



**Degree Programs  
2010 - 2011**

**CapStone University**  
1550 Elizabeth St., Suite M11  
Pasadena, CA 91104  
USA

**Phone:** [626] 768-3333

**Fax:** [626] 768-3398

**Email:** [csu@university.edu](mailto:csu@university.edu)

**Website:** [www.university.edu](http://www.university.edu)

CapStone is an approved school #1928331, authorized to issue degrees by the Bureau of Private Postsecondary Education of the State of California. BPPE operates under the administration of the California Bureau of Consumer Affairs



## TABLE OF CONTENTS

<b>CapStone University</b> .....	<b>5</b>
Notice of Non-Discrimination Policy .....	5
Catalog as a Contract.....	5
.....	5
Founder’s Message .....	6
Administration .....	7
Statement of Mission, Purpose, Founding Philosophy.....	8
<b>General Information</b> .....	<b>10</b>
California State Approval.....	10
Notice Concerning Transferability of Units and Degrees Earned At Our School .....	10
Academic Year .....	10
Credit Definition .....	10
Office Hours.....	11
<b>Academic Information</b> .....	<b>12</b>
General Admission Policies.....	12
Admission Standards.....	13
Course Numbering .....	13
Academic Discipline .....	14
Withdrawal.....	15
Attendance/Drop-out/Leave of Absence Policy.....	16
Academic Freedom .....	16
Catalog Changes .....	18
<b>Admissions</b> .....	<b>19</b>
Application Procedure .....	19
Admission Procedure .....	19
Nullification of Application.....	21
Program Cost .....	22
Tuition Refund Policy.....	23
<b>Educational Programs</b> .....	<b>26</b>
Objectives and Expected Learning Outcomes .....	26
<b>Curriculum and Graduation Requirements</b> .....	<b>28</b>
Bachelor of Business Administration Degree.....	28
Master of Business Administration Degree .....	29
Master of Science in Project Management.....	32
Master of Public Administration Degree.....	33
Doctor of Business Administration Degree.....	36
<b>Instructional Methods</b> .....	<b>39</b>
Course Materials .....	39
Student Assignment Returns.....	39
Individual Distance Learning Students .....	39
Facilitated Distance Learning Students.....	39
<b>Scholastic Regulations</b> .....	<b>40</b>
Grading System.....	40
<b>Student Services</b> .....	<b>40</b>
Study Guide.....	40
Learning Resources .....	40
Academic Advising .....	40
Peer Tutoring.....	40
Housing and Accommodations.....	40

<b>Student Grievance Resolution Policy and Procedures</b> .....	<b>41</b>
<b>Course Descriptions</b> .....	<b>42</b>
Course Numbering System .....	42
<b>Appendix A: Students' Rights</b> .....	<b>59</b>
<b>Appendix B: Student Code of Conduct</b> .....	<b>60</b>

# **CapStone University**

## **Notice of Non-Discrimination Policy**

CapStone University (CSU) admits students of any race, color, nationality or ethnic background, religion or sex and grants to all students the same rights, privileges, programs and activities accorded to all students. Further, CSU does not discriminate on the basis of race, color, national origin, ethnic background or religion in the administration of any of its educational policies, admission policies, scholarships or loan programs or any other University administered programs. CapStone University is an Equal Opportunity Employer in the employment of faculty and staff.

## **Catalog as a Contract**

The curriculum and graduation requirements of the catalog that is current when you enroll at CSU establish your program requirements. However, the university reserves the right to make reasonable modifications and substitutions in these requirements. If you withdraw from the university for one quarter or more and reenter at a later date, you must meet the curriculum and graduation requirements of the most recent catalog. (This policy may also be applied to students who maintain enrollment but do so on a part-time basis (less than six hours per quarter).



## Founder's Message

Welcome to CapStone University.

Managing in today's fast paced, complex society, along with increasing demands and challenges in technological advances, has created an unprecedented need for expert managers in all fields. To this end, we work diligently to bridge the gap between the typical academic classroom experience and the day-to-day demands of business.

Although the specific goals of every student are different, your decision to further your education will be the "defining moment" for you as you begin the rest of your life. Remember, ***THE FUTURE***

***BELONGS TO THOSE WHO PREPARE FOR IT.***

Joseph W. Davis, DBA  
Founder

## Message from our President

One of the great needs in our world is for leaders who are capable and qualified to achieve their goals. Recently, one of my friends from Africa told me what a great need there is in his country for people who have not only academic qualifications but skill to apply themselves to their tasks. Another friend from India said almost the same thing. He said, "our businesses need people who are qualified to do their work not just people who passed exams!"

I'm proud of the fact that our graduates are proving themselves in their fields. In China, one is the Dean of an Executive MBA program. In Vietnam, one is Dean of his University. In Mexico one leads in his government's development efforts. Others serve as engineers, managers, and owners of businesses. They live in Saudi Arabia, Egypt, Canada, Spain, Vietnam, and the USA. They have one thing in common. They are using their values centered education to serve their countries, better themselves, and live productive lives.

I want to invite you to join the "CapStone Eagles" and "Aim Higher!" As a part of our community of learning you will be challenged to soar and reach for the sky. We look forward to hearing from you.

Garry O. Parker, L.H.D.  
President

## **Administration**

### **Administration**

Michael L. Morgan, Academic Dean  
Ph.D. Regent University

Linn Neidengard, Dean of Business Administration  
Ph.D. Ohio State University

## **Statement of Mission, Purpose, Founding Philosophy**

This catalog serves as an introduction to our university and its educational programs. CSU is dedicated to maintaining the highest educational standards and providing programs to help you achieve your educational and personal goals.

### **Mission**

CapStone University is a private institution of higher learning seeking to offer lifelong learning opportunities to a diverse population of adult learners in the United States and other countries. CapStone University's programs, which are offered through the non-resident learning process, provide students the opportunity to acquire practical knowledge and applicable skills, at affordable costs. We aim to help motivated students through offering opportunities for growth and career advancement in their chosen field.

Academically, the university stimulates and assists you in acquiring a foundation of basic knowledge and research skills as well as the essential competencies in your chosen professional field. It provides faculty members qualified by academic background and successful professional experience.

### **Purpose**

CapStone University was established to provide both undergraduate and graduate education to individuals who may not have regular access to career advancement programs and who choose the guided independent study method of learning to achieve their career education goals and careers.

### **Founding Philosophy**

CapStone University was established to alleviate the unique problems faced by mature adults with family and career responsibilities who desire to earn baccalaureate and graduate degrees in business administration, project management, and public administration but are unable to do so at traditional institutions. Often, this need exists due to fixed academic calendars, class schedules inconsistent with their needs, and difficulty in commuting to distant campuses.

In developing and implementing its curricula, CapStone University has recognized the following factors for its distance learning programs:

- (1) College level education by non-resident instruction is an efficient and effective method of attaining educational goals when proven methods of guided, independent instruction are utilized;

- (2) The best academic programs are designed to fit the needs of students and are reviewed frequently and updated as necessary to remain current with emerging practices;
- (3) Quality education programs are taught by qualified, experienced faculty members working in their profession;
- (4) The best instructors expose their students to the latest job skills that will help them in their chosen career;
- (5) Improvement of the effectiveness of educational programs is through continual review of formative and summative goals;
- (6) Learning is an active, life-long process; experiencing success is essential to the learning process; dialogue between faculty and students is the catalyst for achieving advancement in each student's career.

Our academic programs have been designed in accordance with these principles.

# **General Information**

## **California State Approval Status**

CapStone University is approved to offer degrees by the California Bureau of Private Postsecondary Education. Our state license number is 1928331.

We are a California not for profit public benefit educational corporation. That means we are a privately operated university that offers education without a profit motive. Our university was approved under Section 94319(g)(1) of the California Education Code to grant degrees. That approval indicated that the University had been visited and re-viewed pursuant to state standards. Our continued aim is that our curricula are consistent in quality with the curricula offered by traditional institutions.

## **Notice Concerning Transferability of Units and Degrees Earned At Our School**

Please note: CapStone University is not accredited by any accrediting organization. It is our plan to begin seeking accreditation in two to three years. Units you earn from CapStone University degree programs may or may not be transferable to any other college or university. In addition, a degree, diploma, or certificate earned from CapStone University may or may not serve as a basis for obtaining a higher level degree at another college or university or satisfy an employer who requires a degree from an accredited institution. There are colleges, universities, and employers who will accept units or degrees from unaccredited institutions. Therefore, it is the responsibility of you, the student, to check with any college or university you may want to transfer to or earn a higher level degree from or your employer to see if the units or degree earned from CapStone University will be accepted.

## **Academic Year**

The academic year consists of four twelve (12) week quarters.

## **Credit Definition**

Credit at CapStone University is earned in units. Most CapStone University courses earn five (5) quarter credit units each.

## **Office Hours**

In order to serve students throughout the world, we encourage inquirers to use our email to contact us. That address is [csu@university.edu](mailto:csu@university.edu). You may also visit our offices which are located on a shared use campus in Pasadena, CA. Our office hours are from

9:30 A.M. until 1:30 P.M. Monday through Friday (U.S. Pacific time). Offices are closed on all federal and state holidays and the week after Easter and from December 24<sup>th</sup> through January 1. Staff and Faculty are available at other times by appointment.

# **Academic Information**

## **General Admission Policies**

CapStone University offers both undergraduate and graduate level degree programs to applicants who qualify in accordance with the published admission standards. An attitude of openness and a propensity for engaging in inquiry are expected of the applicants.

## **Admission Standards**

CapStone University offers both undergraduate and graduate-level degree programs to applicants who qualify in accordance with these admission standards:

### **Undergraduate Programs**

CSU considers any individual eligible for admission to undergraduate programs who has completed two years of education in a recognized college or university, including general education requirements or equivalent, with a GPA of 2.0 (on a 4.0 scale) or higher.

