

# Undergraduate Programs



# Undergraduate Admissions Standards and Procedures

## Profile of Applicants

The Admissions Board seeks potentially successful students with strong intellectual abilities who are involved and committed. IUM will carefully look at the academic results and motivation of each applicant. Previous accomplishments and honors as well as extra-curricular activities will also be taken into account in the admissions process.

## Application Procedure

Applications are reviewed by the International University of Monaco Admissions Board. IUM maintains a rolling admissions system whereby qualified applicants are selected on a competitive basis until all places in the entering class are allocated. It is therefore advisable to submit the application well in advance, even if the applicant's secondary school graduation is after the date of application submission.

Consideration will be given as to whether applicants will be able to fulfill the objectives of the program and achieve the standards required. Applications are evaluated through an Aggregate Score that combines an academic assessment with a background score assessing the following aspects:

- Interpersonal skills and maturity level
- Related work or voluntary experience showing commitment to community or chosen career
- Intellectual abilities and potential as shown by past achievements and referees evaluation;
- Motivation to study in the chosen field;
- Leadership potential and personal achievements;
- Extra-curricular activities, achievements and interests;
- Uniqueness and contribution to University's mission.

## Admission Requirements

Only students who have received their secondary school diploma are eligible for acceptance to an undergraduate degree program. Applications are reviewed by the Admissions Board once they are complete with the following items:

- **Completed application form:** Applicants should answer the questions contained in the application form thoroughly. The answers they give will be an important part of the evaluation process.
- **Secondary school transcript(s) and diploma(s):** Applicants are requested to send an official transcript from the last two years of secondary school. The transcript(s) must be accompanied by the grading scale. A copy of the diploma must be provided if the official transcript does not indicate graduation. Only original documents or notarized photocopies are accepted. Copies may be notarized by notaries, embassies or IUM school officials. All documents not in English or French must be officially translated into one of these languages. *Applicants who have not yet received their secondary school diploma because they are awaiting their final results should apply before their final results, and accompany their*

*application with the intermediary transcript of grades. Acceptance will be contingent upon receiving the secondary school degree.*

- **Proof of English proficiency:** Applicants seeking admission to the undergraduate programs and who are non-native English speakers are required to demonstrate proficiency in English. They must provide evidence from one of the following:
  - TOEFL (IUM school report code is 9074)
  - The Cambridge Certificate in Advanced Level, Proficiency Test or International English Testing System
  - TOEIC
  - At least 3 years of study at an English-speaking school, over the past 5 years

*Minimum exam scores required for entry are listed on the IUM website at [www.monaco.edu/Admissions](http://www.monaco.edu/Admissions)*

- **Two letters of recommendation:** All applicants must submit two letters of recommendation in English or French from teachers, headmasters, guidance counselors, and/or employers who have observed their performance in an academic and/or professional context. The referees should use the letter of recommendation forms provided in the application package, put them in a sealed envelope signed across the flap, and return them to the applicant or send them directly to IUM. Letters of recommendation may also be typed on official company or school letterhead and signed by the referee. Letters not in English or in French must be accompanied by an official translation.
- **4 passport style and size photographs**
- **Photocopy of applicants' passport to prove nationality.**
- **Non-refundable 125 euro application fee:** Applications will not be considered without the application fee. The application fee is nonrefundable. If payment is done by wire transfer, applicants should enclose a copy of their payment transfer with the application.
- **Personal Interview:** Once the applicant's file is complete, he or she may also be evaluated through a personal interview. The objective of the interview is to evaluate the candidate and give him/her an opportunity to learn more about the University. For international applicants, a telephone interview may be arranged.

*Note:* Any provisionally admitted student who does not provide all required documents as soon as they become available and in any case **before the end of the first term of classes**. Students who fail to do so may have their offer of admission withdrawn and will not be registered for the following term.

## Transfer of Academic Credits from Other Institutions

Students who have already earned university credit may apply for transfer status and /or transfer credit by providing:

Official university transcript(s) from all the colleges and universities they have attended. The transcript must be accompanied by the grading scale, course descriptions (university catalog) and an official translation if it is not in English or French. Only original documents or notarized photocopies are accepted. Copies may be notarized by notaries, embassies or IUM school officials. A transcript "issued to student" is not considered an official transcript.

Only courses from an accredited institution of higher learning relevant to the program will be considered for transfer credit. Students should apply for transfer credit during the admissions process. Acceptance of transfer credits from another institution is based on the comparability of the nature, course content, and hours of credits. Only courses in which the student has achieved a grade equivalent to C or better can be considered for transfer credits. A maximum of 50% of the undergraduate credits may be transferred. Transfer status applies if at least 15 term credits are transferred to IUM. Only credits are transferred, not grades.

## Undergraduate Scholarships

### **IUM Undergraduate Merit-Based Scholarship**

The IUM Undergraduate Merit-based scholarship will be awarded to applicants who show outstanding academic achievement, extraordinary leadership potential, and a significant contribution to the mission of the University.

First-time students who have achieved a GPA or equivalent of at least 3.5 may apply. Great weight will also be placed upon the applicant's letters of recommendation and country of origin. Students must demonstrate in their essay and letters extraordinary leadership potential in past activities and a commitment to international education. Students will be considered for a scholarship award only after receipt of a complete application for admission accompanied by payment of the application fee and a completed Merit-based Scholarship application form. Preference may be given to candidates who demonstrate the greatest financial need.

Six scholarships in the amount of 6000€ (2000€ each year for up to three years) will be awarded-to be applied against the tuition of the undergraduate applicants. Students must maintain a cumulative GPA of at least 3.0 and full-time student status in order to retain the scholarship. If the awardees make installment payments during the academic year then the yearly award is credited in three equal installments.

A completed application for admission and scholarship application must be received before April 1, 2007. As students at IUM are admitted on a rolling basis, early application is essential to ensure scholarship availability.

### **The Clelia Haji-Ioannou Foundation Scholarship**

The Clelia Haji-ioannou Scholarship has been pledged in order to offer financial support to new undergraduate female students at the International University of Monaco. These applicants should possess a demonstrated a high level of academic achievement and support the mission of the University.

To qualify for this scholarship, applicants must be female and demonstrate that they have achieved a cumulative GPA of at least 3.20 in their secondary school and university coursework. In addition, the applicant is expected to demonstrate a high level of maturity and motivation to achieve academic success at IUM. Students will be considered for a scholarship award only after receipt of a complete application for admission accompanied by payment of the application fee and a completed Merit-based Scholarship application form.

An award up to 4 scholarships of 5.000€ will applied to the students yearly tuition expenses. This is renewable each year the student maintains full-time status and a GPA of at least 3.20 out of 4.

A completed application for admission for fall 2007 and a scholarship application must be received before June 1, 2007. As undergraduate students at IUM are admitted on a rolling basis, early application is essential to ensure scholarship availability.

## Deadlines for Application

Applications are reviewed on a rolling basis. Application deadlines are as follows:

### **For Fall term entrance (September):**

- Early Action Admissions Deadline	January 1 <sup>st</sup>
- 1 <sup>st</sup> Round Deadline	February 1 <sup>st</sup>
- Merit Scholarship Deadline	March 15 <sup>th</sup>
- 2 <sup>nd</sup> Round Deadline	June 1 <sup>st</sup>
- Late Admissions Deadline	July 31 <sup>st</sup>

### **For Winter term entrance (January):**

Late Admissions Deadline	October 30 <sup>th</sup>
--------------------------	--------------------------

**For Spring term entrance (April):**

Late Admissions Deadline

January 30<sup>th</sup>

Applications received after these dates will only be considered if there are any spaces left in the entering class. As space is limited, applicants are encouraged to apply early to ensure that they receive full consideration.

# Undergraduate Program Description<sup>§</sup>

## Program Overview

Effective Fall 2006, the BSBA program has been revised to include the aspects of both the original BSBA and the BeCOM programs (see note above). The new BSBA program covers all areas of business and management adapted to modern trends in technology. It provides students with an interdisciplinary business education designed to enhance their professional and personal development. On successful completion of the program students may pursue their studies at the master level in their chosen field of specialization or enter the marketplace.

The BSBA program hallmark is a dual emphasis on theory and practice. The IUM teaching methodology combines rigorous presentations of concepts and case study discussions, applied projects, and business simulations. This enables students to bridge the gap between textbooks and the real world, and to enhance their knowledge base. A sustained internship provides hands-on experience, while foreign language instruction and a study abroad option extend the international and cross-cultural dimension of the program.

Utilizing an approach that emphasizes the integration of various disciplines and skills through common projects and assignments in both courses and workshops, the BSBA seeks to provide a fundamental understanding of business from the business, environmental, and personal perspectives.

The BSBA is a 120-US semester credits (240-ECTS or 1800 in-class hours) program designed to be completed in three to four academic years or 9 terms of 12 weeks each. It comprises 36 core courses (28 worth 3 credits and 8 worth 2 credits), four 1-credit electives, six 1-credit workshops on personal development, an International Internship (4 credits) and a Professional Thesis (6 credits).

Prior to Fall 2006, the BSBA and BeCOM programs required 134-US credits. They included 32 core courses (worth 3 credits each), 7 electives (worth 3 credits), two business internships (Blue Collar worth 2 credits and White Collar worth 5 credits), a 1 credit seminar on Career Development and a Professional Thesis (9 credits).

