminal justice field. Students will learn a variety of research methods and techniques for answering questions, solving problems, and gathering, compiling and analyzing data, and making interpretations from the findings. Scientific inquiry is a main premise of this course as is the necessity of empirical evidence and its reliability. Concepts such as statistical significance, random sampling, central tendency of data and its dispersion, hypothesis testing, questionnaires, conceptualization, and operationalization will also be taught.

**CJ 275 Criminal Justice Policy**. This advanced graduate course in criminal justice examines the public policy process in the U.S. as it relates to crime and criminal justice. Topics include: the public policy process; the role of scientific inquiry in the development of public policy; and trends in public policy, crime, and criminal justice.

## Engineering Management

**EMGT 200 Introduction to Engineering and Technology**. This course is an introductory course for graduate students in engineering and technology management.  It provides an overview of various engineering and technology disciplines to enhance the student's understanding of how technology and engineering processes work. Topics cover engineering and technology areas such as: materials, manufacturing, construction, energy,

transportation, computer, electronics, data networking and communication, biotechnology, chemistry, agriculture, and medical technology.

**EMGT 245 Technological Entrepreneurship and Innovation**. This course offers a comprehensive overview of technological entrepreneurship by examining the link between entrepreneurship, creativity, invention and innovation. It addresses both theory and practice. In order to see what it takes to be successful, it exams several current high tech businesses that began as start-ups in the recent past and became successful.

**EMGT 246 Engineering Applications**.  This course examines the technological, social, economic, systems, and professional aspects of engineering. It lays out the wide variety of sub-disciplines that fall under the rubric of "engineering" and focuses on the fact that in the final analysis, engineering is a practical undertaking that employs technology to solve problems. In market economies, the primary driving force behind engineering is to make money for businesses and individuals. Thus the course demonstrates the link between engineering and business.

**EMGT 250 Engineering Management**.  This graduate level course provides an overview of engineering management and its challenges.  Topics include: the function of engineering management, planning, organizing, leading, and controlling, as well as business fundamentals for engineering managers, such as cost accounting, financial analysis, marketing, leadership, ethics and globalization.

**EMGT 251 Systems Engineering**.  This graduate level course covers the systems engineering discipline: concepts and definitions, systems engineering process including various systems stages analysis, system designs and methods and tools, systems design reviews and evaluations, system engineering program planning, organization for system engineering and system engineering program evaluation.

**EMGT 285 Engineering Economics**.  This graduate course provides students with a solid economic foundation in engineering and engineering management fields. Topics covered include analysis of financial statements, interest rates, money management, evaluation of business and engineering assets, annual equivalent-worth, rate-of-return, project cash flows, depreciation and corporate taxes, inflation and its impact. The course also uses economic and financial reasoning to assess project risk and uncertainty.

## Health Administration

**HA 200 Health Services System**. This graduate course provides an overview of the health services system in America. It is a foundation course in the master's degree in health administration. The main topics covered are the characteristics of the US health system, major components including healthcare professionals, medical technology, healthcare financing sources, healthcare delivery structures (such as outpatient and primary care), inpatient facilities, managed care and integrated organizations, long-term care and the services for special populations, system outcomes (such as healthcare cost), access and quality and health policies.

**HA 202 Law and Ethics in Health Services**. This graduate course provides an overview of health services law and ethics. The topics cover the roles of law in the US healthcare system, the legal system and legal research, managing and regulating healthcare system including legal structure and governance of healthcare organizations, government regulations in public health and health services, protecting privacy of medical information, medical staff credentialing and clinical privileges, the laws in government payment programs, antitrust law in the healthcare field, legal and ethics issues in patient care and in health insurance.

**HA 204 Epidemiology and Public Health**. This graduate courses covers the history of the scope of epidemiology and applications of epidemiology, measurement of morbidity and mortality, descriptive epidemiology, data sources used in epidemiology, epidemiology study designs, experimental study designs, measuring and interpreting data, screening disease in the community, infectious diseases, work and environment and various epidemiology and their implications in public health.

**HA 210 Statistics in Health Services**. This graduate course provides an overview of statistics used in health information.  It covers statistical data used in acute care facilities, population-based morbidity and mortality measures, graphic display data, measurements, measures of central tendency and variability, normal distribution and statistical inference, hypothesis testing and statistical inference, and measures of association and etc.

**HA 231 Organizational Behavior in Health Services**. This graduate course provides an overview of organizational behavior in health services. It covers the topics in history of organizational behavior, diversity in healthcare, attitudes and perceptions, workplace communication, theories of motivation, behavioral, contingent and other theories of leadership, intrapersonal and interpersonal relationships, group dynamics and team building, organization development and change management.