CSU instruction is offered only in English. Students whose native language is not English must present Internet-based TOEFL scores of at least 16 (out of 30) on written English (reading and writing) or equivalent. Students wishing to enroll in facilitated courses must also present TOEFL scores of 16 or higher (or equivalent) on oral English (speaking and listening).

As a distance institution, CSU does not participate in the U.S. Government's SE-VIS program, and cannot assist students in receiving a student visa.

### **Graduate Programs**

CSU considers applicants to Master's programs who have an earned baccalaureate, with a GPA of 2.50 or better from a recognized college or university.

Applicants to the DBA program must have a Master's degree with a GPA of 3.0 or better from a recognized college or university.

Some graduate programs require letters of recommendation, résumés, or essays describing educational goals. See the specific program descriptions for details.

CSU instruction is offered only in English. Graduate program applicants whose native language is not English must meet the same TOEFL standards as undergraduates.

As a distance institution, CSU does not participate in the U.S. Government's SE-VIS program, and cannot assist students in receiving a student visa.

## **Recognized Colleges and Universities**

For purposes of admission and transfer to CSU, a “recognized college or university” includes schools approved by a U.S. state, or accredited by an accrediting body that is approved either by CHEA or the U.S. Department of Education. Institutions outside the United States must meet comparable standards.

Admission may be possible from recognized but unaccredited institutions. CSU takes steps to ensure that course work taken in the sending institution is comparable to course work expected by CSU. These steps include one or more of the following:

- Demonstration of achievement by means of comprehensive examinations;
- Review of syllabi, faculty credentials, grading standards, and other relevant learning resources at the sending institution;
- Analysis of historic experience regarding the success of students from the sending institution; and
- Successful completion of 32 semester hours at CSU with a cumulative GPA of at least 2.0 (for undergraduate admissions) or 3.0 (for graduate admissions).

If you have received some of your education through non-traditional means (such as corporate or military training) you may want to ask that that education be granted college credit. You can arrange to have your education evaluated by the American Council on Education’s Center for Lifelong Learning program. For more information visit their Web sites:

<http://www.acenet.edu/clll/corporate/transcript.cfm>

and

<http://www.acenet.edu/clll/military/index.cfm>.

The CLL or the U.S. military will provide a transcript showing their analysis of your non-traditional education; please arrange to have a copy of this transcript sent directly to the CSU Admissions Office.

## **Advanced Placement (AP) Credit**

If you have AP scores, please contact our Admissions Officer to see how those scores could help you in other subjects.

## **Challenging a Course**

If you believe that you already have the knowledge and skills required by one of your curriculum’s required courses, you may apply in the Registrar’s office to challenge the course. The Registrar will supply you with a copy of the course syllabus and, together with the Academic Dean, will identify a professor who will test your knowledge and skills. (Often this test is conducted by using the course’s final exam.) If you demonstrate to the professor’s satisfaction that you are able to meet the course objectives, the professor will recommend that the required course be dropped from your program and replaced with an alternative course that you will find more beneficial.

Note that there can be a fee for this service. You should inquire in the Business Office before beginning the challenge process.

### **Transfer of Credit**

CSU welcomes the transfer of course work from recognized institutions. In order to request this transfer, you should arrange for an official transcript (signed and sealed) to be mailed or faxed directly from the previous institution to CSU's Registrar's Office.

Credit is evaluated on a course-for-course basis, requiring that course descriptions and credit values be comparable. Only work earned with a grade of "C" or higher is transferable; however, grades from transfer credits do not compute into the student's CSU GPA. The Academic Dean will make evaluation. Any transfer credit granted will become a part of the permanent transcript.

Credits earned in another institution may be considered for transfer credit as follows:

At the Bachelor's level, a maximum of 135 quarter credit units (90 semester units) may be transferred. At the Master's level, a maximum of nine quarter credit units (six semester units) may be transferred from a recognized institution. Doctoral students may transfer a maximum of 30 quarter credit units (20 semester units).

### **Transfer Credit Procedure**

- (1) Forward official copies of transcripts to be evaluated by the Admissions Office.
- (2) Submit a copy of course descriptions of all courses to be evaluated for equivalency to CSU courses.
- (3) Only those courses that are substantially comparable to CSU courses with a "C" (2.0 on a 4.0 scale) or higher grade for undergraduate courses, or "B" (3.0 on a 4.0 scale) or higher for graduate work will be accepted.

### **Policy for Awarding Credits for Experiential Learning**

CSU does not allow any credit for experiential learning.

### **Course Numbering**

Upper division undergraduate level courses are numbered 30000-49999. Master's level courses are numbered 50000 and 69999. Doctoral level courses are numbered 70000 through 79999. The first digit signifies the course level, the second and third identify a field, and the fourth and fifth identify the unique course. The 50000 level courses are general master's level while 60000 are master's level attached to specialty disciplines.

## **Academic Discipline**

You must have a cumulative GPA of at least 2.0 (undergraduate) or 3.0 (graduate) in order to graduate. You must demonstrate your ability to progress toward graduation by achieving at least this minimum level of performance each quarter.

## **Academic Probation**

If your cumulative GPA drops below the minimum for your program (2.0 for undergraduates, 3.0 for graduate students), or if your semester GPA is below the minimum for two consecutive semesters, you will be placed on Academic Probation. At the discretion of the Academic Dean you may be limited to a class load of five (5) quarter hours. You may also be required to participate in supervised study.

If you are placed on Academic Probation you have one quarter in which to raise your cumulative GPA above the minimum for your program.

## **Academic Alert**

If you are on Academic Probation and you raise your cumulative GPA significantly at the end of the first quarter on probation, yet you have not reached a cumulative GPA of 2.0 (3.0 for graduate students), then the Academic Dean may place you on Academic Alert. If, at the end of the quarter on Academic Alert, you are able to bring your cumulative GPA to the required program minimum GPA, then the Academic Alert classification will be lifted. If your cumulative GPA still does not reach the minimum, you will face Academic Dismissal.

## **Academic Dismissal**

If your cumulative GPA has not significantly improved at the end of your first quarter on Academic Probation, or if you have a third quarter with a semester GPA below the required minimum, then you will be Academically Dismissed and may not continue taking courses for credit.

When Academic Dismissal occurs, you must wait at least one quarter before applying for re-admission to the college.

## **Honesty**

Cheating is a violation of professional integrity and cannot be tolerated. Examples of cheating include copying from another student's paper or test, receiving information from a student who has already taken a test, giving a student information about a test, and falsifying a report. Another form of cheating is plagiarism, which involves using someone else's ideas or words without giving credit. If you quote material, you must use quotation marks and an appropriate citation. If you paraphrase material, then you must use an appropriate citation.

A student found cheating will receive a "0" for the assignment or test and will be reported to the Academic Dean for discipline. Such discipline may include a Restorative

Action Plan or dismissal, as determined by the Academic Dean. If you are aware of cheating or plagiarism, you should report it to the professor immediately.

### **Non-academic Discipline**

As enrolled students, students are members of the CSU community, and serve as representatives of the University. They may be subject to discipline if they violate the standards of personal conduct listed in Appendix B: Student Code of Conduct.

### **Student Right to Appeal**

If you have been subjected to academic discipline, yet you believe that your academic problems were due to extenuating circumstances unknown to the University administration, you may submit a written statement to the Academic Dean. In your statement, you should indicate:

- Specific reasons for the unsatisfactory progress; and
- Specific plans for improving grades in the immediate future.

The Dean will consult with the President and faculty in arriving at a decision. If the appeal is granted, the student may return for one quarter under Academic Probation.

### **Withdrawals / Cancellation and Refund Policy**

A student has the right to cancel the Enrollment Agreement, withdraw from the University and receive the proper refund (see pg. 23) at anytime by providing a written notice to:

Registrar, CapStone University  
1550 Elizabeth St., Suite M11  
Pasadena, CA 91104

Phone: (626) 768-3333  
Fax: (626) 768-3398  
Email: [csu@university.edu](mailto:csu@university.edu)

### **Withdrawal**

Unforeseen circumstances may require a student to withdraw from the university. If this seems to be your case, you should talk with the Academic Dean. If the situation does indeed warrant withdrawal and there are no other acceptable options, you will be directed to the Registrar's Office to initiate the formal withdrawal process.

Withdrawal involves submitting, in writing, your reason for withdrawing, settling all financial accounts, and taking care of any other school business pertinent to the student. If refunds are due, they will be paid only if proper withdrawal procedures are followed.

A student who follows proper withdrawal procedures and whose reason for withdrawal is approved by the administration will receive W/P on his/her transcript for all courses

the student is passing. Otherwise, W/F will be assigned. The administration will seek to work in the best interest of the student when approving or disapproving a withdrawal. A student who is suspended or dismissed from the university for disciplinary reasons will receive W/F for each course in which he or she is enrolled.

## **Attendance/Drop-out/Leave of Absence Policy**

**Attendance** - Students in the individualized “distance learning” mode of education have no attendance requirements. Students involved in any “in class” courses will be required to attend a minimum of 70% of their classroom activities for each course. (This attendance requirement may be higher for some classes. See the syllabus for course-specific requirements.)

**Dropout** - If we have not heard from a student (no course work, nor any correspondence for a period of time representing 150% of the normal allocated time for each course) the student is considered to have dropped out of the program. Most courses are designed for completion in a month; thus a lack of correspondence for 45 days would have a student considered as a dropout. A student may petition for reinstatement by sending a written request explaining the circumstance. (A reinstatement fee of \$100 will be administered.)

**Leave of Absence Policy** – A leave of absence must be requested in writing. The request needs to be submitted to the Registrar’s office. Acceptance or rejection as well as conditions will be resolved and defined within seven (7) days of receipt of the request.

## **Academic Freedom**

We regard academic freedom as a trust that encourages the scholarly pursuit of truth in each academic discipline. All faculty members are encouraged to seek wisdom and understanding, acquire knowledge and teach others. Therefore, faculty need not fear where their pursuit of knowledge and wisdom may lead, but rather be guided by their conscience and judgment.