## BSBA Program Objectives and Components

The curriculum develops around four main objectives:

- To acquire the knowledge for effective business management
- To understand the business environment
- To develop personal skills essential to modern management
- To acquire initial business practice

To meet these objectives the BSBA has four instructional components: the business management module, the business environment sequence, the personal development concentration, and the business practicum.

### The Business Management Module

This 61-credit module provides students with a thorough grounding in all the business functions: accounting, finance, management, marketing, operations, and quantitative methods.

---

<sup>§</sup> IUM currently offers a Bachelor of Science in Business Administration (BSBA) and a Bachelor of Arts in Business and e-Commerce (BeCOM). The BeCOM program is no longer offered to new applicants. Students currently enrolled in the BeCOM program may refer to the catalog of the academic year when they first enrolled for program details and academic graduation requirements. For all other matters, the rules of the catalog in effect for the current academic year apply.

### The Business Environment Sequence

This 19-credit sequence seeks to develop students' understanding of the business environment by focusing on economics, politics and international relations, the cultural and social environment of business, and the legal environment of business

A study abroad option enhances these international and cross-cultural dimensions.

### The Personal Development Concentration

This 28-credit concentration combines workshops and courses to develop personal skills essential to modern management in the global setting.

It focuses on communication (oral and written), language, and IT skills; cross-cultural relations; leadership; and ethical awareness. By working together in teams students develop an awareness of cultural diversity, as well as an understanding of ethical responsibility and the importance of acquiring effective leadership skills.

Foreign language instruction (in French, Italian, Spanish, or Chinese) enhances the global dimension of the instructional setting, provides students with valuable cultural insights and tools, and inculcates a respect for the difficulties inherent in doing business in the global setting.

### The Business Practicum

The 12-credit business practicum (BC) is a key element of the BSBA curriculum that requires students to complete a range of independent projects. The BC emphasizes the application of theory, and the development of the ability to work and learn in an autonomous way.

The BC consists of the international business internship, the final thesis, and the business simulation.

The 3-month international business internship is a project-based learning requirement that synthesizes the various skills and knowledge gained during the first five terms of the BSBA. Completed in Term 6, it provides students with a pragmatic opportunity to apply theory to a specific real world problem, and to assess their progress in the program.

The student initially chooses a firm and submits an internship proposal to the IUM internship coordinator. An internal supervisor within the firm monitors the student's work on a regular basis throughout the internship and is responsible for evaluation of his or her progress. On completion of the internship the student prepares and presents a substantial written report to a panel of professors and business professionals.

The BSBA program includes a General Education component and a Business Component each representing 50% of the curriculum.

## BSBA Program Learning Outcomes

On successful completion of the BSBA program students will be able to:

1. Demonstrate mastery of functional business knowledge and skills.
2. Communicate effectively in a variety of written and oral forms.
3. Use commonly available technology proficiently as a tool for making business decisions and enhancing presentations.
4. Critically evaluate and solve problems by applying functional business area theory and practice to real or proposed business situations.
5. Recognize and discuss the importance of respect for and sensitivity to cultural diversity using concrete examples.
6. Demonstrate an appreciation for the ethical implications of business decisions and actions.
7. Perform independent projects and research by synthesizing data from various sources and composing a reasoned conclusion.
8. Demonstrate an understanding of the economic, political, and legal environments of business in a global setting.

9. Work effectively in groups and display the skills necessary to become effective leaders and/or managers.
10. Communicate in more than one language.

## Teaching Methodology

IUM teaching methodology emphasizes the integration of various disciplines and skills through interdisciplinary projects and assignments as well as a practical approach and real-world applications. Class sizes are kept small to foster a high level of participation and interaction and to enable professors to give individualized attention to all students. Case-studies, role-playing and experiential exercises enact business situations where each student makes recommendations and managerial decisions.

## Course Evaluations

Before the end of each course students are asked to fill out a form to evaluate the course. This gives students an opportunity to express themselves and provides important feedback on course delivery and content to both the faculty and the Administration. The questionnaire is anonymous. The professors receive a typed summary of the evaluation after they have submitted the final grades to the Administration.

## Definition of Credits

IUM's undergraduate programs operate on the American semester credit system. The minimum requirement for one credit is 15 classroom hours, 30 hours of laboratory, or 45 hours of practicum. Typically one American semester credit is considered equivalent to 2 European ECTS credits. In the following, all credits are understood to be American semester credits unless otherwise stated.

## Definition of Student Levels

**Freshman:** A student who has earned 0 – 29 credits will be considered a freshman.

**Sophomore:** A students who has earned 30 – 59 credits will be considered a sophomore.

**Junior:** A student who has earned 60 – 89 credits will be considered a junior.

**Senior:** A student who has earned at least 90 credits will be considered a senior.

Please note that a student taking the normal full-time course load over the 3 terms will switch from one level to the next during the same academic year.

## Course Identification

All undergraduate course numbers consist of four (4) letters and four (4) digits. The four letters refer to the subject. The first digit refers to the level.

1000 for courses taught at freshman level  
2000 for courses taught at sophomore level  
3000 for courses taught at junior level  
4000 for courses taught at senior level  
4400 for electives

BULA Business Law/Taxation  
BUMA Business Management  
CHIN Chinese (see LANG)  
COMM Communications  
DESY Decision Systems

ECON	Economics
FINA	Finance/Accounting
FREN	French
HUMA	Humanities
ITAL	Italian
ITMM	Information Technology and Multimedia
MATH	Mathematics, Statistics
MKTG	Marketing
POLS	Politics and International Relations
SPAN	Spanish
TRNG	Professional Training

## BSBA Program Outline

Bachelor of Science in Business Administration Program Outline Showing General Studies Courses (Marked *)		
Term 1	Term 2	Term 3
BUMA 1001: Introduction to Modern Business and Management (3 cr) *ITMM 1001: Computer-based Systems (3 cr) *COMM 1001: English Reading and Composition (3 cr) *MATH 1011: Mathematics for Business (3 cr) *LANG 1011: Foreign Language (2 cr) FSHM 0001: Workshop-Note-taking and Study Skills (no credits)	*ECON 1001: Microeconomics (3 cr) FINA 1021: Principles of Accounting (3 cr) *COMM 1002: Report Writing and Research (3 cr) *MATH 1013: Probabilities & Statistics (3 cr) *LANG 1012: Foreign Language (2 cr) BUMA 1000: Time and Stress Management (1 cr)	*ECON 2002: Macroeconomics (3 cr) BUMA 1012: Organizational Behavior & Human Resources Management (3 cr) *COMM 2003: Professional Writing and Communication (3 cr) *ITMM 200: Data Organization and Systems (3 cr) *LANG 1013: Foreign Language (2 cr) *COMM 2000: Effective Oral Communication and Relational Skills (1 cr)
Term 4	Term 5	Term 6
*ECON 2003: International Economics (3 cr) FINA 3013: Business Finance I (3 cr) *MATH 3014: Quantitative Methods (3 cr) MKTG 2001: Marketing Management I (3 cr) *LANG 2011: Foreign Language (2 cr) ELECTIVE 1 (1 cr) *COMM 3000: Workshop-Conflict Management in a Cross-cultural Environment (1 cr)	DESY 3011: Logistics and Operations Management (3 cr) *POLS 3001: The European Union (3 cr) FINA 3023: Business Finance II (3 cr) MKTG 3012: Marketing Management II (3 cr) *LANG 2012: Foreign Language (2 cr) ELECTIVE 2 (1 cr) *COMM 4000: Workshop-Advanced Research Methods (1 cr)	TRNG 3000: International Business Internship (4 cr)
Term 7	Term 8	Term 9
*POLS 3002: International Relations and Geopolitics (3 cr) FINA 3014: Managerial Accounting and Cost Analysis (3 cr) *ITMM 3002: Visual Web Technologies (3 cr) MKTG 3003: International Sales and Negotiations (3 cr) *LANG 3011: Foreign Language (2 cr) ELECTIVE 3 (1 cr) BUMA 3000: Workshop-Project Management (1 cr)	BUMA 3014: Business Ethics (3 cr) BULA 3001: Business Law (3 cr) DESY 4002: Management Information Systems (3 cr) BUMA 4005: Global Business Strategy (3 cr) *LANG 3012: Foreign Language (2 cr) ELECTIVE 4 (1 cr) *POLS 4000: Workshop-Sustainable Development (1 cr)	BUMA 4016: Global Business Strategy II: Business Simulation (2 cr) TRNG 4000: Professional Thesis (6 cr)

LANG: Foreign Language, either ITAL, FREN, SPAN or CHIN.

## Undergraduate Course Descriptions

Normally all core courses are offered in every term, however IUM reserves the right to cancel any course if there is insufficient demand for the course in a given term. Elective courses may only be offered once or twice per academic year. For details on course offerings please contact the Undergraduate Program Office.

*The Undergraduate Program Director reserves the right to waive the pre-requisite requirement for a course when academically justified.*

Note: Course descriptions for courses offered in previous years are available on the university website at [www.monaco.edu](http://www.monaco.edu).

All courses carry three (3) credits unless otherwise stated.