**HA 240 Health Services Marketing**. This graduate course provides coverage of health service marketing. Topics address generic marketing principles to cover health services product development and portfolio analysis and techniques, branding and identity management and tools, target marketing management and techniques, consumer behavior and product promotions techniques and tools, and environmental analysis and competitive assessment.

**HA 250 Healthcare Management**. This graduate course provides an overview of healthcare management and administration. Topics cover healthcare managerial and administrative functions in supervising, decision-making, communicating, planning, operating, organizing, staffing, leading, controlling and handling labor relations.

**HA 251 Managed Healthcare**. This graduate course introduces graduate students to the study of managed care. It covers the origins of managed care, main types of managed care organizations, healthcare delivery system, medical management, operation management, marketing, managed care for special markets, and legal and ethical issues in managed care.

**HA 252 Long-Term Care Management**. This graduate course addresses the continuum of long-term care and management. The topics cover the concept of continuum of care, consumers, services provided by hospital, nursing homes, home-based care, hospice, adult day services, assisted living, integrating mechanisms, such as organizations, case management, integrated info system, financing, public policy and ethical considerations as well as continuums for special populations, such as disability, aging network, HIV/AIDS, intellectual disability services, veterans affairs, rehabilitation and services for children with special health care needs.

**HA 253 Quality Management in Health Services**. This graduate course addresses quality management in health services. It covers an overview of the health care system and the need for quality improvement; group processes for quality improvement; evaluation and management of work flow processes, basic to advanced statistical process control, advanced statistical techniques for quality improvement, clinical practice guidelines, care management, techniques for implementing quality improvement, legal and regulatory environment of health care and future performance improvement in health care.

**HA 258 Global Health**. This graduate course introduces students to the subject of global health. The course covers an overview of global health, health inequalities, socioeconomic context of diseases, maternal and child health, health of special populations, infectious diseases, global health issues in HIV/AIDS, Malaria, TB and other globally emerging infectious diseases, nutrition and environmental health, global health payers and players, global health priorities and global public health.

**HA 280 Financial Management in Health Services**. This graduate course covers the essentials of financial management in health services. Topics include financial information used for decision making, billing and coding for health services, health organization financials, general principles of accounting, financial statement and analysis, strategic financial planning, cost control and analysis, capital project analysis, management control process, business restructuring financing, working capital and cash management as well as budget and budgeting.

**HA 281 Managerial Accounting in Healthcare**. This graduate course addresses managerial accounting for healthcare organizations. It covers managerial accounting and its role in decision making, costs and costing and analysis, activity based analysis, charting activities, resources flows, organization structure and costing, aggregating activity costs, design and implement ABC system. It also covers management accounting applications as well as cost-based decision models, performance reporting and management accounting reports.

**HA 285 Economics of Health and Healthcare**. This graduate course takes a microeconomic perspective on heath and healthcare. Topics include major microeconomic tools and statistical tools used in health economics,

economic efficiency analysis, cost benefit analysis, supply and demand analysis in health services, information and economic analysis used for insurance markets, key players in the health care sector, social insurance as well as special topics such as health economics and epidemiology.

**HA 299 Health Policy**. This graduate course covers major topics in health policy issues in the U.S., including political and social issues that shape the nation's health policy, health status, access to care, aging and long-term care, health care delivery system, labor issue, quality of care, economics of health care, public financing, private insurance and managed care, as well as reforming the U.S. healthcare system.

## Homeland Security

**HS 200 Homeland Security**. This graduate course provides an overview of homeland security. The topics cover the changing nature of national security, national security interests, hazards assessment, analyzing threats, domestic and international terrorism, cyber-terrorism and cyber-warfare, weapons of mass destruction, technologies in homeland security, and the future of homeland security.

**HS 210 Emergency Management**. This graduate course provides an overview of emergency management. The topics cover the historical context of emergency management, hazards and risk assessment, threat mitigation, emergency preparedness, emergency communications, emergency response, recovery operations, international disaster management, terrorist threats, and the future of emergency management.

**HS 220 Physical Security**. This graduate course provides an overview of physical security. The topics cover physical design of buildings, risk assessment, security surveys, crime prevention, barriers, locks, container storage, lighting, alarms, entry control, CCTV surveillance, digital recording systems, cargo security, wiretapping, bomb threats and homeland security.

**HS 230 Terrorism and Counterterrorism**. This graduate course provides an overview of terrorism and counterterrorism. The topics cover terrorism and counterterrorism at both domestic and international levels, the history of terrorism, the evolution of terrorism, the advent of modern terrorism, terrorism from a global perspective, various regional terrorist threats, the war on terrorism, technologies for counterterrorism, and the future of the war against terrorism.