Academic freedom is entrusted to every faculty member. Academic freedom is always found within a context of standards or norms. Therefore, CapStone University defines academic freedom within the following context of standards or norms for its faculty members:

1. Academic freedom functions within CSU’s mission statement. Specifically, within the mission statement, the faculty member takes the role of being a leader in order to model leadership to students. Academic freedom serves to make the University a center of scholarly thought and social action. CSU’s mission “to offer lifelong learning opportunities to a diverse population of adult learners” can be achieved only if faculty members demonstrate traditionally accepted ethical principles of life and living in the classroom.

2. “The teacher is a citizen, a member of a learned profession and an officer of an educational institution” (“Academic Freedom and Tenure, 1940 Statement of Principles and Interpretive Comments,” American Association of College Professors). What faculty say or do as private citizens outside their own area of professional competence cannot be justified on the grounds of academic freedom. The public will judge the University by the faculty’s utterances. Consequently, accuracy, proper restraint and respect for the rights of others to express their opinions shall be exercised by faculty speaking in public as private citizens. These considerations are not meant to restrict the faculty’s ability to make public utterances on topics outside of their discipline, but to encourage faculty to use wisdom and discretion.
3. The University does not restrict faculty as private citizens from speaking out politically, or from addressing the wrongs in society. Faculty members are free to hold public office so long as holding that office does not interfere with fulfillment of contractual duties.
4. Exercising academic freedom requires responsibility and propriety in the pursuit of truth, as well as complete honesty and loyalty to the college’s mission statement.
5. Academic freedom at CSU is framed by the context of the college’s mission statement and is consistent with the standards and norms stated in this academic freedom policy. Faculty members are free to pursue truth within their discipline by research, discussion and other forms of inquiry. This freedom carries a responsibility to truth, to scholarly integrity and to one’s students.

Faculty members may not use their position or classroom as a platform to demand adherence by students to a personal viewpoint, political preference or social agenda. If an individual believes that a faculty member has violated the University’s mission statement, he or she should confront that faculty member with the charges. If the issue is not resolved, these two individuals should meet with the Academic Dean. At this point, documentary evidence must be presented.

The Academic Dean may dismiss the matter or refer it to the standing Hearing Committee if he or she determines that there may be a violation of academic freedom. The committee conducts their hearing consistent with policies outlined in the Contract Termination policy and makes a recommendation regarding the disposition of the matter to the president. The president makes a final decision.

This statement is consistent with the recommendations of the American Association of University Professors (AAUP) in general (<http://www.aaup.org/com-a/index.htm>) and with the AAUP’s 1940 Statement of Principles on Academic Freedom and Tenure (<http://www.aaup.org/statements/Redbook/1940stat.htm>). Note that CSU does not intend, by adopting this policy, to institute a tenure system.

## **Catalog Changes**

Because this catalog must be prepared well ahead of the academic year it covers, changes in some programs and rules may occur. The class schedule and subsequent errata sheets are the final authority in regard to classes offered and revisions of regulations.

# Admissions

## Application Procedure

CapStone University accepts students on a continuous enrollment basis. Applications for admission are available through the CSU Web site (<http://www.university.edu/Applications/applications.html>) and may be submitted at any time during the year.

To apply for admission to the university, the following documents must be submitted to the Office of Admissions. *All application materials become the property of the university on receipt.*

***Please Note: All fees are listed at rates applicable to students residing in the USA. For Rates offered to students in other parts of the world, please contact our office at [csu@university.edu](mailto:csu@university.edu)***

1. **Formal Application for Admission.** Upon receipt of the completed application form and the non-refundable application fee, the Office of Admissions will send the applicant the instructions for completing the application process. (For international students, the application fee should be in the form of a wire transfer or an international money order in U.S. dollars.)
2. **Official Transcripts.** Applicants must have official transcripts (signed, with the institution's seal) sent to the Office of Admissions for each college or university previously attended. International students, who have completed studies at a foreign college or university, must send their transcripts to a transcript evaluation service to be evaluated for transfer of credit. There is a fee for this service.

## Admission Procedure

Admission to CapStone University is based on evidence of a student's ability to benefit from its educational program. Such evidence may include any or all of the following: student's academic record in other institutions, professional experience, motivation and educational objectives.

The Admissions Officer receives and processes all applications and evaluates them, for completeness. Applicants will be notified in writing as the status of their application.

## Student Enrollment Agreement

The student is required to sign the Student Enrollment Agreement Form upon acceptance to the University and is to retain a copy in his/her files.

## Enrollment Period

The enrollment period for students enrolled in the Bachelors or Master's programs shall be no more than thirty-six months. The enrollment period for the DBA program shall be no more than sixty months. It is expected that all students will complete their programs in the specified time. Students who do not expect to complete their program in the enrollment period must contact the Academic Dean in writing to explain their extenuating circumstances and to request an extension. If an extension is granted there will be an additional charge of \$200 for Bachelor's programs; \$300 for Master's programs, and \$400 for Doctoral programs. Such fees may be waived by the Administration if they believe sufficient reason has been offered for the delay.

### **Provisional Admission**

Applicants who do not meet all admission requirements may be considered for acceptance on a provisional basis. Students on provisional status may matriculate into a degree program but must satisfy all provisional requirements by the end of the second quarter of enrollment. Students who do not satisfy provisional requirements will not be permitted to continue taking classes.

### **Continuous Enrollment**

Enrollment is continuous. Students need not wait for a new quarter to begin the program.

### **Faculty Advisors**

Students are advised and counseled by Faculty Advisors and are individually guided through independent study by faculty members through e-mail, the mail, telephone, or fax.

### **Student Records/Retention of Student Records**

A file is maintained in the Office of the Registrar for each student and contains information pertaining to application, catalog, finances and transcripts. These files are maintained a minimum of five years and are available at the primary administrative location in Pasadena, California. Student transcripts are retained for fifty years.

### **Student Rights under FERPA**

From time to time employers, parents, and others request information from the University about a particular student. With few exceptions, Federal law (the Family Educational Rights and Privacy Act, or FERPA) prevents the school from disclosing academic records, student disciplinary matters, student finances, and other personally identifiable educational records without the student's express written permission. Students also have the following rights under FERPA.

The right to inspect and review the student's education records within 45 days of the day the University receives a request for access. Students should submit to the Registrar or Academic Dean written requests that identify the record(s) they wish to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed.

The right to request the amendment of the student's education records the student believes are inaccurate or misleading. The student should write the University official responsible for the record, clearly identify the part of the record he or she wants changed, and specify why it is inaccurate or misleading. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided at that time.

The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception, which permits disclosure without consent, is disclosure to school officials with legitimate educational interests. A school official is defined as a person employed by the University in an administrative, supervisory, academic, or support staff position (including law enforcement unit and health staff); a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

Upon request, the University discloses education records without consent to officials of another school in which a student seeks or intends to enroll.

The right to file a complaint with the U.S. Department of Education concerning, alleged failures by the University to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

**Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, S.W.  
Washington, DC 20202-4605**

In accordance with Section 99.37 of the FERPA regulations, the University reserves the right to publish directory information about students, including the student's name, local address and phone number, and academic program (including major, minor, and concentration).

## Nullification of Application

An applicant's file remains open for six (6) months. If an application is not complete within six (6) months of submission of the application form, the application will be nullified. To be reconsidered, the applicant must then reapply for admission, pay the application fee in effect at the time of the reapplication, and submit all transcripts of any academic work completed at another institution subsequent to the original applicant date, together with transcripts from the original submission, letters of reference, and a new Statement of Academic Intent, if required.

*Course Completion time requirements: CSU operates on a twelve (12) week per quarter basis and requires that all course work be completed in the quarter of enrollment. Normally students enroll for three courses per quarter. Each course is designed for completion within a four-week period of time and it is expected that students, working with responsible diligence will complete each course within this time period. In the event of hardship, students may apply for an extension of completion time. These requests will be evaluated on an individual basis.*

## Program Cost

Fees, tuition and other expenses are listed below for US Residents. Residents of other countries may request financial aid based on need. Aid grants will be based on economic conditions in specific countries. CSU always reserves the right to adjust tuition and fees as required.

**Please Note: The pricing listed below is for US resident only. Residents of other countries may be entitled to tuition waivers designed to reduce costs. Please inquire at [csu@university.edu](mailto:csu@university.edu)**

### Fees and Expenses

Application (non-refundable)	\$50
Reenrollment fee for withdrawn students	\$100
Returned Check (per check) or declined credit card	\$25
Late Charge (each month late)	\$20
Replacement for lost study guides	\$20

Program	Total	Three Payment Option
Bachelor's in Business Administration (BBA)	\$5220	\$1740
Master's in Business Administration	\$6600	\$2200
Master's in Public Administration	\$9000	\$3000
Master of Science in Project Management	\$9000	\$3000
Doctor of Business Administration	\$10500	\$3500

**Electronic Library Services Fee**  
**Optional Purchases**

**Varies**

Graduation Participation	\$100
Transcripts (beyond those given at graduation)	\$10

**Electronic Library Services**

Capstone University now requires each student to have access to library services through an online service called Questia. The fee for access is varied and will be determined on enrolment. That fee will be charged for the normal enrolment period for each program. That fee will be required to be paid in advance. There will be no discounts to that fee. That fee is in addition to tuition fees.

**Textbooks and Instructional Material**

Faculty members are assigned to teach courses and select supplementary reading for each course. Instructor-developed Study Guides are provided for each course. Textbooks may be purchased through a source of the student's choice or from the university if necessary.

**Scholarships**

Merit-based tuition waivers of one thousand dollars (\$1000) are available for each program to assist toward tuition. Contact the Office of Admissions for an application.

**Financial Need Awards**

Financial aid grants may be available for students who can establish need. For most US residents such aid will not exceed \$2,000. For persons serving in NGOs doing humanitarian work and for residents of lesser developed countries and developing countries grants may be offered in higher amounts.