### CORE COURSES

#### **BULA 3001: Business Law**

This course provides an introduction to the role of law in society and the legal systems within which business organizations operate. The course focuses on Anglo-American law. Specific topics include sources and classifications of law, intentional torts, negligence, product liability, contracts, agency, corporations, and other forms of business organization. Students will learn ways to differentiate the various organizational models that legal constraints impose, and develop an understanding of the critical importance of the legal environment when conducting business – especially in the global context.

*Prerequisite: Junior Standing*

#### **BUMA 1000: Time and Stress Management Workshop (1 credit)**

This workshop provides tools to develop time management skills and stress control techniques. Students will learn to apply the tools they have mastered in a wide range of personal and professional situations. They will develop methodologies for identifying the causes and effects of stress, and ways of dealing with such situations. Finally, they will develop a clear understanding of the importance of effective time management in order to achieve individual and corporate goals.

*Prerequisite: none*

#### **BUMA 1001: Introduction to Modern Business and Management**

This course provides an introduction to and overview of the entire BSBA curriculum by familiarizing students with basic management processes, concepts, techniques, and tools. The course then concentrates on critical business functions as they operate in the modern firm: marketing, human resources management, accounting, and information technology while emphasizing the general and competitive business environment. Research, and preparation and presentation of oral and written reports enable students to relate their studies to contemporary events. Students will develop an understanding of the critical role management plays in modern business and learn how business functions are linked to form an integrated totality.

*Prerequisite: none*

#### **BUMA 2012: Organizational Behavior and Human Resources Management**

This course introduces students to the human factors that impact management of the modern firm. The course focuses on the effective utilization of people in achieving organizational objectives. It explains the importance of group work processes, employee development and management, and human behavior in organizations. The course discusses basic HRM practices and principles, and identifies the links between these practices and the design and execution of an overall business strategy. Students will learn how to manage groups, and develop methodologies for modifying and improving organizational structures to enhance performance and improve the firm's effectiveness.

*Prerequisite: BUMA 1001*

***BUMA 3000: Project Management Workshop (1 credit)***

This workshop introduces students to the field of project management as it applies to the general business world. It seeks to impart the knowledge and skills students will need to successfully complete projects within time, budget, scope, and quality constraints. Students will learn to develop project plans that address problems on a case-by-case basis as projects are proposed, and to manage projects through various phases to completion.

*Prerequisite: DESY 3011 and Junior Standing*

***BUMA 3014: Business Ethics***

This course introduces important ethical theories and moral traditions covering a broad range of moral dilemmas facing society and the world today. The course is designed to give each student the opportunity to stimulate his/her moral imagination while wrestling with the problems of applied business ethics, whether personal or professional.

*Prerequisite: Junior Standing*

***BUMA 4005: Global Business Strategy***

This course focuses on problems of strategic management in the modern firm by emphasizing cases of success and failure in formulating and implementing strategic decisions. Case discussion focuses on the content of strategic decisions, issues in implementing the decisions, and problems of decision-making and leadership. Readings are used to identify and reinforce common dimensions of these cases, and highlight current theoretical concepts, methods, and frameworks. Students will learn to identify and resolve generic problems as well as problems of practice unique to particular situations in the global strategic context.

*Prerequisite: Senior Standing*

**BUMA 4006: Global Business Strategy II: Cases and Business Games** (replaced by BUMA 4016 for students enrolled in the revised 2006-07 BSBA program)

The course examines the managerial decision-making process, planning and policy making in changing environments through the use of case studies and a business game.

*Prerequisite: BUMA 4005.*

***BUMA 4016: Business Simulation (2 credits)***

This interactive, technology-based course involves students in a simulation based on real-world business situations. Students will learn to make managerial decisions based on available data and develop an understanding of the time, resource, and human resources constraints that impact these decisions.

*Prerequisite: BUMA 4005*

***COMM 1001: English Reading and Composition***

This course develops reading and writing proficiency in persuasive, descriptive, comparative, and analytical genres. The course expands students' existing knowledge of grammar, syntax, sentence construction, paragraphing, coherency, spelling, punctuation, and vocabulary choice. Manipulating text – drafting, revising, and editing – is emphasized as are research skills such as note taking, paraphrasing, summarizing, and searching for relevant information. Students will master a range of skills in research and writing, collaborative writing and revising, and effective methodologies for presenting findings. Additionally, they will learn how to use Harvard referencing and bibliography citation.

*Prerequisite: none*

***COMM 1002: Report Writing and Research***

This course will introduce students to the skills required for researching a major research report. The course develops students' skills in reading, critical thinking, and writing. It emphasizes evaluation and critical analysis of different sources for written work, and ways to integrate sources and critical thinking in an argumentative research

paper. Students will learn how to format a report, and master the essential principles and techniques used in argumentation. At the end of the course they will have produced a 5,000 word report.

*Prerequisite: COMM 1001*

***COMM 2000: Effective Oral Communication and Relational Skills Workshop (1 credit)***

This class will teach to students how to establish successful interpersonal relationships, how to express themselves and feel more confident in the spotlight whether it is public speaking, performing in front small audience, running meetings, pitching an idea, selling a product, or simply introducing oneself .

*Prerequisite: COMM 1001*

***COMM 2003: Professional Writing and Communication***

This course builds on the writing skills learned in COMM 1002 by focusing on writing for a range of purposes in a business context: letters, proposals, technical writing, the curriculum vita, and job applications. The course emphasizes appropriateness to purpose in writing, especially meeting objectives and understanding audience needs. Students will refine their research skills and use the library, Internet, and first hand materials to inform a business proposal written for the course. They will develop the necessary skills to use technical document structure revision techniques collaboratively.

*Prerequisite: COMM 1002*

***COMM 3000: Conflict Management in a Cross Cultural Environment Workshop (1 credit)***

This workshop seeks to prepare students to work and live in different cultures. Through reading, research, in-class discussions, role playing, and reflective writing students examine and discuss ways in which cultures are similar and divergent, with emphasis how these factors affect interaction on the personal and business levels. Students will learn methodologies for analyzing different and sometimes conflicting frameworks for understanding cross cultural interactions.

*Prerequisite: Sophomore Standing*

***COMM 3004: Advanced Communication and Research Techniques (replaced by COMM 4000 for students enrolled in the revised 2006-07 BSBA program)***

The course will look at the research process related to business research and with an emphasis on helping students start their thesis. Each step of the research process will be covered; choosing a topic, reviewing the literature, deciding on a research approach, negotiating access, ethical issues, data collection and analysis, writing the thesis.

*Prerequisite: COMM 2003, Junior standing.*

***COMM 4000: Advanced Research Methods Workshop (1 credit)***

This workshop seeks to enhance students' abilities as careful and creative users of the English language so that they can ask questions about behavior, attitudes, knowledge, and performance. Students will learn how to successfully design and administer a questionnaire, collect primary research data through surveys, and create novel written solutions to expression problems.

*Prerequisite: Junior Standing*

***DESY 3011: Logistics and Operations Management***

This course introduces students to proven quantitative methods used for the analysis and control of facilities, manpower, and material in logistics and operations management. The course seeks to illustrate that operations management is fundamentally indispensable to good corporate management regardless of the sector. It assists students in understanding the link between effective general management and the principles and techniques of managing operations in the modern firm by emphasizing applications in the service manufacturing sectors. Students will learn the basics of quantitative methods and analytical tools used in logistics and operations management to gain a competitive edge in the marketplace. They will also demonstrate an understanding of the strategic importance of logistics and operations management.

*Prerequisite: BUMA 1001, MATH 2013 and preferably MATH 3014*

***DESY 4002: Management Information Systems***

This course focuses on the theoretical principles and real life practices for information systems (IS). The course illustrates the role of IS in managing organizations and in assisting organizations to achieve greater effectiveness through conceptual models and practical applications. A range of select information systems, theories, and organisational initiatives are used to enhance student's understanding and know-how related to knowledge management, automated decision making, artificial intelligence, and data mining. Students will demonstrate a clear understanding of, and breadth of knowledge regarding, the theoretical principles and concepts of IS, as well as the ability to apply these concepts and frameworks to today's managerial challenges.

*Prerequisite: ITMM 1001 and preferably ITMM 2001, Senior Standing*

***ECON 1001: Microeconomics***

The course is a broad survey of microeconomic theory and policy. Emphasis is placed on the fundamentals of economic organization, the theory of supply and demand, price elasticity, consumer choice and utility theory, theory of the firm and production theory, perfect competition, oligopolies, monopolistic competition, monopolies, uncertainty, risk, and game theory. Students will master the basic concepts and principles of microeconomic theory and policy, and thus display an understanding of how economies work to allocate scarce resources among consumers and firms. They will learn ways to apply a theoretical framework for this analysis to real-world issues.

*Prerequisite: MATH 1011*

***ECON 2002: Macroeconomics***

This course will provide an overview of macroeconomic issues such as the determination of income, output, employment, unemployment, interest rates, and inflation. The course also discusses monetary and fiscal policies, and public debt and international economic issues; and introduces basic models of macroeconomics and illustrates principles with the experience of international economies (especially the United States and European economies). Students will learn methodologies for explaining the theories and policy issues surrounding major macroeconomic concerns, and will be able to explain the essential ideas that define the economic way of thinking.