**HS 240 Emergency Preparedness and Vulnerability Assessment**. This graduate course provides an overview of emergency preparedness, assessment, and hazard mitigation. The topics cover hazards, disasters, the role of the federal government in emergencies, community organizations involved in critical incidents, private sector resources available for recovery operations, tools and techniques in hazard mitigation, and planning for and prevention of emergencies and hazards.

**HS 250 Critical Incident Response and Recovery**. This graduate course provides an overview of critical incident response and recovery. The topics cover recognizing an emergency, chemical agents, biological weapons, radiological or nuclear incidents, incendiaries and explosives, clandestine drug laboratories, personal protective equipment, decontamination of patients, nerve agents, and emergency scenarios.

**HS 260 Aviation Security**. This graduate course provides an overview of aviation security. The topics cover aviation industry and security in the post-911 world, crime and terrorism in aviation, aviation security policies and procedures, the role of government in aviation security, commercial airport security, screening for both passage and baggage, airport security, aircraft operator security, air cargo security and countering existing and emerging threats.

**HS 270 Issues in Bioterrorism**. This graduate course provides an overview of biosecurity and bioterrorism. The topics cover biosecurity, biodefense, biological threats, diseases and agents, quarantining, weaponization, threats to agriculture, disease outbreaks, responses at the federal, state, and local levels, biosecurity programs and initiatives, consequence management and future directions for biosecurity.

## Management

**MGT 200 Business Basics**. This course provides a practical overview of basic principles of business management. The course covers topics in the areas of marketing, sales, finance, accounting, business law, organizational behavior, contracting, and procurement. It provides insight into key issues businesses face and how they are run.

**MGT 201 Communication and Soft Skills**. This graduate course for managers provides a practical overview of basic principles for effective communications. The course covers topics in the areas of: communication models; barriers to communications; verbal vs. nonverbal communications; formal vs. informal communications; writing reports; making presentations; and conducting meetings. The course provides students with practical exercises in effective communication.

**MGT 202 Business Law and Ethics**. This course provides students with important background on the legal and regulatory environment of business. It covers key elements of law and the judicial process, reviews the major areas of the common law that apply to business, and addresses the regulatory laws that business managers are likely to encounter. It also engages students in thinking about the ethical implications of actions taken in the business world.

**MGT 210 Quantitative Methods for Decision-making**. An overview of basic quantitative skills needed to make effective management decisions. Topics covered include: displaying and summarizing data, random variables and probability distributions, sampling, statistical inference, regression analysis, forecasting, statistical quality control, risk analysis, Monte Carlo simulation, decision trees, and linear and integer optimization modeling. Requires Microsoft Excel®.

**MGT 211 Supply Chain Management**. This course provides a comprehensive foundation of Supply Chain Management (SCM), from its broad meaning and strategic implications, to operational concepts and techniques. It discusses the importance of effective SCM to any company competing in today's environment as well as the cross functional roles SCM plays in business areas such as operations, sourcing, logistics, and their integration.

**MGT 215 Operations, Logistics, and Supply Chain Management**. Operations is an exciting area of management that has a profound effect on productivity. This course presents a state-of-the-art view of the operations function in any organization (manufacturing or service). The course covers the set of activities that creates goods and services through the transformation of inputs into outputs.

**MGT 220 Information Technology**. The course provides an introduction to the role of information technology in contemporary organizations. There is a review of the history of computers, the evolution of management information systems, and basic information on software development. The course describes using the Internet and creating web pages. It provides a brief overview of principles of communication management and effective use of information technology in the workplace and covers trends in the development and deployment of information systems.

**MGT 222 e-Commerce**. This course provides students with insights into the workings of e-Commerce today. It provides an understanding of the business and technical underpinnings of e-Commerce, and explains how specific business units fit into the global (e-Business) picture. The course also facilitates/triggers meaningful, creative thinking, and discussion to benefit students and their organizations.

**MGT 230 Leadership and Organization**. This course looks at the views of established management theorists and addresses key theories and practices of management being used today. It examines the role of structure, people, politics, and symbols in managing enterprises. It explicitly focuses on organizations, ethics, and leadership.

**MGT 231 Organizational Behavior**. This course provides a comprehensive treatment of key concepts, practices, and issues in organizational behavior. Topics covered include: personality, trust, emotions, perception, attribution, power, politics, values, attitudes, motivation, leadership, communication, groups and group formation, teams and

team-building, individual and group decision making, organization culture and environment, conflict management, and human resource policies and practices.