**Deferred Tuition Payment**

All charges for tuition and fees are due and payable at the time of registration to the extent permitted by California law. However, CSU may provide a tuition payment plan for the convenience of students who are unable to pay the total amount due at registration. CSU's standard tuition payment plan can be found on the previous page. Other plans may be possible as needed.

**Tuition Refund Policy**

The student has a right to a full refund of all tuition less the amount of the non-refundable application fee, if he or she cancels this agreement in writing within eight days after signing the enrollment agreement. All tuition and fees paid by the student (less the non-refundable application fee) shall be refunded to the student within 30 days of the withdrawal or cancellation. The formal notice of cancellation may be e-mailed,

mailed, faxed or delivered in person. If mailed, the postmark date is the effective date of cancellation or withdrawal.

If a student withdraws after the obligation-free period as noted previously, all tuition and fee payments, less non-refundable application fee, shall be refunded on a pro rata basis (see following details).

### **Full Refund**

To be eligible for a full refund, a student must terminate enrollment by midnight of the eighth business day after acceptance and prior to the day of the mailing of their course materials. If materials have already been received, full refund will be given after the course materials have been returned to the university unopened and in resalable condition. Any materials which have been opened may not be returned.

### **Pro Rata Refund**

A student may terminate enrollment at any time. A student who withdraws from the University after the obligation-free period will receive refunds of tuition and fees for the course(s) not received (less non-refundable application fee). The amount of the refund shall be determined in accordance with the following pro rata refund policy.

The amount to be refunded shall be the total amount of tuition paid for the program, less \$50 application fee, multiplied by a fraction in which the numerator is the number of lessons for which the student has paid but which the student has not received, divided by the total number of lessons for which the student has paid.

### **Refund Example**

Within the normal period for completing a degree, students completing 60% or less of the total instruction are entitled to a pro-rata refund as follows. Example: an international student enrolled in the MBA program of 12 courses. The student has paid the first \$2,200 in a three-installment plan, and has thus paid for one third (four courses) of the program. The school has shipped all eight lessons in the two courses, but has not yet shipped the remaining eight lessons in the last two courses that the student has paid for. At this point, the student requested a withdrawal. The refund would be the amount the student paid multiplied by a fraction, the denominator of which is the number of lessons for which the student has paid. The student has received eight (8) of the sixteen (16) lessons leaving eight (8) that have not been received. The number of unreceived lessons is eight (8)—this figure becomes the numerator. The tuition eligible for return is the basic payment of \$2200 minus the registration fee of \$100, or \$2100. The actual refund is:

$$2100 \times \frac{8}{16} = \text{a refund of } \$1050$$

The student would be mailed a refund of \$1050. **After the student has received all course materials, the student is not entitled to any refund.**

Please Note: There will be no refund for the electronic library fee after it has been paid for a year, however the withdrawn student will still have access to the library for the period covered by the fee .

The University will make any refunds due within 30 calendar days from the effective date of cancellation or withdrawal. For the purpose of determining the amount of refund due, the effective date of withdrawal is established as follows:

- (1) The date official notification of withdrawal is received by the Registrar in person;
- (2) The postmark date of the written request for cancellation or withdrawal;
- (3) The date of termination of student's enrollment by the University.

### **Student Tuition Recovery Fund Statement**

By law, all educational institutions authorized to operate in the State of California participate in this program. However regulations regarding it are changing. Therefore any California resident may contact our office for up to date information when needed.

### **Late Withdrawals**

Please note: Withdrawal after the normal period of time for completing a degree will not be eligible for a refund unless the school has been notified of the withdrawal in writing and has granted both the withdrawal and an extension. This shall apply for students enrolling after January 1, 2009.

# Educational Programs

The following are the educational degree programs offered by CapStone University:

**Bachelor of Business Administration (BBA)**

**Master of Business Administration (MBA)**

**Master of Science in Project Management (MSPM)**

**Master of Public Administration (MPA)**

**Doctor of Business Administration (DBA)**

## Objectives and Expected Learning Outcomes

The following are specific objectives and expected learning outcomes of the graduates of CapStone University's programs, which are designed for mature adults who are seeking a BBA, MBA, MSPM, MPA, or DBA degree:

1. The Bachelor of Business Administration degree is designed to prepare students for career opportunities and advancement in business and industry. Successful completion of this program enables graduates to understand basic relationships between human and organizational management, finance, marketing, accounting and management systems, business law, quantitative business analysis, and international business that will prepare them to achieve their career goals.
2. The Master of Business Administration degree is offered to qualified students who seek to serve in a leadership role in business. Emphasis is on the integration of organizational activities, how the various departments and functions need to work in a concerted effort to optimize organizational output. The courses in the program concentrate on the presentation of techniques that provide skills in analysis, decision making, and effectiveness assessment.
3. The Master of Science in Project Management degree is offered to qualified students seeking to become involved in functional, multi-discipline, task-oriented structures. Project Management is an integral function within organizations as well as a discipline that has its own organizational structure. The program gives students the background and comprehension needed to make decisions and, therefore, a difference in and to their organization.
4. The Master of Public Administration degree prepares the public or private employee for the upcoming policy and procedure changes due to the World Trade Organization (WTO) influence on a global economy. This course provides examples of existing changes and attempts to predict some of the future influences on economic policies and procedures and the use of new technology platforms in preparing their organization or business to compete in the new global market. The course is designed

for mid-level or senior level public and private administrators and their potential role in developing strategic business plans in order to compete in the new market.

5. The Doctor of Business Administration degree encompasses the theoretical concepts and practical applications for business practitioners. The program provides a portal to some of the changes that are in process or are coming in the future. This projection is based on known emerging events and activities in the global environment and implementation of new concepts and technologies. Emphasis is placed on the role of senior management in the establishment and administration of policy and strategic plans as well as developing competence in conducting independent research involving business problems.

# Curriculum and Graduation Requirements

## Program Descriptions:

### Bachelor of Business Administration Degree

#### Program Objectives and Expected Learning Outcomes

The Bachelor of Business Administration degree offered by CSU is a degree completion program, and is designed to prepare students with appropriate educational background (i.e., two years of college education including completion of general education requirements) for career opportunities and advancements in business and industry. Successful completion of this program enables graduates to understand the basic relationships between human and organizational management, finance, marketing, accounting and management systems, business law, quantitative business analysis, and international business that will prepare them to achieve their career goals.

#### Admissions Criteria

The applicant for CSU Bachelor of Business Administration degree must have completed two years of education in a recognized college or university, including general education requirements or equivalent, with a GPA of 2.0 (on a 4.0 scale) or higher.

#### Graduation Requirements

Number of units required for graduation:	180 quarter credit units
Minimum transfer units:	90 quarter credit units
Transfer units should include General Education:	45 quarter credit units

#### Additional Requirements

- (1) Cumulative grade point average of 2.0 on a 4.0 scale ("C") or higher
- (2) Meet the requirements of earning 45 quarter credit units at CSU
- (3) Fulfill all financial obligations to the University

#### General Education Requirements

Students pursuing a Bachelor of Business Administration degree must complete forty-five (45) general education units, which is 25% of the total units required for awarding a baccalaureate degree. General Education courses should be distributed among the following categories:

- (1) Writing, Speech and Communication;
- (2) Natural Sciences and Mathematics;
- (3) Humanities, Literature and Fine Arts.

## **BBA Degree Requirements (180 quarter credit units)**

(All courses are five (5) quarter credit units)

30100	Principles of Accounting
30300	Survey of Economics
30400	Principles of Financial Management
30700	Principles of Management
30800	Principles of Marketing
30900	Human resource Management
30901	Organizational Behavior
31100	Business Mathematics
31400	Survey of Global Business
40200	Business Communication
40400	International Financial Management
40600	Business Law
41001	Operations Management
41050	Total Quality Management
41102	Business Statistics
41200	Organizational Theory
41201	Policy and Strategic Management
42500	Small Business Management

## **Master of Business Administration Degree**

### **Program Objective and Expected Learning Outcome**

The Master of Business Administration degree is offered to qualified students who seek to serve in a leadership role in business. Emphasis is on the integration of organizational activities and how the various departments and functions need to work in a concerted effort to optimize organizational output. The courses in the program concentrate on the presentation of techniques that provide skills in analysis, decision-making, and effectiveness assessment.

### **The expected outcomes are as follows:**

- (1) A sound foundation in business administration, characterized by the integration of contemporary theory and practice so that graduates are well-prepared to assume management positions in business and management.

- (2) Competent communication skills based on the discipline of Human Resources Management.
- (3) A solid foundation for continuous personal, intellectual, and professional growth.

### **Admissions Criteria**

The applicant for CSU Master of Business Administration degree must meet the following criteria:

- (1) Bachelor's degree from a recognized college or university or the equivalent. An applicant whose Bachelor's degree is not in business administration, economics, or management will be required to complete the following courses: 30700 Principles of Management, 30100 Principles of Accounting, 30300 Survey of Economics or equivalent as determined by the CSU faculty.
- (2) Minimum undergraduate grade point average of 2.50 on a 4.0 scale.
- (3) Minimum grade point average of 3.0 on a 4.0 scale on any graduate hours presented for transfer.

### **MBA Degree Requirements (60 quarter credit units; 70 quarter credit units for the specialization in International Business)**

(All courses are five (5) quarter credit units)

#### **Core Courses**

50100	Managerial Accounting
50300	Managerial Economics
50800	Marketing Management
50400	Managerial Finance
51202	Strategic Management
50500	Management Information Systems
53000	Global Business Environment
50900	Human Resources Management

#### **General Management Specialty Courses**

60601	Legal/Political Trade Systems
50700	Leadership & Management of Change
51000	Operations Management
60090	Practicum/Project/Thesis

## **Marketing Specialty Courses**

60801	Marketing Trends & Strategy
60802	International Marketing Management
60804	International Business to Business Marketing
60890	Marketing Practicum/Thesis/Project

## **Graduation Requirements**

To receive a Master of Business Administration degree at CSU, students must complete sixty (60) quarter credit units beyond the Bachelor of Business Administration degree—seventy (70) quarter credit units for the specialization in International Business. Specific graduation requirements for the Master of Business Administration degree are as follows:

- (1) Satisfactory completion of 60 quarter credit units—70 quarter hours for a specialization in International Business—with a cumulative grade point average of 3.0 (on a 4.0 scale) or higher;
- (2) Complete all the required core courses;
- (3) Complete the courses associated with an approved specialty;
- (4) Meet the requirements of earning no fewer than 45 quarter credit units or more at CSU; and
- (5) Fulfill all financial obligations to the University.