*Prerequisite: MATH 1011 and preferably ECON 1001*

***ECON 2003: International Economics (previously ECON 4403)***

This course provides a broad survey of international economics and ways in which worldwide economical interdependence is increasing. The course attempts to explain the basic philosophical and theoretical foundations of the globalization process and its controversies by emphasizing international trade theory and policy, the international monetary system and exchange rate policies, developing countries' reforms and crises, and the ongoing movements toward regional integration. Students will learn to appreciate the nuances of global economic forces and the ways in which they affect international economic development. They will also learn how to assess the impact of these forces on developing economies.

*Prerequisite: ECON 2002*

***FINA 1021: Principles of Accounting (previously FINA1011)***

This course introduces students to financial accounting as the basis for business decisions by external parties. Corporate financial statements are explained with a view to financial analysis tools. Students will master the basic tools of reporting and control, learn how to apply these tools in the corporate setting, and develop an understanding of the constituencies who impact the financial accounting process.

*Prerequisite: BUMA 1001, ITMM 1001, MATH 1011*

***FINA 3013: Business Finance I***

This course introduces students to financial analysis and planning, and to the three interrelated components of contemporaneous finance – financial management, financial institutions, and investments. Topics include the financial marketplace, financial tools for firms and investors, financial management, investment management; and financial monitoring and control. The course focuses on explaining the breadth of finance, providing an understanding of the international dimension of finance, familiarizing students with the vocabulary of finance, and exposing students to the key tools used by financial managers and investors in analysis and decision making.

Students will master the basics of business finance as it applies to the modern firm. They will also learn how to use analytical tools and conceptual skills for short-term and long-term financial decisions, and display a practical understanding of the broad and dynamic field of finance in the modern global environment.

*Prerequisite: FINA 1011 or FINA 1021*

***FINA 3023: Business Finance II (previously FINA 4402)***

This course introduces students to advanced concepts of financial analysis and planning such as international perspectives, opportunities and risks, hedging, and financial markets. Students will develop an understanding of financial markets and then use this knowledge to assess risk and return, opportunities for investment, and create methodologies for identifying the impacts of globalization.

*Prerequisite: FINA 3013*

***FINA 3014: Managerial Accounting and Cost Analysis***

This course focuses on the uses of information for management, planning, and control – and for decision-making – by introducing students to cost behavior analysis, cost systems, and budgeting. The course facilitates students' understanding of ways in which financial information is generated, analyzed, and implemented in making efficient managerial decisions. It also discusses and explains various cost accounting systems and their application to manufacturing operations. Students will learn how to prepare profit plans, budgets, and variance analyses; and to apply the cost-volume-profit relationship, direct and standard costing, segment reporting, and relevant costs for decision making.

*Prerequisite: FINA 1021, FINA 3013 and preferably FINA 3003*

***FSHM 0001: Note-Taking and Study Skills Workshop (non-credit)***

This workshop assists entering students in maximizing the positive impact and intellectual return from their courses by providing them with the skills needed to effectively gather information during lectures and to study efficiently outside the classroom. Students will learn methodologies for managing their time and creating study timetables, developing effective study habits, taking notes under time constraints, and gathering information in a timely manner.

*Prerequisite: none*

***ITMM 1001: Computer-Based Systems***

This course introduces students to the suite of Microsoft office tools, in particular the word processing program Microsoft Word, the presentation software Microsoft PowerPoint, and the spreadsheet program Microsoft Excel. It seeks to enhance students' computer literacy skills. The course emphasizes that software use is essential in all business functions and ensures that all undergraduate students acquire the basic computer skills required to successfully perform their studies. Students will learn to use Microsoft Word for word processing, make quality presentations using Microsoft PowerPoint, and construct all the kinds of spreadsheets with Microsoft Excel (for financial reports, statistics, and marketing).

*Prerequisite: none*

***ITMM 2001: Data Organization and Systems***

This course provides an overview of the practical benefits that stem from using a database management system (DBMS). Topics include data conceptualization (relational scheme), data manipulation (SQL), and database implementation and administration. Students will learn to evaluate products that claim to be a DBMS and decide which one to choose and when to use it.

*Prerequisite: ITMM 1001*

***ITMM 3002: Visual Web Technologies***

This course introduces students to the principles of Web publishing, and the creation and editing of computer graphics. The course moves from conception of visual representation (Photoshop, Illustrator, and Image Ready) to the coding of Web pages (HTML, CSS, client and server side scripting) and integrates concepts and practices

related to electronic commerce. Students will master the principles of Web publishing, and learn to create and edit effective computer graphics using a range of techniques. They will also develop their ability to correctly apply these techniques and assess their impact on overall design goals and objectives.

*Prerequisite: ITMM 1001 and ITMM 2001*

***MATH 1011: Mathematics for Business***

This course covers common functions with a focus on the relationship between an expression and a graph as well as differences between functions and equations; mathematical models and applications to supply/demand and equilibrium, cost/revenue and breakeven; basic analysis of derivatives and their applications to the study of function behavior, marginal rates and optimization; compound interest and time value of money with applications to finance and economics. Excel will be used as a tool where appropriate.

*Prerequisite: none*

***MATH 2013: Probability and Statistics***

This course introduces students to basic concepts of descriptive and inferential statistics as applied to managerial problems. Topics include summary measures of data, graphical representation of data, probability distributions, expected values, estimation, confidence intervals, and hypothesis testing. Students will learn how to use statistics as a tool for making well-informed decisions in business situations, explain fundamental concepts using statistics, confidently handle the presentation and interpretation of data, and correctly apply basic techniques to common business situations. They will also master the use of Excel which will be used as a tool throughout the course.

*Prerequisite: MATH 1001 or MATH 1011*

***MATH 3014: Quantitative Methods***

This course introduces further statistical concepts and techniques, building on the basics of inferential statistics covered in MATH 2013. Topics include comparison of two populations, chi-squared tests for goodness of fit and independence, linear and multiple regression, correlation, and time series. Students will learn to use more advanced statistical concepts and techniques in analyzing data, and analyze and present data correctly and clearly. They will develop an understanding of the nature of data, the conclusions that can and cannot be validly drawn from it, and to be aware of the powers and limitations of statistical techniques. Extensive use is made of Excel

*Prerequisite: MATH 2013*

***MKTG 2001: Marketing Management I***

This course explores the role marketing plays within companies and within society. It focuses on the development and analysis of consistent marketing strategies. It describes how consumers are the focus of all marketing actions and how environmental changes influence marketing strategy development and implementation. Students will learn to identify, analyze and solve marketing problems using the marketing analysis framework, the marketing process and the marketing plan. Throughout, the course will also view marketing from a societal perspective and discuss marketing ethics.

*Prerequisite: ECON 1001 and ECON 2002*

***MKTG 3012: Marketing Management II***

This course builds on the foundations of Marketing Management I and explores in depth the elements of the marketing mix (i.e. the 4 P's, product, price, placement and promotion). Special emphasis is placed on managing integrated marketing communications. The course also extends the marketing concept to international, services and business-to-business situations.

*Prerequisite: MKTG 2001*

***MKTG 3003: International Sales and Negotiations (previously MKTG 4401)***

This course is designed to familiarize students with the fundamentals of professional selling, sales management, and the negotiation process in business. It emphasizes that negotiation skills are necessary for all business functions to effectively convey a message and win approval for ideas. Topics include identification of the principal forms of

marketing channels and distribution, analysis of skills and characteristics that contribute to increased sales effectiveness, the negotiation game, and short and long term planning in relation to sales goals and objectives. Students will learn methodologies for assessing the market potential of global segments, planning strategies for penetrating viable markets, and control techniques that enable ongoing readjustment of marketing programs.

*Prerequisite: MKTG 3012*

***POLS 3001: The European Union (previously POLS 4402)***

This course focuses on the political and economic aspects of the European Union, as well as on current issues concerning the development of the EU: EMU, eastward enlargement, policies, institutions, and relations with countries outside the EU. The survey of the historical background of the EU is necessary to fully understand the reasons and the need for an economic, monetary and political integration within the European Union.

*Prerequisite: ECON 2002 and preferably ECON 2003*

***POLS 3002: International Relations and Geopolitics (previously POLS 4401)***

This course introduces students to the fields of foreign policy analysis, diplomatic history, international law and organization, and international relations theory. The course explores and explains basic concepts and conditions of modern international relations – including global interdependence and contemporary crises of legitimacy and authority, and provides an overview of systems of international relations. It will examine – historically and critically – the ways in which struggles for power were constituted and sustained or undermined by the field of knowledge known as international relations (IR) theory. This survey will stretch from the beginnings of the western state system to the current issues of IR. Students will learn to examine and evaluate various IR traditions, critically assess the current misunderstandings attached to different traditions in order to more effectively judge the political decisions taken at the international level, and associate different IR traditions with current international political leaders. Students will also develop an understanding of the scope of IR from studying classical theorists and historians of IR such as Martin Wight, Hedley Bull, and others.

*Prerequisite: ECON 2003*

***POLS 4000: Sustainable Development Workshop (1 credit)***

This workshop uses case studies to discuss the application and implications of sustainable development at the level of individual firms, at the national level, and at the international level. Students will learn to distinguish between the macro and micro effects of a sustainable approach to developing resources and distributing products, and develop the ability to synthesize opposing arguments to the sustainable development debate.