**MGT 236 Decision Making.**  This course focuses on the fact that people lie at the heart of decision making: decisions are made by people, for people. Traditional perspectives on decision making take the position that the test of good decision making is whether it pursues rational decisions gained through rational processes; and whether the solutions it offers are optimal. In the world of real decision making, irrationality, people, and constraints reign. The very concept of rational decisions itself is questionable when decisions address the needs and wants of multiple players (a rational, optimal solution for A may be non-rational, sub-optimizing for B). Effective decision making must accommodate a number of realities, including: balancing the perspectives of multiple players with contending viewpoints; the irrelevance of rationality in many decision scenarios; the moral dimension of decision making; the biological, psychological, and social dimensions associated with making choices; the constraints of decision makers that strongly shape their decisions. This course demonstrates the primacy of these non-traditional concerns and offers strategies for dealing with them.

**MGT 238 Strategic Management\*.**  This course covers well-established principles of strategic management that enable managers to define objectives and goals that dovetail with the enterprise's strategic direction.  It provides guidance on conducting assessment of internal and external environment used to formulate corporate or project strategies.  *Prerequisite: MGT200

**MGT 240 Marketing and Sales**. An overview of the key functions of marketing: pricing, promotion, distribution channels, and product definition. The market research function. An understanding of who customers are (both internal and external) and how to define their needs and wants. Sales strategies.

**MGT 245 Technological Entrepreneurship and Innovation**. This course offers a comprehensive overview of technological entrepreneurship by examining the link between entrepreneurship, creativity, invention and innovation. It addresses both theory and practice. In order to see what it takes to be successful, it looks at several current high tech businesses that began as start-ups in the recent past and became successful.

**MGT 246 Engineering Management**. This course examines the technological, social, economic, systems, and professional aspects of engineering. It lays out the wide variety of sub-disciplines that fall under the rubric of "engineering" and focuses on the fact that in the final analysis, engineering is a practical undertaking that employs technology to solve problems. In market economies, the primary driving force behind engineering is to make money for businesses and individuals. Thus the course demonstrates the link between engineering and business.

**MGT 250 Project Management**. This course addresses the central role of project management today. Topics include: a review of the project life-cycle; techniques in the areas of cost management, scheduling, and resource allocation; identifying and managing project requirements; and an examination of the central role of people in projects.

**MGT 251 Planning and Control\***. Effective planning and control entails developing skills that go far beyond mastery of Microsoft Project! To begin with, it requires the development of solid cost, duration, and resource estimates, which means that practitioners need to learn the principles of effective estimation. In planning projects, they also need to know how to construct product-oriented and task-oriented work breakdown structures (WBSs), since WBSs form the foundation of schedules and budgets. In the scheduling arena, today' practitioners need to go beyond PERT/CPM and should get up to speed on brand new scheduling techniques, such as critical chain scheduling and time-boxed scheduling. And once the project is underway, they should be able to track actuals-versus-planned in order to keep the project under control.   *Prerequisite: MGT 25*0.

**MGT 252 Project Finance and Budgeting\***. This course takes an in-depth look at the financial side of project management. Specifically, it looks at the budget process and the role it plays in planning, implementing, and controlling project efforts; and at financial perspectives, including techniques needed to select projects and evaluate project performance. Beyond this, it examines some basic microeconomic tools and concepts that can be usefully applied to managing projects.  *Prerequisite: MGT 250.*

**MGT 253 Risk and Quality Management**. The effective management of any enterprise - large or small, government or private - requires the capacity to manage risk and quality. This course examines how risks are identified, how risk impact assessments are made, how organizations plan risk mitigation strategies, and how risk events are handled once they arise. The course also examines key issues of quality management, taking the perspective that quality is what customers perceive it to be. Material covered in the course is a balance between subjective and analytical approaches to dealing with risk and quality.

**MGT 254 Contracts and Procurement**. This course reviews the total acquisition life cycle associated with contracting and procurement, from the pre-award phase through post-award contract management through contract closeout. Topics covered in this course include defining needs and requirements, formulating a statement of work, proposal development, different contract modalities, sealed bid contracts, negotiated contracts, the award granting process, monitoring contract performance, dealing with change orders, and closing-out contracts.

**MGT 255 Quality Management**. This course offers a comprehensive view of developments in quality management over the past fifty years. It looks at the evolution of perspectives on quality, ranging from the simple view that quality is conformance to specifications to more sophisticated perspectives that see quality as a reflection of customer experiences. It highlights key thinkers, theories, and techniques. Finally, the course focuses on how the quality perspectives that arose in the production environment can be applied with equal effectiveness in project environments.