# **Master of Science in Project Management**

## **Program Objective and Expected Learning Outcome**

The Master of Science in Project Management degree is offered to qualified students seeking to become involved in functional, multi-discipline, task-oriented structures. Project Management is an integral function within organizations as well as a discipline that has its own organizational structure. The program gives students the background and comprehension needed to make decisions and, therefore, a difference in and to their organization.

### **The expected outcomes are as follows:**

- (1) A sound foundation in project management, development of the field, the reasons and logic for making decisions and an understanding of the principles and philosophies to develop reasoning and logic skills.
- (2) Familiarity with the tools of the profession and how to apply them.
- (3) A solid foundation for continuous personal, intellectual, and professional growth.

### **Admissions Criteria**

The applicant for CSU Master of Science in Project Management degree must meet the following criteria:

- (1) Bachelor's degree from a recognized college or university or the equivalent.
- (2) Minimum undergraduate grade point average of 2.50 on a 4.0 scale.
- (3) Minimum grade point average of 3.0 on a 4.0 scale on any graduate hours presented for transfer.

### **MSPM Degree Requirements (60 quarter credit units)**

(All courses are five (5) quarter credit units)

### **Courses**

51811	Communications
51812	Project Management Automation
51813	Human Resources in Project Management
51814	Cost Management in Project Management
51815	Procurement in Project Management
51816	Leadership and Management
51817	Legal Environments in Project Management
51818	Quality in Project Management

51819	Risk Management
51820	Time & Scope Management
51821	Global Project Management
51822	Project Integration

## **Graduation Requirements**

To receive a Master of Science in Project Management degree at CSU, students must complete sixty (60) quarter credit units beyond the Bachelor's degree. Specific graduation requirements for the Master of Science in Project Management degree are as follows:

- (1) Satisfactory completion of 60 quarter credit units with a cumulative grade point average of 3.0 (on a 4.0 scale) or higher;
- (2) Complete all the required courses;
- (3) Meet the requirements of earning no fewer than 45 quarter credit units or more at CSU; and
- (4) Fulfill all financial obligations to the University.

## **Master of Public Administration Degree**

### **Program Objective and Expected Learning Outcomes**

The Master of Public Administration degree prepares the public or private employee for the upcoming policy and procedure changes due to the World Trade Organization (WTO) influence on a global economy. This course provides examples of existing changes and attempts to predict some of the future influences on economic policies and procedures and the use of new technology platforms in preparing their organization or business to compete in the new global market. The course is designed for mid-level or senior level public and private administrators and their potential role in developing strategic business plans in order to compete in the new market.

### **The expected learning outcomes are as follows:**

- (1) Students will be exposed to the ever-changing global market trends and new policies and procedures established by the WTO, the International Standards Organization (ISO) and world leaders as they re-tool their administrative functions to align and become competitive in marketing their products. Public Administrators will have to adjust their daily job routines in order to compete with other nations as the global market becomes more automated and the implementation of new information technology. In addition, critical global marketing skills, marketing or policy compliance in order to be competitive and creative in applying new software business applications that will have an economic impact on a business will rely heavily

upon the public administrators' skill and knowledge. The course is designed to expose the student to this new information and technology and enhance the public administrator's ability and knowledge to apply at the critical moment the right decision to become proficient in his decision-making process and in promoting the success of the organization or business in a vastly competitive market place.

- (2) Students will conduct individual research in a direct or related area supporting his/her professional and/or academic expertise. Course work is designed to help students recognize and define a problem, select a feasibility strategy, utilizing the information gained from the course, for examining an administrative problem and to be confident enough to defend the findings with actual facts and figures provided by researching, analyzing, and selecting the most advantageous policy and procedure(s) as directed by WTO, ISO, and the Laws governing a governmental entity as required for Public Administrators compliance. The student's Master's Internship Committee is responsible for evaluation and feedback to the student as required.

### **Admissions Criteria**

Applicants for the CSU Master of Public Administration must have a:

- (1) Bachelor's degree from a recognized college or university;
- (2) Minimum undergraduate grade point average of 2.50 on a 4.0 scale;
- (3) Minimum grade point average of 3.0 on a 4.0 scale on any graduate hours presented for transfer.
- (4) A letter of recommendation verifying the applicant has the necessary ability and motivation to complete the program within the allotted time span.

### **Degree Requirements (60 quarter credit units)**

(52601 through 52610 are 5 quarter credit courses, 52611 is a 10 quarter credit class)

52601	Current Issues in Public Administration
52602	Public Administration: Political & Policy Implications
52603	Public Administration: Economic Implications
52604	Public Administration: Social Issues
52605	Public Administration: Leadership & Management
52606	Public Administration: IT Requirements
52607	Public Administration: Research Methods
52608	Trade Issues in Public Administration
52609	Privatization of Public Administration
52610	Emerging Concepts in Public Administration
52611	Internship in Public Administration

## Graduation Requirements

To receive a Master of Public Administration at CSU, students must complete sixty (60) quarter credit units beyond the Bachelor's degree. Specific graduation requirements for the Master of Public Administration are as follows:

- (1) Satisfactory completion of 60 quarter credit units with a cumulative grade point average of 3.0 (on a 4.0 scale) or higher;
- (2) Complete all the required courses;
- (3) Meet the requirements for earning no fewer than 45 quarter credit units at CSU;
- (4) Satisfactorily complete the MPA Internship;
- (5) Fulfill all financial obligations to the University.

## Concurrent MBA/MPA Degree

### Program Objectives and Expected Learning Outcomes

The combination Master of Business Administration/Master of Public Administration degree offered by CSU is an integrated and merged study in which the student may earn both the MBA and the MPA degrees. It is designed to prepare students with appropriate educational background to integrate the managerial concepts in both the public and private sectors, and the ability to establish credible research within each field:

- Research involving the methodologies to eliminate biases from affecting the results.
- Analysis involving statistical methods for verification.
- Conclusions based on the research and the results of the statistical analysis involved, including proper documentation to establish credibility with the associated work.

## Courses

<b>MBA (60 hrs)</b>		<b>MPA (+30 hrs)</b>	
50100	Mgrl Acctg	52602	Political & Policy Implications
50300	Mgrl Econ	52603	Economic Implications
50400	Mgrl Fin	52604	Social Issues
50500	MIS	52608	Trade Issues
50800	Mkt Mgmt	52609	PA Privatization
50900	Hum Res Mgt	52610	Emerging Concepts
51202	Strategic Mgmt		
53000	Glbl Bus Envir		
51000	Ops Mgmt		
60601	Lgl/Pol Trd Sys		
50700	L&M of Change		
60090	Capstone		

## Graduation Requirements

To receive a combination Master of Business Administration/Master of Public Administration at CSU, students must complete ninety (90) quarter credit units beyond the Bachelor's degree. Specific graduation requirements for the program are as follows:

- 1) Satisfactory completion of 90 quarter credit units with a cumulative grade point average of 3.0 (on a 4.0 scale) or higher;
- 2) Completion of all the required courses; and
- 3) Meeting the requirements for earning no fewer than 75 quarter credit units at CSU.
- 4) Satisfactory achievement of the Capstone course (which may focus on either the public or the private sector);
- 5) Fulfill all financial obligations to the University.

## **Doctor of Business Administration Degree**

### **Program Objective and Expected Learning Outcomes**

The Doctor of Business Administration degree encompasses the theoretical concepts and practical applications for business practitioners. The program provides a portal to some of the changes that are in the global environment and implementation of new concepts and technologies. The emphasis it places on the role of senior management in the establishment and administration of policy and strategic plans as well as developing competence in conducting independent research involving business problems.

### **The expected learning outcomes are as follows:**

- (1) Students will extend their knowledge base in the foundations of business education to consolidate and integrate basic knowledge, critical problem assessment and creative business applications. The course work is designed to round out the student's general information based upon which new knowledge is built and practice is formulated.
- (2) Students will conduct individual research in a direct or related area supporting his/her professional and/or academic expertise. Course work is designed to help students recognize and define a problem, select a feasibility strategy for examining it and to present the findings in a defensible manner. The student's Doctoral Project Committee is responsible for evaluation and feedback to the student at each level of progress.

### **Admissions Criteria**

The applicant for CSU Doctor of Business Administration degree must have a:

- (1) Master's degree in business administration or management from a recognized college or university;
- (2) Minimum graduate grade point average of "B" (or 3.0 on a 4.0 scale);

(3) A letter of recommendation verifying the applicant has the necessary ability and motivation to complete the program within the allotted time span.

### **Degree Requirements (85 quarter credit units)**

(All courses are five (5) quarter credit units)

#### **Core Courses (55 quarter credit units)**

72501	Cross Cultural Management
70700	International Management: Multinational Organizations
71200	Organizational Development
71201	Planning and Decision Theory
72500	Global Commerce
71202	Enterprise Resource Planning
71203	Theory of Constraints
70900	Organizational Culture
70800	International Marketing
70400	International Finance
72502	Business on the Internet

#### **Doctoral Research Courses (15 quarter credit units)**

The doctoral research courses are intended to direct the student to a doctoral research project.

73150	Research Methods
73151	Research Design
73152	Form and Style of Research Reporting

#### **Doctoral Project Courses (15 quarter credit units)**

The doctoral program is completed with the following doctoral project courses.