*Prerequisite: POLS 3002*

***TRNG 3000: International Business Internship (4 credits)***

This course is offered as a supervised business internship placement (white-collar) in the student's area of interest within selected business organizations worldwide. In this course students should aim to independently carry out a specific project, assignment, or related set of tasks. On completion of the placement they will prepare and present a written report detailing their experience, project, or assignment, and evaluating the organization and their own performance. Students will gain applied industry knowledge through work as a team member, and experience within a specific function and/or field of operations. They will also develop their ability to apply inter-personal and networking skills.

*Prerequisite: Junior Standing*

***TRNG 4000: Professional Thesis (6 credits)***

This course involves the creation and presentation of a final individual project intended to integrate material already covered in previous courses as well as to provide an in-depth exploration of a topic of special interest or career relevance to the student. Students work closely with an academic advisor to develop a comprehensive research-based thesis and to make an oral presentation of the research results to a professional academic panel. Students will learn to apply relevant theories, laws, and practical techniques in a chosen area; and integrate acquired knowledge, experience, and skills in this process in a trans-disciplinary way. They will demonstrate the ability to approach problematic issues and examine a problem from various perspectives.

*Prerequisite: Senior Standing, COMM 4000.*

**TRNG 1001: Business Internship I (2 credits)** (not required for students enrolled in the revised Program from Fall 2006).

Blue-collar supervised training within business organizations worldwide; to be approved by the academic advisor. A written report has to be prepared and submitted upon completion of the internship.

*Prerequisite: none for the internship itself; BUMA 1001 and COMM 1001 for the report*

**TRNG 3002 : Business Internship II (5 credits)** (replaced by TRNG 3000 for students enrolled in the revised 2006-07 BSBA program)

White-collar supervised training in each student's area of interest within business organizations worldwide; to be approved by the academic advisor. A written report has to be prepared and submitted upon completion of the internship.

*Prerequisite: BUMA 2003, MKTG 2001 and FINA 3013, Junior standing).*

**TRNG 4003: Career Development Seminar (1 credit)** (not required for students enrolled in the revised BSBA program from Fall 2006)

Hands-on seminar designed to prepare students to develop and implement their career plans.

*Prerequisite: Senior standing.*

**TRNG 4004: Professional Thesis (9 credits)** (replaced by TRNG 4000 for students enrolled in the revised 2006-07 BSBA program)

A final individual project intended to integrate material already covered in previous courses, as well as to provide an in-depth exploration of a topic of special interest or career relevance to the participant. Students work closely with an academic advisor and are required to submit a comprehensive written report as well as make an oral presentation of the research results in front of a professional academic panel. Business plans are not accepted as a final project.

*Prerequisite : COMM 3004, Senior standing.*

## ELECTIVES

**BUMA 4401: Leadership (3 credits)**

Examines the characteristics of effective leadership and the dilemmas of leadership. Analyzes how power is distributed, gained and lost in organizations. Examines problems of influence with respect to major actors in organizational life: superiors, subordinates, peers, clients and government. Outlines the qualities of good leadership in business and provides students with a basis for putting them into practice.

*Prerequisite: Junior Standing*

**BUMA 4402 : International Business and Trade (3 credits)**

This course is a broad survey of international business environment and international trade theories and practices. The course aims at providing a framework for understanding the basic concepts, practices and issues involved in international business and economic relations. Emphasis is placed on: a) a macroeconomic analysis of global markets and trade agreements; b) underlying impact of geopolitical and socio-cultural influences on global trade and investment; c) the background, evolution and nature of the current international financial and trading systems; d) the major policy issues associated with international economic relations. The role of the multinational corporation will be addressed in the coverage suggested above.

*Prerequisite: Junior Standing*

**BUMA 4405: Entrepreneurship (3 credits)**

The course is an introduction to the entrepreneurship and new venture creation. It will explore what it means to be an entrepreneur – both in the creation of a new venture, as well as within a larger corporation. Students will also explore the values of entrepreneurial leaders through a review of classical entrepreneurs.

*Prerequisite: Junior standing.*

***COMM 4101: Creative Writing (1 credit)***

This course will encourage students to write creatively at a higher level after the COMM 1002 course. It will develop and enhance skills in reading, idea creation, critical thinking, and constructive criticism of other's work as well as advanced writing. Students will have produced at the end of the course a ten minute script (approx. 11 pages).

*Prerequisite: COMM 1002*

***FINA 4403: Mergers and Acquisitions (3 credits)***

This course introduces the theory and practical applications of Corporate Finance and of Corporate Governance in the field of Corporate Mergers and Acquisitions. It looks at the motivation and rationale behind mergers, the methodology used to value a company – including placing a value on any acquisition-related synergies – as well as looking at sensitivity analysis and “what-if” scenarios. We look at the short and long-term strategic issues relating to acquisitions, legal issues and takeover tactics and negotiating strategy and post-deal integration. Issues pertaining to Ethics and Corporate Governance are discussed throughout the course as an integral subject and not as an independent section.

*Prerequisite: FINA 3013.*

***FINA 3101: Introduction to Financial Markets (1 credit)***

This course is an overview of the structure and functioning of the financial markets and institutions from an applied managerial perspective. Topics discussed include the principles of financial markets, the money market, the capital market, the mortgage market, the foreign exchange market and the international financial system.

*Prerequisite: FINA 3013, Junior standing.*

***FINA 4406: Multinational Finance (3 credits)***

This course is primarily focused on foreign exchange markets and by the end of the course students should be able to understand how to cope with the problems faced by a multinational corporation operating in different currency environments. Topics covered in the course will include a discussion of the international financial environment and the international monetary system, the foreign exchange markets and transaction exposure, foreign investment decisions and political risk management. Import and export financing in the management of multinational operations will also be treated.

*Prerequisite: FINA 3013, and preferably ECON 4403 or ECON 2003.*

***FINA 4408: Investment Analysis (3 credits)***

The course will familiarize the students with the concepts of financial analysis and fundamental methods of company valuation; the examination and practice of reading/analyzing corporate financial statements/reporting. Students should develop skills for critical understanding/use of financial information for investment and capital formation purposes.

*Prerequisites: FINA 3013.*

***HUMA 3101: Topics in Art History (1 credit)***

This course explores and analyzes selected art periods and movements with particular attention to the European civilization

*Prerequisites: Sophomore standing.*

***HUMA 4401: Overview of European Civilization (3 credits)***

This course is designed to give a general overview of European civilization from its classical heritage (Greek and Roman) up to now. While major historical events will be explored, special emphasis will be given to various art forms encountered throughout the centuries.

*Prerequisites: Sophomore standing.*

***HUMA 4408: Ethics, Politics and Religions: an International Perspective (3 credits)***

A survey of the world's religions and their backgrounds, integrating their own history and culture as a way to get a holistic picture. The course intends to consider Christianity, Judaism, Islam, Hinduism and Buddhism and will ask if Western culture opposes itself to the Oriental one or the Oriental one clashes with the Western one.

*Prerequisites: Sophomore standing*

***MKTG 4402: Marketing of Luxury Goods (3 credits)***

The course will focus specifically on marketing strategies associated with luxury goods, including product development, research and advertising. Examples and case-studies from leading luxury companies will be presented.

*Prerequisites: MKTG 2001, Junior standing.*

***MKTG 4101: Brand Management Strategies (1 credit)***

This course will examine the various facets of brand management. The aim is to familiarize students with the key tools of brand management, so that they can appreciate the role of branding within an integrated marketing strategy. Topics to be discussed include: What is a brand? Why are brands important? The role of competitive differentiation. Brand personalities: what they are, why they are important, how to create and sustain. Creating brand relations, positions, and loyalty. What to do with an old brand: when to reposition, when to let it die gracefully. A threat to brands?

*Prerequisites: MKTG 2001, Junior standing.*

***POLS 2101: Non-Governmental Organizations (1 credit)***

The course will analyze some leading examples of non-governmental organizations such as Amnesty International, Human Rights Watch, Medecins Sans Frontieres and Greenpeace which are important in the functional areas of human rights, humanitarian aid, protection of the environment, and sustainable economic development.

*Prerequisites: Sophomore standing.*

***TRNG 4401: Independent Project***

Independent study. Project must be submitted to the Undergraduate Programs Director for approval. *Prerequisites: Sophomore standing.*

## Language Course Descriptions

The language courses offered in the undergraduate program span seven levels and four languages: Italian, French, Spanish, and Chinese.

The first four letters of a course code identify the language as follows:

- “ITAL” for Italian language courses.
- “FREN” for French language courses.
- “SPAN” for Spanish language courses.
- “CHIN” for Chinese language courses.

The four digits of a course code indicate the course level as follows:

- 1011, 1012, and 1013 for Elementary Level 1, 2, and 3 respectively.
- 2011 and 2012 for Intermediate Level 1 and 2 respectively.
- 3011 and 3012 for Advanced Level 1 and 2 respectively.