**MGT 256 Risk Management**. The effective management of any enterprise – large or small, government or private – requires the capacity to manage risk. This course examines how risks are identified, how risk impact assessments are made, how organizations plan risk mitigation strategies, and how risk events are handled once they arise. Material covered in the course is a balance between subjective and analytical approaches to dealing with risk.

**MGT 258 International Project Management**. This course examines project management as it is carried out in the global arena. Recent advances in computers, telecommunications, and transportation have truly led to a shrinking world. Virtual global project teams, once a curious dream, are a common reality today. The global dimension raises new challenges in managing projects, including: managing across cultures, time zones, languages, education systems, labor systems and regulations; making/receiving international payments in multiple currencies; leveraging fundamental global economic principles, such as comparative advantage and increasing returns to scale.

**MGT 259 Project Management Applications**. A practical course examining current best practice tools and techniques to manage real world projects. In this course, students work on self-study modules dealing with project management issues in important areas, including establishing project offices, managing needs and requirements, using e-commerce on projects, and developing team skills on projects.

**MGT 261 Data Communications**. This course provides students with an overview of data communications in today's business environment. Topics covered include: data communications and telecommunications, OSI reference model, TCP/IP protocol, LAN and WAN architectures, Internet technologies, role of ISPs, voice-oriented networks, mobile computing, digital and analog transmissions, distributed systems, frame relay networks, backbone networks, network management systems, and network and internetwork security management.

**MGT 265 International Relations**. This graduate course provides an overview of international relations. The topics cover international relations, international security, realist, liberal, and social theories, international conflict, military force, terrorism, international organizations, international law, human rights, international trade, global finance and business, integrating nations, environments, shifting populations, inequalities, and international development.

**MGT 268 International Law and Organization**. This graduate course provides an overview of international law, world actors, governments, ethics, enforcement, legislation, jurisdiction, diplomacy, arms treaties, use of force, international crimes, human rights, economic, social, and cultural rights, environment and pollution control, population control, wealth distribution, and future problems for international law.

**MGT 270 Principles of Public Sector Management**. This course provides a practical overview of the theory and practice of management in the public sector. It provides insight into key issues government agencies and departments face and how they are run. It looks at the public sector from political, historical, international, organizational, and budgetary perspectives.

**MGT 271 Structure and Function of Government**. This course covers the structure, powers, and processes of the American political system in greater depth. It reviews how the U.S. government has developed over the centuries and how it functions within a federal system that gives substantial powers to state and local governments as well as private organizations and individuals.

**MGT 272 The Budget Process***. This course examines how public sector organizations plan budgets, raise funds, authorize expenditures, spend moneys, and track budget performance. It illustrates how the budget process is carried out. It also examines public sector budgeting in a broad regulatory, political, economic, and social context. *Prerequisite: MGT 271.*

**MGT 274 Legal System**. How laws are created, promulgated, and enforced. Criminal vs. commercial vs. tort law. Personal property, real property, and intellectual property. National vs. local laws. The importance of patents, trademarks, trade secrets, and copyrights.

**MGT 279 Management of Major Programs***. An overview of tools, processes, and regulations governing the management of large complex programs: the program life-cycle, establishing and running a program office, contracting and procurement issues, regulations on large systems acquisitions, implementing earned value management, coordinating work efforts among subcontractors, the link between the budget cycle and the program cycle, managing a project portfolio. *Prerequisite: MGT 250, CST 282 or PMP Certification.*

**MGT 280 Finance**. This course introduces the student to key concepts, practices, and issues in finance. Basic topics covered include: capital and financial market systems, investment banking, interest rates, public offering, private placements, valuation of financial assets, investment in long-term assets, time value of money and capital budgeting techniques, break-even analysis, operating and financial leverage, capital structure, and earnings per share (EPS). Advanced topics covered include: capital-budgeting, cash flow analysis, cost of capital, determining financial mix, dividend policy, financial forecasting, working-capital management, liquid asset management, and international business finance.

**MGT 281 Accounting**. This graduate-level course provides a practical overview of basic principles of financial and managerial accounting. Topics that are covered include the fundamentals and terminology of accounting, basic financial statements, financial ratios, financial reporting standards, cost accounting, cost-based pricing, marginal costing, budgetary controls, overhead allocation, transfer pricing, and cost of capital. This course provides insight into the key accounting methods used and issues faced by modern businesses.