73153	Project Problem Statement
73154	Project Research Implementation
73155	Project Completion

### **Graduation Requirements**

To receive a Doctor of Business of Business Administration degree at CSU, students must complete eighty-five (85) quarter credit units beyond the Master's degree. Specific graduation requirements for the Doctor of Business Administration are as follows:

- (1) Satisfactory completion of 85 quarter credit units with a cumulative grade point average of 3.0 (on a 4.0 scale) or higher;
- (2) Complete all the required courses;
- (3) Meet the requirements for earning no fewer than 55 quarter credit units at CSU;
- (4) Satisfactory student achievement of the doctoral project;
- (5) Fulfill all financial obligations to the University.

# **Instructional Methods**

## **Course Materials**

CSU's distance learning study materials are designed for self-directed independent study by the student, with continual guidance provided by the instructor through frequent evaluation of the student's answers. Each course consists of textbook(s) accompanied by a comprehensive Study Guide written by experienced faculty. Each course is divided into an appropriate number of lessons. The Study Guide provides clear directions of the learning assignments to be completed by the student. Demonstration of mastery of the subject is shown by the results of self-tests after taking each of these lessons, which enable the students to assess her or his own academic process. In general, students study one course at a time, which will enable the student to focus on the subject being studied. On-going assistance is available to each student whenever the student requests a consultation.

## **Student Assignment Returns**

Students taking correspondence studies will have their assignments graded and in transit to return to the student in seven (7) workdays or fewer. Assignments supporting capstone courses (projects, major papers, and dissertations) may take longer to return

## **Individual Distance Learning Students**

The examinations, as they arrive, are read carefully by experienced distance learning faculty and will be returned to the student within ten (10) working days with constructive comments and a letter grade. The examinations contain a combination of objective and essay type questions. In some cases, a term or research paper may be required. This communication between faculty and students offers a similar relationship as in a classroom environment.

## **Facilitated Distance Learning Students**

The facilitator will grade examinations, return them, and discuss the results with the students. The final examination will be proctored; the final exam and paper (if required) will then be sent to the instructor of record (normally a CSU faculty member). The instructor will grade and return the work to the student. (This return may be done through the postal system, by facsimile (fax) or by email.)

# Scholastic Regulations

## Grading System

CSU continually evaluates the student's educational progress through examination of student's knowledge, comprehension, and abilities, for which CSU awards letter grades with corresponding grade points. Passing grades for the Bachelor's program are A, B, C, and D unless otherwise specified in the course descriptions. Passing grades for graduate courses are A and B. The following is the CSU grading system:

<u>Grade</u>	<u>Description</u>	<u>Percent</u>	<u>Grade Point</u>
A	Excellent	90-100	4.0
B	Very Good	80-89	3.0
C	Average	70-79	2.0
D	Below Average	65-69	1.0
F	Failure	0-64	0.0

## Student Services

### Study Guide

Students of CSU will be provided with a course study guide, giving step-by-step instructional guidance to complete the self directed course.

### Learning Resources

CSU is a distance education school, and offers library services through online libraries.. The school provides students with a list of "e-libraries" that can be accessed over the Internet. Students are also encouraged to take advantage of academic libraries that may be available in their region.

### Academic Advising

Academic advisors help tailor programs to the students specific needs and desires.

### Peer Tutoring

Sometimes students who struggle academically can be helped best by other students. Students are encouraged to join peer study groups. The professor can help students form such groups, or can help locate a volunteer peer tutor who may be able to help with difficult material.

### Housing and Accommodations

CapStone University is designed to meet the educational needs of the non-traditional students. Because our primary focus is on distance learning we do not provide for housing and accommodations.

# Student Grievance Resolution Policy and Procedures

CSU has adopted the following procedures for addressing student grievances and disputes:

- (1) Within ten (10) working days of receipt of a written grievance, the Grievance Coordinating Committee will notify the complainant of the receipt of the written complaint;
- (2) A hearing will be set up within thirty (30) working days of the receipt of the written grievance;
- (3) Within five (5) working days of the hearing, the Committee shall give a written decision to the complainant.

When submitting a formal appeal to the Grievance Coordinating Committee, students are advised to assemble the following information and supportive documents:

- a. Nature of the problem or dispute;
- b. The date(s) the alleged problem or dispute occurred;
- c. The name of the individuals involved in the dispute;
- d. Copies of all relevant supporting documents; and
- e. A brief statement concerning the ruling sought from the Grievance Coordinating Committee.

**The decision by the Grievance Coordinating Committee shall be final and there shall be no further appeals. If not satisfied, students have the right to contact the California Department of Consumer Affairs.**

# Course Descriptions

## Course Numbering System

30000 – 49999	Undergraduate courses
50000 – 69999	Master's courses
70000 – 79999	Doctoral courses

## Accounting [01]

### 30100 Principles of Accounting (5)

This course covers an overview of the accounting environment with a focus on accounting and its use in business decisions, recording business transactions, adjusting accounts and preparing of statements, working sheets, closing entries, and classified balance sheet, and merchandising transactions. Also covered are: introduction to inventories and classified income statement; accounting systems and special journals; control of cash receivables and payables; measuring and reporting inventories, e.g., property, plant and equipment, plant assets and disposals; and payroll accounting. Also covers applications of the accounting data from managerial decision-making and control.

### 50100 Managerial Accounting (5)

Accounting systems provide frameworks and data for financial reporting and management analysis to improve the quality of the decisions that are made. This course develops knowledge about those frameworks, the concepts and assumptions with which accountants work, and the strengths and weaknesses of the information they provide. Course materials and discussions focus on the use of measurements to communicate, to motivate, and to evaluate organizations and the products and services they provide. The emphasis is on questions that should be asked of accountants, the role of managers in controlling accounting processes and reporting, and the limits of accounting information for various management purposes: planning, decision making, control, and performance evaluation.

The finance portion of this course presents the basic principles and analytical techniques of financial management. Topics include: financial analysis and planning; evaluation and capital market theory; cost of capital and capital budgeting; dividend and capital structure theory; working capital management; and long-term financing decisions. This course introduces the principles of financial analysis and management of a business. Students learn how to think in terms of the present values of alternatives so that they can choose the proper course of action to follow and the effects of time and uncertainty on business decisions.

## **Capstone Coursework, MBA [90]**

### **60090 Management Practicum (Thesis) (5)**

Capstone courses are designed to ascertain the ability of the student to synthesize the program knowledge. Each of our degree programs are designed to consolidate a body of knowledge on a particular subject, take it apart to study the components then reassemble it into an integrated format that is applicable to each student and their organization. This demonstrated comprehension might be accomplished through a thesis, a project or a practicum.

A **thesis** is a written dissertation of the material from an integrated (theoretical) standpoint. The thesis needs to be written under the guidance and supervision of a faculty member. It will be written within the form and style guidelines as established in the American Psychological Association (APA) writing guide, with an exception being on the size of the paper - paper to be US letter or A4 continental. It will require at least ten references to establish credibility other than appearing as totally subjective. The length would be expected to be in a range of 75 ± 25 pages.

A **project** is an application of the knowledge within the student's corporation or within the local community in some type of public service. Once again, the project should be coordinated with the assigned faculty.

The **practicum** is a work-study application. The student works within an organization and journals how the organization handles situations and opportunities that relate to the materials the student has studied in the educational environment.

## **Communications [02]**

### **40200 Business Communications (5)**

Intensive study of the forms and functions of communication in business organizations. Directed practice is provided in written business communication. This course also covers fundamental dimensions of communication language and behavior.

## **Cultural [14]**

### **31400 Survey of Global Business (5)**

The accelerating internationalization of all business is the prime subject matter of this course. It is intended to introduce upper division undergraduate students to all facets of international business. These are addressed within three broad subject areas: (1) The Economic Framework of International Business; (2) The Operating Framework of Multi-national Corporations (MNC); and (3) A Framework for Global Strategic Management.

## **Economics [03]**

### **30300 Survey of Economics (5)**

This is an introductory course in economics. Discusses both micro and macroeconomics. In addition to the traditional economic theories, this course will also cover recent theoretical development in the theory of the firm, and information economics in relation to the decision making process.

### **50300 Managerial Economics (5)**

This course provides a broad overview of the theoretical approaches to the study of economic development, as well as the substantive ramifications as expressed in national policy. A general theoretical introduction and discussion of past, current and future conditions in the developed and developing countries is covered. The course examines the impact of income distribution, the prioritization of work, income, and human rights as they relate to growth and income. Population growth, education, agriculture, foreign assistance, national planning, the international economy and the development experience and prospects of the developing countries is also covered.

## **Finance [04]**

### **30400 Principles of Financial Management (5)**

An introduction to financial management. Topics covered will include time value of money; risk and value; capital budgeting; capital structure of the firm; asset management; and various forms of financing.

### **40400 International Financial Management (5)**

The study of the management of international business corporations. Develops skills in identifying, analyzing, and developing solutions for current management issues in the international environment.

### **50400 Managerial Finance (5)**

Basic principles of corporate finance, theory and application, management of short-term assets, financial instruments and markets, and financial policy applications from the perspective of management are covered. Capital budgeting; Return on Investment; Return on Sales; Return on Assets; Depreciation; Financing or paying cash for capital equipment.

## **70400 International Finance (5)**

Study of various trade finance/international banking services and government credit incentive programs available to companies. Particular emphasis is on financing of exports and imports, movements of funds, payment mechanisms and foreign exchange. This course compares trade and finance principles in the U.S. domestic sector to those in other markets.

## **General Business [25]**

### **42500 Small Business Management (5)**

A study of small business management, focusing on the most common problems encountered by owners or managers of small business enterprises. Valuable guides and solutions to the problems are proven through case study.