IUM language professors have worked together to harmonize the course description and content for the same course level in all four languages. These course descriptions are as follows:

ITAL 1011: Italian Elementary Level 1 (2 credits)

FREN 1011: French Elementary Level 1 (2 credits)

SPAN 1011: Spanish Elementary Level 1 (2 credits)

CHIN 1011: Chinese Elementary Level 1 (2 credits)

This is an introductory course for complete or nearly complete beginners designed for the acquisition of language basics. It focuses on basic structures and vocabulary for elementary communication. For French, Italian, and Spanish the course includes present tense of usual verbs, articles, main pronouns and prepositions, and interrogative and negative forms. For Chinese the course introduces about 150 characters and covers essential topics such as greetings, dates and times, shopping, and family. Students will learn to express themselves in a non-native language on an elementary level and operate in everyday life situations predominantly using the present tense.

*Prerequisite: None.*

ITAL 1012: Italian Elementary Level 2 (2 credits)

FREN 1012: French Elementary Level 2 (2 credits)

SPAN 1012: Spanish Elementary Level 2 (2 credits)

CHIN 1012: Chinese Elementary Level 2 (2 credits)

This course builds on the course level 1011 and is designed to expand language basics. It focuses on vocabulary for communication, and social and cultural issues, and provides an introduction to writing skills. For French, Italian, and Spanish the course covers past and future tenses, comparative and superlative, and the progressive form. The Chinese course introduces about 150 new and additional characters, and begins to build elementary speaking and writing skills. Students will learn to express themselves in a non-native language discussing social and cultural issues predominantly using the present, past, and future tenses.

*Prerequisite: Course level 1011 in the same language or placement.*

ITAL 1013: Italian Elementary Level 3 (2 credits)

FREN 1013: French Elementary Level 3 (2 credits)

SPAN 1013: Spanish Elementary Level 3 (2 credits)

CHIN 1013: Chinese Elementary Level 3 (2 credits)

This course completes the first year foreign language course series. It focuses on further expanding vocabulary for communication, social, and cultural issues, and improving writing skills. For French, Italian, and Spanish the course covers advanced work on pronouns and verb-pronoun accord. In the Chinese course speaking and pronunciation skills are further developed. Students will learn to express themselves – verbally and in writing – in a non-native language using pronouns and verb-pronoun accord at an advanced level.

*Prerequisite: Course level 1012 in the same language or placement.*

ITAL 2011: Italian Intermediate Level 1 (2 credits)

FREN 2011: French Intermediate Level 1 (2 credits)

SPAN 2011: Spanish Intermediate Level 1 (2 credits)

CHIN 2011: Chinese Intermediate Level 1 (2 credits)

This course consolidates material from courses completed in the previous series. It focuses on vocabulary for communication, tourism, press, and office life. The course seeks to substantially improve writing skills. For French, Italian, and Spanish coursework includes passive voice, and present and past conditional tenses. The Chinese course introduces about 200 new and additional characters, and continues developing speaking and pronunciation based on topics from everyday life situations. Students will learn to use the passive voice, continue to develop speaking and pronunciation, and master forms of communication pertaining to tourism, press, and office life in a non-native language.

*Prerequisite: Course level 1013 in the same language or placement.*

ITAL 2012: Italian Intermediate Level 2 (2 credits)

FREN 2012: French Intermediate Level 2 (2 credits)

SPAN 2012: Spanish Intermediate Level 2 (2 credits)

CHIN 2012: Chinese Intermediate Level 2 (2 credits)

This course completes instruction on the four macro skills of the language training of previous levels: reading, writing, listening, and speaking. It also introduces more elaborate structures. For French, Italian, and Spanish coursework includes imperative and subjunctive mood, vocabulary for communication, an introduction to cultural and political aspects, and a focus on substantially improving writing skills. For Chinese coursework emphasizes understanding Chinese grammar by focusing on simple structures. Students will learn to express themselves – verbally and in writing – in a non-native language using the imperative and subjunctive moods at an advanced level. They will also improve their ability to write about complex political and cultural issues.

*Prerequisite: Course level 2011 in the same language or placement.*

ITAL 3011: Italian Advanced Level 1 (2 credits)

FREN 3011: French Advanced Level 1 (2 credits)

SPAN 3011: Spanish Advanced Level 1 (2 credits)

CHIN 3011: Chinese Advanced Level 1 (2 credits)

This course consolidates syntax and all verb tenses, specifically subjunctive mood in the past tense and use of the conditional, for French, Italian, and Spanish. It also introduces students to economic aspects and related vocabulary for these languages. For Chinese the course expands on important linguistic structures and introduces new characters. Students will learn to write extensive research reports and display mastery of syntax and all verb tenses at an advanced level in a non-native language.

*Prerequisite: Course level 2012 in the same language or placement.*

ITAL 3012: Italian Advanced Level 2 (2 credits)

FREN 3012: French Advanced Level 2 (2 credits)

SPAN 3012: Spanish Advanced Level 2 (2 credits)

CHIN 3012: Chinese Advanced Level 2 (2 credits)

This course is designed for students who already possess a solid oral and written command of the language. The course establishes bases for successful international business communication by dealing with linguistic, cultural, and economic aspects. The in-depth business vocabulary will contain elements of finance, marketing, commercial law, banking, and sales. For French, Italian, and Spanish students will write business letters and take part in a job interview. Students will learn to express themselves in a non-native language at an advanced level using business terms and language.

*Prerequisite: Course level 3011 in the same language or placement.*

# Undergraduate Programs Regulations and Academic Policies

Students are expected to be familiar with University policies (also see the Chapter “General University Policy”) and to monitor their own academic progress. They should keep all records of official grades earned, degree requirements met, transfer credits accepted, and actions taken on requests for substitutions or exceptions to University policies and regulations.

## Course Registration

Course registration, class changes, adds and drops must be approved by the Program Director. In the undergraduate program classes can be changed in the **first three days of the term** without academic or financial penalty. After this deadline it is no longer possible to register for a course in that term. Since class size is limited, it is important that students register within the designated registration deadline in order to ensure a place in the classes of their choice.

Students who do not register on or before the below designated registration deadlines must pay a **late registration fee of 125 euros**.

## Registration Deadlines

Winter Term 2008:	Friday, November 16
Spring Term 2008:	Friday, March 7
Fall Term 2008:	Friday, June 6

## Course Load

To be considered a **full-time** student, the minimum course load is **12 credit hours per term**. The normal course load is 15 credit hours per term (14 in the first term of the BSBA program). Upon written approval of the Director of the Program, a student with a cumulative GPA of 3.0 or above may be permitted to register for a maximum of 18 credit hours per term, not including TRNG courses, and courses taken as an auditor (see section below for more details). A student must have completed at least one term at IUM to benefit from this dispensation. Students on academic probation may have to take a reduced course load (see Academic Probation section below).

## Auditing Courses

A student enrolled full time may audit one course per term by permission of the Director of Undergraduate Program and the faculty concerned. Students taking less than a full academic load may audit more than one course. Students may only audit courses **that are not part of the core curriculum** of the program in which they are enrolled. Students wishing to audit a course have to state it explicitly when they register for that course. Audited courses are not granted academic credit or grade points, but are listed on a student’s transcript and grade report under the letter “L”.

External auditors may choose whether they wish to be assessed for the courses taken or not, in the latter case the audited course appears in the auditor’s transcript with the letter “L”.

## Courses in Excess of Graduation Requirements

Students may take up to 15 credit hours in excess of their graduation requirements. The grades obtained in these courses are included in the Grade Point Average. If a student does not wish to be assessed for a course, he/she will audit the course and will not receive a grade or credit (see section above).

## Course Repeats

A course repeat is defined as retaking a course in which a grade different from PL, X or W was obtained (see description in the Grading System section). When a student repeats and completes a course, the first grade becomes an "R" and is no longer computed in the Grade Point Average (GPA). The new grade received will be used to determine the GPA. If a student fails a course he has to repeat it. In the event that the course failed is no longer offered the Undergraduate Programs Director may authorize to replace the failed course by another, different course. Students may also choose to repeat a course they passed with a low grade in order to improve their GPA. In any case only the latter grade obtained will affect the GPA, even if it happens to be lower than the original grade. Students are permitted to repeat a course no more than twice. The Academic Committee reserves the right to study exceptional cases. Course repetitions can affect students' academic progress toward a degree. In no case can a student exceed one and one half times the standard program length (see Maximum Time Frame).

## Foreign Language Requirements

Bachelor degree students are required to complete a sequence of courses in a foreign language at the University (i.e. any language other than English and a student's mother tongue), as defined in each program. Students may choose from French, Italian, Spanish or Chinese. If a student is already proficient in one of these languages, he/she must choose another. The Undergraduate Programs Director reserves the right to waive this condition if academically justified (e.g. for students already proficient in several languages or students with a documented learning disability). A student may take a placement test for the first courses in the series. For more information please see the below section on Placement Policy.

So that they benefit fully from this instruction, students are required to complete all the required language courses in the same language. A student may decide to change the language but will be given this option only once, after completion of the first language course. The full language course sequence comprises 14 credits. Students who change language or skip the first levels (see placement policy below) need to complete a minimum language course sequence of 10 credits.

## Placement Policy and Exemptions

For language courses, a placement test may be taken on Orientation Day to determine the appropriate entry level for languages. Students who start studying a language and choose to change to another language will be asked to take a placement test in the new language they have chosen. A grade of C or better (73% or higher) must be obtained in the placement test for a given level in order to obtain exemption from the corresponding course.