**MGT 282 International Business**. This course offers an overview of the new international business environment. It addresses current developments in international trade and business, including the explosive growth of markets in newly emerging economies and describes strategies business enterprises need to follow in order to "go global." It also examines topics in international finance, addressing topics such as international capital markets, foreign exchange, currency convertibility, and the evolution of the international monetary system.

**MGT 285 Economics**. This course is an introduction to economics, covering standard topics in the areas of macroeconomics, microeconomics, money and banking, and international economics. While the course covers economic theory, it makes a special effort to apply this theory to the realities of today's economy and business environment.

**MGT 286 Managerial Economics**. This course is a practical course that applies economic theory and practice to the management effort. Traditional microeconomic and macroeconomic courses focus heavily on theory and policy, and offer little guidance to managers. This course, in contrast, shows how economic thinking and tools can strengthen a manager's management capabilities. Specifically, it examines the following topics from an economics perspective: decision-making, pricing, strategic decision-making, managing uncertainty, and organizing enterprises to minimize the principal-agent problem and moral hazard.

**MGT 298 Directed Readings and Research**. This course consists of supervised readings and research projects focusing on a specific area of management. It is open to graduate students in the MS and MBA programs, who are majoring in project management, acquisition management, IT project management, public administration, telecommunications management, or general business management.

**MGT 299 Business Policy and Strategy**. This is the capstone course in the MBA degree program. It requires students to take a big picture view of business activity and to integrate the knowledge and skills they have learned through their MBA studies.

**MGT 310 Analytical Techniques in Research**. This course covers the principal techniques employed in conducting social science research. Topics include the design of experiments, survey research, measures of association, parametric statistics, nonparametric statistics, trend analysis, and contingency table analysis. Students will read scholarly articles employing these techniques to better understand how they are used in practice. (6 credit-hours)

**MGT 320 Philosophical Foundations of Knowledge and Research**. This course provides an overview of the nature of knowledge, knowledge acquisition, and the research process. It covers key concepts, such as scientific revolutions, epistemology and phenomenology, and examines the link between research theory and practice. It reviews such seminal thinkers as Thomas Kuhn, Karl Popper, Paul Feyerabend, and Rudolf Carnap.

**MGT 350 Evolution of Management Thought**. Management thought has evolved over the millennia, through a variety of schools of management thought, into the 21st century. This course examines the art and practice of management, as expounded by various management thinkers in the past and present, and how the 21st century manager can benefit from the ancient continuum of management experience and wisdom.

**MGT 355 Management as a Behavioral Science**. This course provides an examination of the behavioral roots of management theory and practice. It explores the contributions of psychology, sociology, anthropology, and economics to management. It focuses on the organizational development movement and its attempts to design organizations based on behavioral science practice.  (6 credit-hours)

**MGT 358 Current Issues in Management**. This is a doctoral level course design to enable students to engage in an unstructured, in-depth examination of current issues in management. Owing to the changing nature of human environments, topics covered in this course will change from time to time.

**MGT 359 Managing Modern Business Operations**. Operations management (OM) is the set of activities that creates goods and services through the transformation of inputs into outputs. OM is one of the three major functions of any organization (manufacturing or service), the other two being financing/accounting and marketing. Unlike a project, which has a specific objective, a limited duration, and limited resources, an operation is ongoing with objectives and resources that can change over time. Developing a new levitating car is a project; manufacturing Toyotas is an operation. All managers need to know the principles of operations management. The course looks at fundamental principles of OM. It also examines the logistics and supply chain aspects of OM.

**MGT 360 International Management**. This doctoral level course examines current topics in international management. These topics cover globalization, intellectual property, global technology capabilities and trends, current financial developments, and managing virtual global teams. The course is run as a seminar, where students are expected to carry out independent research to address the topics assigned to them.

**MGT 365 Economic and Financial Theory**. This doctoral level course examines economic and financial theories that have had a major impact on how we view business operations today. Its primary focus is on the global economic and financial meltdown of 2007-2009. This meltdown demonstrated conclusively that the prevailing wisdom about economics and finance that dominated economics/finance theory and practice since World War II was incorrect. The course readings and assignments explore the deficiencies of the post-War economics/finance paradigms and examine future developments in these areas.

**MGT 366 Leadership and Ethics**. This course focuses on the leadership skills that people should have if they want to lead teams and enterprises to function exceptionally well. It looks at well-established leadership theory and practice and through good case studies demonstrates their strengths and weaknesses. The course also examines ethics in business and government environments.