### **72500 Global Commerce (5)**

This is an analysis of the global economic, political, and cultural patterns affecting international business. Overview of international trade theory, the pros and cons of protectionism, the global financial environment, and the role of the multinational corporation are covered. Discussion of the Political/Economic Trade organizations, such as the European Union, North American Free Trade Association, The World Trade Organization and the World Bank. Also, analysis of international sourcing, marketing, and strategic management for global business are discussed.

### **72501 Cross Cultural Management (5)**

A study of the value systems, thinking patterns, and the models of reality that is inherent in different cultures, and the cultural differences within and among people and organizations. Included are: the dimensions of culture; business and social cultures in organizations; national and ethnic cultures; value systems in different cultures; the alignment between environment, manager, and the culture of environment serving organizations. An examination of managerial practices in an internal context. Topics covered include effects of political system and cultures on developing effective global marketing strategies.

### **72502 Business on the Internet (5)**

Concepts behind the electronic enterprise, web economics, supply chain management, customer relationship management, managing vendors, managing the support systems and the technology needed to implement the processes. Utilization of the web accelerates the development of a 'business community.' Integrating web based marketing into the marketing campaign to get your product to the purchasing community.

## **Global Business [30]**

### **53000 Global Business Environment (5)**

The Global Business Environment is a major concern of most organizations. Whether the concern is related to: suppliers, customers or partners; whether the country is democratic, a monarchy or a dictatorship; the stability of the financial system; the education of the workforce and population; the political stability, and the governmental regulations involved. These parameters and many others are studied to include means and methods for an organization to keep track of changes and how these affect the relationships.

## **Information Systems [05]**

### **50500 Management Information Systems (5)**

The student is introduced to the organization and uses of data and computer information systems in business, especially as they relate to management. The student will gain hands-on experience through the use of spreadsheets, database and word processing applications to solve representative management problems and write reports. Information systems are taught from a manager/user perspective. Topics include: database management systems, global telecommunications, planning and strategy for global information systems, and global systems integration.

## **Legal [06]**

### **40600 Business Law (5)**

The concept of preventive law is central to a law course designed for business students. A study of business law and the legal process that affects many individuals and situations of business operation through case study are covered.

### **60601 Legal/Political Trade Systems (5)**

A study of the rules, regulations, and structure of the current trade policies. Political change has taken place very rapidly in many parts of the world, whereas the progress in economic change is moving at a sluggish pace. Is the effect of the trade blocks and re-organization of trading partners creating new opportunities or obstacles in the development of international commerce? Detailed studies of NAFTA, the European Union and the Five Tigers, bridges or barriers in the global economic development are discussed.

## **Marketing [08]**

### **30800 Principles of Marketing (5)**

Examines modern marketing; the market; product and price system; distribution structure; marketing research; advertising; planning and evaluation of marketing effort. Study

involves consumer behavior both from an individual concept and as a member of an organization.

### **50800 Marketing Management (5)**

This course provides an introduction to the variables and functions in the management of a corporate marketing effort. It includes the study of theory, while developing a practical knowledge of the marketing management system. It examines key components such as marketing planning control and coordination, mass communications, sales, marketing information, buyer behavior, product development, pricing and promotion, distribution channels, and logistics. This course demonstrates the role of marketing in the company, explores the relationship of marketing to other functions, and helps students learn to make marketing decisions in a general marketing environment. Specific considerations include research, strategy formulation, planning and budgeting, and execution. Throughout the course, the emphasis is on the formulation and implementation of effective, efficient, and ethical marketing programs.

### **60801 Marketing Trends & Strategy (5)**

The world is a dynamic environment and the amount of information and knowledge available currently doubles approximately every four years and is on an accelerating pace. The products we design, manufacture, sell and use will be a reflection of the available technologies, information, and desires of the population at that time. For our survival and growth we are going to have to understand the changes affecting our customers. We are going to have to integrate this with the physical capabilities of our organizations. Marketing will be an integral part in addressing environmental concerns, the packaging of products, as well as the eventual recycling of the products we manufacture and use. The customer wants to purchase benefits instead of products. This class will synthesize the environment, the collective knowledge of the participants, and the knowledge of some of the new inventions and devices that are currently on the drawing board.

### **60802 International Marketing Management (5)**

This course distinguishes the differences between domestic and international marketing, providing the student with a methodology and framework for analyzing major risk and opportunities in the international marketing arena. The importance of marketing research and the development of international marketing plans are among other topics covered.

### **60804 International Business to Business Marketing (5)**

This course focuses on the understanding of group buying behavior - contrasting the group buying roles and behavior of the participants from Germany, Japan and the United States. Additional focus will be directed toward an ability to analyze target markets in international arenas; and to provide a working knowledge of the major elements of an international industrial program. Products and their usage differ in various nations, the

distribution channels are unique, pricing policies are different, international selling procedures and sales management have to comply with the laws and expectations of the host country. The impact of these marketing variables as well as the differences in ethical values is analyzed in detail. The US "Corrupt Foreign Practices" Act and its effects on US businesses at home and outside the US will be analyzed.

### **70800 International Marketing (5)**

Covers the development and application of marketing principles and techniques in the international business environment. Identification of international marketing opportunities, the impact of varying cultural, economic, legal, and political environments on the marketing strategy; technical and financial features; determinants and principles of foreign marketing policy as they relate to domestic marketing practices.

### **Management & Leadership [07]**

#### **30700 Principles of Management (5)**

Introduction to management analysis, providing conceptual decision making activities as they relate to management including planning, organizing and controlling. Integration of the proven traditional functional approach to management with current developments in the contingency approach system, theory and behavioral science are examined.

#### **50700 Leadership and Management of Change (5)**

Leadership and organizational behavior addresses the human side of enterprise. Why do groups perform poorly? What constitutes truly outstanding leadership and management? How have firms fared in their efforts to transform themselves into world-class competitors? The challenges firms are facing today in an increasingly fast paced and competitive business environment, responsive management systems, structures, and processes. An examination of leadership - what it is, what it accomplishes, and why it is often missing in organizations. Studies cover issues such as diversity in the workplace, employee motivation and commitment, and group norms.

#### **70700 International Management (5)**

This is an integrated approach to common challenges of global competitiveness. Roles and relationships of businesses and governments and their ideological assumptions are examined. Managing a firm's comparative advantages and disadvantages in international trade and competition is also covered.

## **Operations & Quality Management [10]**

### **41001 Operations Management (5)**

Production management in the manufacturing and service environments are covered. Planning and controlling systems, as well as, continuous improvement of existing systems will be examined. Special emphasis will be given the total quality management and the developing ISO 9000 as well as the ISO 14000 standards. The functions of Operations: production, purchasing, material control, inventory control and manufacturing engineering are examined in detail.

### **41050 Total Quality Management (5)**

Total Quality Management is part of the integrated corporate culture. It is much more than a department labeled Quality. The consumer expects quality in every product they purchase. To survive, organizations must maintain high quality in their products whether they are a physical or a service product. The US commercial dwells on Baldrige and other internal standards, the military has written standards for measurement and deviation. The International Standards are established as ISO xxxxxx documents, which establish measurable guidelines that are administered through subjective interpretation. In this course we will study how each of these criteria are developed and utilized.

### **51000 Operations Management (5)**

This course studies the planning, implementing and monitoring of an operations system for continuous improvement. The course goal is to provide a better understanding of how managers can develop and manage high performance operations. The important issues involved in designing and managing the integrative system that transforms resources into goods and services satisfying customer's needs are addressed. The tools of production and quality are integrated to improve existing and build new production facilities that can compete with any society in the production and service segments of our society. The participants' ability to utilize the organization's technical and human resources effectively and efficiently is developed.

## **People [09]**

### **30900 Human Resources Management (5)**

Examines the impact of recruitment, training, performance appraisal, practices and environmental factors, such as industrial/labor relations on Human Resources management.

### **30901 Organizational Behaviors (5)**

This is an introduction to major concepts of behavior sciences, which apply to the management of organizations. The course will provide an understanding of human behavior

under the organizational context. Topics will also include motivation, utilization and control of Human Resources from the managerial perspective.

### **50900 Human Resources Management (5)**

This course offers a broad comprehensive review of Human Resources management from the perspective of the manager/supervisor as contrasted with the practicing specialist. Covered are manpower planning, recruiting, selection, training and development, wage and salary administration, employee benefits, performance appraisal, assessment of potential, promotion, demotion and severance, attitude surveying, employee health and safety, union-management relationships and organizational development. Attention is called to relevant regulatory restraints, which managers must understand and abide by in order to avoid severe corporate and personal liabilities.

### **70900 Organizational Culture (5)**

The underlying essence of the company, organizational culture is deeply embedded in the way the people of the organization think and act. Organizational culture can be part of the bond that holds the people to the organization, a reflection of values, ethics or other factors. When and how do we change organizational culture, and why would we change it?

## **Political & Political Sciences [13]**

### **Project Management [18]**

#### **51811 Communications (5)**

Effective project communications is needed to ensure that we get the right information to the right people at the right time and in a cost effective manner. Communications infrastructure is the set of tools, techniques and principles that provide the foundation for the effective transfer of information between two people. The processes required ensuring timely and appropriate generation, collection, dissemination, and storage and ultimate disposition of project information. Communication provides the critical links among people, ideas, and information that are necessary for success.

#### **51812 Project Management Automation (5)**

The computer has become the most dynamic tool in project management and industry in the last twenty-five years. It is vital tool for communication, in that it allows people to send and receive files, drawings, contracts and pictures instantly. We will study the tool as an instrument of communication as well as that of organization and record retention.

### **51813 Human Resources within Project Management (5)**

Human Resource is the study of the selection and selection process (es) that are involved in getting the right people to make the project successful. Exceptional care in this selection must be employed because the project orientation does not have any tolerance for errors. The process begins with the selection of the project manager then carries forward into the processes required to make the most effective use of the people involved in the project. It includes all the project stakeholders – sponsors, customers, and individual contributors. We will study a variety of processes utilized for different applications along with the appropriate application for each process.