For information technology courses, students who have gained prior knowledge may ask to sit an exemption test for the relevant IT course.

## Change of Program

Students enrolled at the International University of Monaco who wish to change from one undergraduate program to another program may apply to do so. The request has to be addressed to the Undergraduate Programs Director who will evaluate the student's curriculum before approving or rejecting their change of program request.

All grades appertaining to credits transferred from one International University of Monaco degree program to another will affect satisfactory academic progress as described in this Catalog.

## Transfer of Academic Credits from Other Institutions

Only courses from an accredited institution of higher learning relevant to the program will be considered for transfer credit. Students should apply for transfer credit during the admissions process. Acceptance of transfer credits from another institution is based on the comparability of the nature, course content, and hours of credits. Only courses in which the student has achieved a grade equivalent to C or better can be considered for transfer credits. A maximum of 50% of the undergraduate credits may be transferred. Transfer status applies if at least 15 term credits are transferred to IUM. Only credits are transferred, not grades. The transferred courses are marked with the letter "T" and are not counted in the GPA calculation.

## Attendance Policy

As stated in the General University Policy, student attendance is compulsory and is taken at each class, from the first week of the term. Students are expected to attend all classes. Absences affect the final course grade as follows.

### For 1-credit courses, generally scheduled once a week:

0 absence:	1 bonus point will be added to the final course grade (given over 100 points)
Up to 2 absences	no penalty
At the 3 <sup>rd</sup> absence	2 percentage points are subtracted from the final course grade
At the 4 <sup>th</sup> absence	the student receives automatically a WF (withdrawal fail) grade for the course

### For 2- and 3-credit courses, generally scheduled twice a week:

0 absence:	1 bonus point will be added to the final course grade (given over 100 points)
Up to 3 absences	no penalty
4 absences	1 percentage point is subtracted from the final course grade
5 absences	2 percentage points are subtracted from the final course grade
6 absences	3 percentage points are subtracted from the final course grade
At the 7 <sup>th</sup> absence	the student is automatically withdrawn from the class and receives a WF grade for the course

EXCEPTION: For the course **ITMM 1001**, that meets three times a week, the incremental 1-point penalties start at the 5th absence and a student is automatically withdrawn at the 8th absence.

## Excused Absences

Only mitigating circumstances of a serious and exceptional nature will be reviewed by the Director of Undergraduate Programs who reserves the right to exceptionally excuse an absence. Professors are not entitled to excuse an absence.

A student who misses a class is responsible for catching up by the next class. This includes consulting the syllabus and obtaining from other students all information and material missed due to the absence, as well as doing the homework assigned for the next class.

Attendance is compulsory for all exams. No special arrangements can be made to sit these exams either before or after the set date. A student who does not attend an exam will receive an F for that exam (0%). No make-up examinations are normally organized.

Only extremely serious mitigating circumstances will be reviewed by the Academic Committee who may give permission to take a make up exam or to replace the missed exam by another type of assignment and will decide whether a grade penalty is applicable (typically the grade of the exam may not exceed 73% or a C). The Academic Committee's decision is final and may not be appealed.

## Late Arrivals and Early Departures

Late arrivals and early departures are disruptive and not acceptable. A student who is up to five minutes late can be admitted to class but will be marked late by the professor in the presence class sheet. The professor has the right to

refuse entry to students who arrive more than five minutes after the start of the class. The professor also has the right to request students who are disruptive to leave the class.

## Cheating and Plagiarism

As stated in the General University Policy, the University views any incident of academic cheating or plagiarism to be very serious. A student who willingly gives or receives aid in examinations, copies another student's work, or turns in any material claimed as his or her own, but coming from another source, is subject to an academic sanction ranging from a 0% grade for the assignment to an F grade for the course and even to suspension by decision of the Academic Committee. Records of cheating or plagiarism incidents are kept on a student's file, repeated occurrences of academic dishonesty may lead to dismissal from the university for disciplinary reasons. Professors have to report any suspected case of cheating or plagiarism to the Academic Committee for review.

## Grading System at the Undergraduate Level

In using the following system of grade points, a student's academic standing is measured by his/her grade point average, or GPA. The official transcript of record shows a GPA for each term and a cumulative GPA (CGPA) for all terms completed. The GPA is the weighted average of the grade points obtained in each course by the number of credits of each course. Grade points are assigned to letter grades for each unit of course credit:

### IUM Undergraduate Grading System (from Fall 2007)

Letter Grade	Percentage Points	Grade Points	Quality of work
A	95-100%	4.0	Outstanding performance, works shows superior command of the subject.
A-	90-94%	3.7	Very good work showing understanding and mastery of all concepts.
B+	87-89%	3.3	Good work showing understanding and mastery of most concepts.
B	83-86%	3.0	Fairly good work that shows an understanding of the main concepts.
B-	80-82%	2.7	Fairly good work showing understanding of several important concepts.
C+	77-79%	2.3	Uneven understanding of the concepts with occasional lack of clarity
C	73-76%	2.0	Work that barely meets modest expectations for the class
C-	70-72%	1.7	Work that is below modest expectations for the class
D+	67-69%	1.3	Poor performance with lack of understanding of several important concepts
D	63-66%	1.0	Work that is marginally above the minimum expectations for the class
D-	60-62%	0.7	Work that barely meets the minimum expectations for the class
F	< 60%	0.0	Work does not meet the minimum expectations for the class

### The following symbols may also appear on the transcript:

<b>I</b>	Incomplete - More work required before the credit(s) can be awarded, within a specified deadline.
<b>L</b>	Audit - No credit granted
<b>N</b>	Neutralized. Course no longer applicable after a change of program.
<b>P</b>	Pass – Course passed, does not enter in the calculation of the GPA. Credits are given according to course syllabus.
<b>PL</b>	Placed out of a course. No credit is given for placement.
<b>R</b>	Repeat – Course is repeated during a later term. Only the last grade obtained will enter into the calculation of the GPA.
<b>T</b>	Transfer - Credits transferred from another program or institution.
<b>W</b>	Official withdrawal, does not enter in the calculation of the GPA.
<b>WF</b>	Course is dropped after the official withdrawal deadline. Counts as an F in the calculation of the GPA.
<b>X</b>	Exemption - Exemption given for proven ability.

## Grade Review Procedure

Grade review is available to students who feel that they received an incorrect grade. The student should contact the professor **in writing** (e-mail is acceptable), with a copy to the Director of the Undergraduate Program, within the two weeks following the issuance of the grade. If the professor, after reviewing the student's coursework, finds that the original grade issued was correct he will respond in writing to the student, with copy to the Director of the

Undergraduate Program, to explain the evaluation. If on the contrary if the professor finds that a mistake had been made in the original grade submission, he will fill out a change of grade form explaining clearly the grade change and submits it to the Program Director for the grade to be corrected in the academic database IUMA. If the student still considers that the grade was unjustified, he should appeal in writing, no later than one week following the Professor's response, to the Undergraduate Academic Committee. The student's appeal should be detailed and provide solid evidence as to why the grade should be changed. The undergraduate Academic Committee's decision is final and cannot be appealed. The original grade issued remains in effect throughout the entire appeal process. No grade review can be made after a student has graduated.

## Honors

### *Dean's Honor List*

Any undergraduate student who earns a term grade point average of 3.50 and above and takes a minimum of 14 credit hours in any one term is placed on the Dean's Honors List for that term. Any grade of "I" must be removed before eligibility for the Dean's Honors List.

### *Graduation Honors*

Cum Laude for Cumulative GPA 3.25 through 3.49  
 Magna Cum Laude for Cumulative GPA 3.50 through 3.74  
 Summa Cum Laude for Cumulative GPA 3.75 and above

## Maximum Time Frame

Students enrolled at the International University of Monaco must complete their degree within what is referred to as a "Maximum Time Frame." IUM uses the number of attempted credits – i.e. credits for which a student has incurred a financial obligation, including repetitions, incompletes, withdrawals and course exemptions - to calculate the Maximum Time Frame. Students must complete their program of study in no more than one-and-a-half times the credit hours required for graduation (i.e. no more than 180 attempted credits for a 120-credit degree program). In the event a student is unable to complete the program within the Maximum Time Frame, he/she will not be eligible to receive the degree and can only receive a Certificate of Completion. For transfer students, the maximum time frame is reduced to the number of credits left to graduate at IUM multiplied by one-and-a-half.

In any case in order to obtain the degree a student needs to complete all the program requirements within 8 years from the date of initial enrollment in that program.

## Academic Standing, Probation, Suspension and Dismissal

The International University of Monaco applies the following policy, which must be met by all students, whether part-time or full-time.

**Good Academic Standing:** A student pursuing an undergraduate program must maintain a minimum Cumulative Grade Point Average (CGPA) of 2.0. A student cannot graduate from IUM if his/her CGPA is below 2.0.

**Review of student records:** At the end of each term the Academic Standing Committee reviews the transcripts of all undergraduate students whose Term or Cumulative Grade Point Average (GPA) is below 2.0. Undergraduate students' progress is also evaluated at the end of 25% of the maximum program length, at the end of 50% of the maximum program length, and at the end of the maximum program length. **The Minimum Academic Achievements** requirements state the following:

- a student who has attempted 25% of the maximum program length (=1.5 times the program length expressed in credits, cf. II.4.14) must have completed at least 55% of the credits attempted and have obtained a CGPA no lower than 1.7.