**MGT 368 Business-Government Relations**. Business-Government Relations is a doctoral level readings and research course designed to strengthen students' understanding of the symbiotic relationship between governments and businesses. Their interaction has an enormous impact on the well-being of local and regional communities, countries, and the global community. Debates about the roles of both players are longstanding, contentious and unending. In this course, students carry out in-depth investigations of five currently hot issues bearing on business-government relations. The specific issue areas will change periodically to keep them current. Examples of issues covered include business-government interaction at the local level, business-government dynamics in the European Union, conservative vs. liberal perspectives on business-government relations, and the role of regulations as a cornerstone of business-government relations.

**MGT 395 Technology, Innovation, and Entrepreneurship**. This course offers a comprehensive overview of technological entrepreneurship by examining the link between entrepreneurship, creativity, invention and innovation. It addresses both theory and practice. In order to see what it takes to be successful, it looks at several current high tech businesses that began as start-ups in the recent past and became successful.

**MGT 398 Directed Readings and Research**. This six-credit doctoral level research course is designed to help students strengthen their research skills by learning how to collect, organize, and analyze data. It covers both quantitative and qualitative data. Specific data collection methods include survey research, interviews, unobtrusive measures, document reviews, retrieval of published data, creation of indexes, and generation of data through experiments. (6 credit-hours)

**MGT 420 Special Topics in Research**. This six-credit doctoral level research course is designed to help students craft their dissertation proposal. A product of the course is a dissertation proposal that can be defended in a proposal defense. The final product of the course is the proposal defense itself. (6 credit-hours)

**MGT 499 Dissertation Research**. This course is limited to students who have received approval of their dissertation proposal and been promoted to the status of doctoral candidate. The product of this independent work is a dissertation that is original, thorough, well-reasoned, professionally presented, and defensible. (9 credit-hours)

## Psychology

**PSY 210 Abnormal Psychology**. This graduate level course covers the areas of abnormal psychology and upon successful completion the student will be able to state the criteria used by the American Psychiatric Association to determine whether a pattern of behavior can be considered a psychological disorder; Identify and define the three models of abnormality; Define the term diagnosis and discuss the use of the DSM-IV; and Distinguish between generalized anxiety disorder, panic disorder, phobic disorder, and obsessive-compulsive disorder.

**PSY 215 Theories of Personality**. This graduate level course will discuss Freud's theory of personality, including the structure of personality, psychosexual development, and the types of defense mechanisms; Compare and contrast the theories of neo-Freudians with classic Freudian theory; Describe the purpose and types of projective personality tests; Evaluate major criticisms of psychoanalysis; Identify and describe basic principles of learning and behavior and social learning theory; Discuss Mischel's cognitive social-learning theory and outline the five "person variables" that determine how we interact with our environment; Describe Maslow's theory of personality; and Discuss the trait approach to personality and list and describe the "Big Five" factors of personality.

## Sociology

**SOC 215 Race & Ethnic Relations**. This graduate level course presents the theories and operational definitions of the study of race and ethnic relations. It defines the relationship between subordinate groups and the study of

stratification.  The course covers areas of prejudice and discrimination, religious groups, and major racial and ethnic groups in the United States.

**SOC 225 Juvenile Delinquency**. This graduate level course will study how delinquents and juveniles in need of supervision are handled within the juvenile justice system. The nature and extent of delinquent behavior as well as child abuse and neglect are examined.

## Statistics

**STAT 220 Advanced Research Methods**. This graduate level course reviews the principal techniques employed in conducting social science research, including: research design, design of experiments, sampling methodology, survey research, interviews, measurement, scales and indexes, quasi-experimental design, qualitative analysis, and quantitative analysis. The course also examines the link between research theory and practice.



UMT Commencement in Hong Kong

# *Application Instructions*

**University of Management and Technology**
**1901 Fort Myer Drive, Arlington, VA 22209-1609**
**Phone: (703) 516-0035  Fax: (703) 516-0985**
**Web: www.umtweb.edu   Email: admissions@umtweb.edu**

## REQUIREMENTS

The University of Management and Technology requires the following to complete the application process:

- ☐ A completed application form (Please complete online at https://www.umtweb.edu/OnlineApplication.aspx)
- ☐ A current resume
- ☐ A non-refundable application fee of $30.00 (Waived for active duty military personnel.)
- ☐ A non-refundable credit transfer evaluation fee of $30.00 (Waived for active duty military personnel)
- ☐ Official transcripts from post-secondary institutions attended.
- ☐ Three Recommendation and Reference Forms (Form can be downloaded online at http://www.umtweb.edu/pdfdocs/recommendation_reference.pdf) (Optional)
- ☐ Official GMAT test scores (optional). **UMT's Institution Code is 5592**.
- ☐ Official GRE scores (optional). **UMT's Institutional Code is 5592**.
- ☐ One of following English test scores or records is required for the applicants whose English is not their native language.
    1) TOEFL minimum scores of 530 (PBT, Paper Based Test) or 71 (iBT Internet Based Test). **UMT's Institution Code is 7853**. Or, 6.5 on the International English Language Test (IELTS) or 50 on the PTE Academic Score Report (DBA applicants: a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 80 on the Internet Based Test (iBT), a 6.5 on the International English Language Test (IELTS), or 58 on the PTE Academic Score Report);
    2) A minimum grade of Level 3 on the ACT COMPASS's English as a Second Language Placement Test;
    3) A minimum grade of Pre-1 on the Eiken English Proficiency Exam;
    4) A transcript indicating completion of at least 30 semester credit hours with an average grade of "B" or higher at an institution accredited by an agency recognized by the United States Secretary of Education and/or the Council for Higher Education Accreditation (CHEA), or accepted foreign equivalent that is listed in the International Handbook of Universities where the language of instruction was English.
- ☐ Financial Certificate for International Applicants Requiring Form I-20 to study in the United States as a full-time student. (Form can be downloaded online at http://www.umtweb.edu/pdfdocs/financial_certificate.pdf)

## Additional Requirements:

- ☐ Original transcripts from institutions which are not in English must be accompanied by a certified (notarized) English translation.
- ☐ An interview may be required, but is not necessary to submit an application.

## NOTIFICATION

Prospective students are evaluated for admission as soon as all required documents are received, and notified as soon as the decision process is completed.

## INQUIRIES

Office of Admissions
University of Management and Technology
1901 Fort Myer Drive, Suite 700, Arlington, VA 22209-1609
Phone: (703) 516-0035
Fax:  (703) 516-0985
Email: admissions@umtweb.edu
Web: www.umtweb.edu

# *Tuition & Fees*

Tuition • Fees • Tuition Refund Policy

## TUITION

| | |
|---|---|
| Tuition per credit hour | $ 390 |
| Tuition per credit hours for students receiving the UMT Military Scholarship | $ 250 |

 * For international students with F-1 or J-1 visa, tuition is $780 per credit hour.

## FEES

| | |
|---|---|
| Application Fee* | $  30 |
| Transfer Credit Evaluation Fee | $  30 |
| Semester Registration Fee* | $  30 |
| Late Registration Fee* (applies on and after the first day of a semester) | $  40 |
| Cancellation Fee | $  50 |
| Re-admission Fee* | $  30 |
| Change-of-Program Fee* | $  30 |
| Change-of-Schedule Fee* | $  30 |
| Continuing Enrollment Fee* | $  30 |
| Returned Check Fee | $  30 |
| Transcript Fee | $  10 |
| Graduation Processing Fee | $  50 |
| Commencement Fee | $  75 |
| Replacement Diploma Fee | $  75 |
| Inter-school Processing Fee | $  50 |
| International Student I-20 or DS-2019 Processing Fee | $ 250 |

*All fees are non-refundable.*
*\* Fee is waived for students receiving the UMT Military Scholarship.*

## TUITION REFUND POLICY

A student may request course cancellation in any manner, but the university strongly advises such requests to be in writing by email, fax, or mail. The refund is calculated based on the postmarked date that a student's cancellation is mailed or the date that an email or fax request is received by UMT. Students also may submit written cancellation requests in person at UMT's administrative offices during normal business hours (Monday - Friday, 9 a.m. to 5 p.m. Eastern Time).

UMT also reserves the right to terminate student enrollments if students do not meet the academic and financial standards.

**Cancellation within Seven Days:** A student may cancel a course enrollment within seven calendar days from midnight of the day on which the official start date is approved with course access granted and receive a full refund minus a $50 Cancellation Fee to cover administrative costs.

**Cancellation after Seven Days:** If a student requests cancellation after the above seven days, UMT shall refund the proportion of the tuition paid, according to the following schedule:

| Cancellation Date After | Refund Amount |
|---|---|
| 1st week (seven days) of the course | 80% |
| 2nd week (fourteen days) of the course | 60% |
| 3rd week (twenty-one days) of the course | 40% |
| 4th week (twenty-eight days) of the course | 20% |
| 5th week (thirty-five days) of the course | None |

* For international students with F-1 or J-1 visa, the first-year-program tuition is non-refundable.

**Refund Payment:** Refund payment will be made within 30 days from the cancellation date.

**For students who use FSA, please refer the _UMT FSA Handbook_ in leave of absence, withdrawal, return of title IV funds and post-withdrawal disbursement for more guidelines.**

**For DBA fees, please refer to the DBA section of the catalog.**

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