- A student who has attempted 50% of the maximum program length (=1.5 times the program length expressed in credits) must have completed at least 60% of the credits attempted and have obtained a CGPA no lower than 1.8.
- A student who has reached the maximum program length (i.e. who has attempted 1.5 times the total number of credits in the program) must have a CGPA no lower than 2.0.

**Academic Warning:** Any student who has a Term GPA lower than 2.0 and a Cumulative GPA at 2.0 or above will be placed on Academic Warning. All students on Academic Warning must confer with the Associate Dean for Undergraduate Programs.

**Academic Probation:** Any student who has a Cumulative GPA lower than 2.0 will be placed on Academic Probation.

A student on probation may:

- Be continued in a full-time program with a reduced course load
- Be reduced to a part-time credit load
- Be suspended from classes for up to two terms
- Be dismissed from the university. Any student who does not meet the Minimum Academic Achievements stated above will be dismissed from the University by decision of the Academic Committee.

Notification of Academic Suspension or Dismissal will be given in writing.

**Appeals and Reinstatement:** Students who wish to be reinstated at the University after Academic Suspension must make a request in writing to the attention of the Director of Undergraduate Programs. They will only be considered for reinstatement to the University once their suspension has elapsed. Students who wish to be reinstated at the University after Academic Dismissal must reapply for admission no less than one year after the date of dismissal.

**Mitigating circumstances:** The Academic Committee may consider special circumstances for those students who have encountered a serious medical or personal problem in a given term. Each special mitigating circumstance will be studied, case by case, in the best interest of the student.

When the presence of mitigating circumstances causes the student's grade point average to fall below the minimum standards, a letter from the student requesting reinstatement may be submitted to the Director of Undergraduate Programs for review. A student may appeal at any time to the Academic Committee.

The Director of Undergraduate Programs will determine whether a probationary reinstatement is necessary or if the decision is warranted.

## Incomplete Course Grades

If due to extenuating circumstances a student is unable to complete the course requirements during the allocated time in the term, he/she may request from the Undergraduate Program Director and the professor an "Incomplete" grade ("I"). If the Undergraduate Program Director and the professor agree to assign an Incomplete grade, the faculty member and student enter into an agreement whereby the student is given an additional specified period of time to complete the course requirements. The additional period cannot exceed two terms. At the end of the specified period of time, the Incomplete grade is replaced by a letter grade. If the student does not satisfactorily complete the work within the specified period of time, a grade of "F" is assigned. The professor will submit a change of grade form to the Director for Undergraduate Programs with a copy of the agreement attached. These rules also apply to internship and thesis.

## Leave of Absence

Students may petition for a leave of absence with the approval of the Director of Undergraduate Program. Full-time students may be granted a leave of absence for a maximum of three terms. The time spent on a leave of absence is not considered part of the time limit for completion of the degree.

## Withdrawals

### ***Course withdrawal***

Students who choose to withdraw from a course may do so by notifying in writing the Director of Undergraduate Program. If the course is dropped after the first week of classes in a term and no later than the end of the sixth week, it appears on the academic transcript as “W”. This “W” is not computed in the GPA. Course withdrawals after the sixth week appear as WF (Withdrawal failure). A grade of WF counts as an F in the calculation of the GPA. Course withdrawals can affect students’ academic progress toward a degree (cf. section on Maximum Time Frame).

### ***Program withdrawal***

Students who do not register in any course for two consecutive terms and have not petitioned for a leave of absence will be automatically withdrawn from the program.

## Re-instatement and Re-admission

Students who have withdrawn from a program for no longer than three terms may apply in writing for reinstatement re-paying the current application fee.

Students who have withdrawn from a program for more than three terms need to resubmit an application form.

Students who have been dismissed may not reapply for admission earlier than one year after the date of dismissal.

## Academic Transcripts

The University’s Registrar will issue a transcript of academic records to a student upon his/her request. The Office of the Registrar is located on the second floor and can also be contacted by e-mail at the address registrar@monaco.edu.

Unofficial transcripts and one (1) official transcript per term are issued free-of-charge. Additional official transcripts can be obtained at a charge of 5 Euros apiece. No transcripts or other official documents (school certificates) will be issued for any student who is not in good standing with the University.

## Counseling

### ***Academic Counseling***

The Undergraduate Programs Director and the Vice Dean for Academic Affairs provide educational counseling to undergraduate students. Students having academic difficulties will be helped in appraising and modifying their present behavior as it affects academic performance.

### ***Career Counseling***

The Office of Career Services can help students develop effective decision-making strategies in their job choices and can assist them in assessing career interests and aptitudes.

### ***Personal Counseling***

Personal counseling service is available on campus free of charge to students facing personal problems that may interfere with a positive university experience.

## Scholarships

The University may grant scholarships based on merit and financial need. In particular, a limited number of work scholarships are made available each term. In order to be eligible for an IUM work scholarship at the undergraduate level, the student must:

- have completed at least 1 term of study at IUM
- have a cumulative grade point average of at least 2.7 (B- average).

A work scholarship is set up in the following way: in exchange for 45 hours of work a student receives a tuition waiver for one (1) credit, for 90 hours of work a student receives a tuition waiver for two (2) credits, for 135 hours of work a student receives a tuition waiver for three (3) credits. If the student's cumulative GPA falls below 2.7, he/she is no longer eligible for the scholarship.

A student can apply for scholarship by writing a letter of motivation to the Vice Dean for Academic Affairs, explaining his/her situation. This letter is submitted to the Academic Committee who will express its advice; the final decision is made by the President and the Vice Dean.

The deadline for scholarship application is two weeks before the beginning of any given term.

## Obligation for Payments

Tuition and fees are due in full as below:

<b>Fall 2007:</b>	complete payment of tuition due <b>July 31, 2007</b>
<b>Winter 2008:</b>	complete payment of tuition due <b>December 15, 2008</b>
<b>Spring 2008:</b>	complete payment of tuition due <b>March 15, 2008</b>
<b>Fall 2008:</b>	complete payment of tuition due <b>July 31, 2008</b>

Failure to make payment to the University is considered sufficient cause to:

- Bar the student from classes or examinations
- Withhold a student's degree, school certificate, or transcript
- Suspend all University services and privileges, and
- Suspend the student.

## Late Fees

Unpaid balances will result in a penalty charge of 1.5% of the balance per month unless special arrangements are made for deferred payments. No transcripts, diplomas or other official documents (e.g. school certificates) will be released if a balance is owed to the University.

## Other Costs

Students should anticipate spending approximately 65 euro per course for course materials. They are also strongly encouraged to have their own computer.

## Refund Policy

### *Application fee:*

Non-refundable

***Enrollment fee:***

Refund: 1,350 Euros, if the student declines acceptance before the start of the program.

***Transfer fee:***

Refund: 400 Euros, if the student declines acceptance before the start of the program.

***Exchange fee:***

Refund: 50 Euros, if the student declines acceptance before the start of the program.

***Tuition fees:***

- Withdrawal from the program before the start date: 100 %. The refund is made within 30 days of the start of the term.
- Withdrawal from a course within the first week of the term: 100 %\*
- Withdrawal from a course within the second week of the term: 75 %\*
- Withdrawal from a course after the end of the second week of the term: 0 %\*

Written notification of withdrawal must be given to and signed by the Director of the Undergraduate Program. Refunds are calculated from the day of receipt of written notice and made within 30 days of that date. Refunds will be made only to the person or organization that paid tuition. If no written notification of withdrawal is provided, no refund can be made. Accident or sudden and serious illness may be the basis for a partial credit of tuition, even when the normal withdrawal dates have passed.

## Graduation Requirements

Graduation requirements, i.e. the number of credits required for graduation, are determined by the catalog under which students are first enrolled, rather than by the one in effect when they propose to graduate. For all other matters, the rules of the catalog in effect for the current academic year apply.

- All courses must be successfully completed in order to graduate from the undergraduate programs. A grade of “F” , “W” , “WF” or “I” means that the course has not been successfully completed.
- An average of C or better is required to obtain the Bachelor of Science in Business Administration or the Bachelor of Arts in Business and e-Commerce degree. A “C” average corresponds to a 2.0 cumulative grade-point average.
- In order to receive the Bachelor of Science in Business Administration degree or the Bachelor of Arts in Business and e-Commerce, transfer students should complete at least 50% of the program at IUM
- In order to graduate, Seniors are required to take the standardized Major Field Test, organized on-site by the University in the Fall and Winter terms. The cost of the examination (40 Euro at the time of printing, subject to change) is born by the student.
- A student must have no remaining financial obligations to the University. Students who have completed all the academic requirements, but have not met their financial obligations towards the University will not graduate.
- In order to graduate in June, seniors need to complete all courses by the end of the Winter term, i.e. the Spring session is not open to graduating seniors. All internship reports must be submitted by the end of May. The thesis must be submitted by beginning of May and the oral presentation must take place within the same month of May. Exact deadlines will be announced by the Undergraduate Programs office in due time.

**Diplomas are only issued once all academic requirements and financial obligations are fulfilled.**