### **51814 Cost Management in Project Management (5)**

Cost Management includes the processes required to ensure that the project is completed within the approved budget. Cost Management is important to all companies, regardless of size. Small companies generally have tighter monetary controls, mainly because of the risk involved with the failure of as little as one project. Cost Management is not only “monitoring” of costs and recording massive quantities of data, but also analyzing the data in order to take corrective action before it is too late. All personnel who incur costs, not merely the project office, should perform cost management.

### **51815 Procurement in Project Management (5)**

The process that is required to acquire goods and services from outside the performing organization. Procurement and contracting are processes that involve two parties with different objectives who interact in a given market segment. Procurement is the activity of obtaining the goods or services that meet the needs and requirements at a price that is mutually acceptable. Good procurement practices can increase the corporate profitability. Procurement is more than seeking the lowest price; it is seeking a sustaining relationship with a quality vendor, which will amount to mutual profitability (win/win with your suppliers). Studies will focus on vendor selection, pricing, quantity discounts, just in time and other relative factors leading to good procurement practices.

### **51816 Leadership and Management (5)**

A study in the similarities and differences in leadership and management, each of them has positive attributes and in certain situations each may be more applicable and appropriate than the other. Individuals may have both leadership and management skills or they may have primarily just leadership or just management skills. We will explore effective leadership and management styles of the 21<sup>st</sup> century and new information coming from the social sciences. Situational factors will be identified that affect the style that will lead to effective completion of the project at hand. The ability to instill in subordinates the confidence and willingness to become part of the process and make decisions without fear.

### **51817 Legal Environments in Project Management (5)**

The study of the legal environments in project management has two distinct elements. The first element in the study of legal environments is that of corporate law. The law surrounding the corporate environment is applicable to projects and project management. It is imperative that managers understand the powers of agency, the Uniform Commercial Code and fiduciary responsibility. Most projects are funded through the corporate environment and most project managers report to corporate managers and become corporate managers. The second element in the study of legal environments is local law. Projects no longer know physical, corporate or political boundaries. Each country has its own laws and legal code; therefore we must know how to find out about the environment in which we are working to protect our organization and our selves.

### **51818 Qualities in Project Management (5)**

The customer defines quality. Quality management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. It includes “all activities of the overall management function that determine the quality policy, quality planning, quality control, quality assurance, and quality improvement, within the quality system.” The ideas and views of quality are evolving to a new level of recognition. We will study the variety of concepts focusing on the goal of having the entire organization quality oriented. We will study the “gurus” of quality, the tools of quality (statistics) and the decision-making based on the metrics utilized to establish “standards.”

### **51819 Risk Management (5)**

The study of organized processes to proactively anticipate and mitigate or eliminate an undesired result or event. These processes are conducted in an organized manner of identifying and measuring risk then developing, selecting, and managing options for handling these risks. Attention will be focused on the tools, which are available to assist in the management of risks, understanding the danger signals that might indicate that the project is off track and then prioritizing the corrective actions as necessary. Risk management will be studied as one of the integral elements of project management other than as part of a risk management department.

### **51820 Time and Scope Management (5)**

The study of managing projects within time, cost, scope and performance. This is easier said than done. The project management environment is extremely turbulent, and is composed of numerous meetings, reports, people problems, planning and replanning, interfacing with the client, and crisis management. Time management includes the processes required to ensure timely completion of the project. Scope management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It is primarily concerned with defining and controlling what is or is not included in the project.

### **51821 Global Project Management (5)**

Future growth and projects will become more global in nature. The increasing globalization of business and technology are promoting this growth. Projects will increasingly involve a variety of cultures and be geographically dispersed. In this course we study some of the differences and the effects on projects and project management now and in the future. We will study the technological advances that are contributing to this change, and how we use these tools. The concept of “virtual” projects will be examined to include the technology needed to accomplish this task. Projects and cooperation will transcend physical, mental and political barriers.

### **51822 Project Integration (10)**

The process that is required to ensure that the various elements of the project are properly coordinated. It involves making trade-offs among competing objectives and alternatives in order to meet or exceed stakeholder needs and expectations. This course is designed to have the students perform a hands-on project in which they integrate most of the elements of project management into a public service project for the neighborhoods in which they live. These projects may be in cooperation with the community, the city or a corporation. They will be focused on employing the elements of project management as well as a project log in which records of meetings, defining the scope of the project, establishing a time frame, deriving a budget, establishing an effective communication system within the project and to the client, a logical criteria for each of the job roles employed, the acquisition of supplies and materials, monitoring progress, establishing contingent plans and maintaining quality through the completion of the project.

### **Quantitative Studies [11]**

#### **31100 Business Mathematics (5)**

Focuses on decreasing math anxiety with rules and procedures and assignments that end each section with self-checks. Uses real-world cases to stress the importance of a working knowledge of math in the business career. **Prerequisite: High school algebra or equivalent.**

#### **41102 Business Statistics (5)**

Introduction to and applications of descriptive and inferential statistical tools to support managerial decision-making. A variety of statistical techniques including: sampling, significance testing, correlation and regression analysis, including time series, variances, survey methods and how they are utilized and presented. Focus on both the descriptive as well as inferential statistics. **Prerequisite: Business Mathematics (31100).**

## **Theoretical [12]**

### **41200 Organizational Theory (5)**

This is a study of planning and organization of business activities consistent with operational objectives. Discusses various organizational forms in relation to control. Also covered are various theories of organization; bureaucracy; classical theory; human relations movement; power models and systems approach from the perspective of decision-making.

### **41201 Business Policy and Strategic Management (5)**

This course emphasizes the importance of strategic planning, policy formulation, and central management's role in the governance of an enterprise.

### **51202 Strategic Management (5)**

Strategic management is the art and science of insuring and assuring there is a future for the organization. The creation of new paths to follow and new rules for the organization are discussed. The organizational environment is so dynamic that doing things the same old way (standing still) is close to dying. Strategic management needs to identify the direction, vision, and goals. Management's task is to provide the framework for progress, to identify the tools and concepts to build this capability.

### **71200 Organization, Development and Management (5)**

Current theories, research findings, and issues pertaining to organization development and human behavior; consequences of various management styles; organization designs; and the needs of organization members; theories for developing effective motivational climates.

### **71201 Planning and Decision Theory (5)**

Decisions are made in an environment that is affected by the industry, the corporation, psychology, sociology, philosophy and economics. In order to be effective in the planning and decisions made, the executive needs to understand that environment. What is a rational decision? Why may a decision that is entirely appropriate be totally inappropriate for another organization? Decisions are useless unless they are implemented, managers need to understand some of the processes in implementing plans and decisions.

### **71202 Enterprise Resource Planning (5)**

This course discusses Materials Resource Planning (MRP) to Enterprise Resource Planning (ERP) and beyond. Included are the history, reasons, logic, implementation, successes and failures. What can an ERP system do for you, what does it take to have a successful implementation, what are the components of an ERP system, who needs

to be involved in the implementation? What are Customer Relationship Management (CRM) and Partner Relationship Management (PRM)?

### **71203 Theory of Constraints: Feasibility Analysis (5)**

Management needs to regain touch with and within the organizations. One of the results of the ever-expanding organizations and global conglomerates is a loss of the accurate appraisal of the organization. There is a need to regain that knowledge. This begins with a self appraisal (organizationally) to see what resources (human, equipment and facilities) and how they fit to the long-term goals of the organization. Adjustments need to be made to match their resources to the goals.

### **Public Administration [26]**

#### **52601 Current Issues in Public Administration (5)**

This is a brief overview of current changes in the profession of public administration. The overview includes a significant observation of theoretical, historical, and significant changes in understanding key governmental processes within profit and not-for-profit organizations, and ethical issues impacting contemporary governmental activities as they apply to the general population.

#### **52602 Public Administration: Political and Policy Implications (5)**

This course explores in detail the public policy with an emphasis on political influences of the decision-making processes covering day-to-day operational strategies and practical applications in contemporary governmental activities and their impact upon the general population.

#### **52603 Public Administration: Economic Implications (5)**

This course covers in detail the role of a public administrator establishing economical policies and procedures effecting economic analysis techniques of profit and not-for-profit entities engaging in fiscal activities on a global basis.

#### **52604 Social Issues in Public Administration (5)**

This course covers the policies and procedures for upgrading, improving, and modernizing, through a systematic intervention and change of the quality of life of the workers and residents within a given society. Other changes include upgrading of educational systems, fire and safety standards, and law enforcement protection while sustaining the cultural, religious, and ethic mores of society.

### **52605 Public Administration: Leadership & Management (5)**

This course covers aspects of organizational structures, management techniques, and leadership qualities that prepare a public administrator for pertinent public or private professional behavior.

### **52606 Public Administration: Management Information System Requirements (5)**

This course will cover the political, social, and organizational effects of Information Technology and availability advances on individuals, management, organizations, political entities, and how to implement Information Technology/Management Information Systems for organizational and strategic purposes.

### **52607 Public Administration: Research Methods (5)**

An overview of the quantitative and qualitative methods applicable to applied social science research. The course entails problem formulation, appropriate research design, survey construction, and the data mining, warehousing, and formulation of conclusions and solutions.

### **52608 Trade Issues in Public Administration (5)**

This course introduces, to the student, the ongoing streamlining of import / export / and tariff policies and procedures for dealing with a global market and complying with the World Trade Organization (WTO), United Nations (UN), and Asia-Pacific Economic Cooperation (APEC) goals and standards.

### **52609 Privatization of Public Administration (5)**

This course covers the complex issues, policies, and procedures of converting a public agency to a not-for-profit or for profit organization

### **52610 Emerging Concepts in Public Administration (5)**

Aging Population, labor unrest, emerging middle class, corruption, global economic transitions, monetary exchange rates, etc.

### **52611 Internship Public Administration (5)**

Students select an issue or problem that is closely related to their current or desired future position.

## **Doctoral Research [31]**

### **73150 Research Methods (5)**

Provides the student with a framework to prepare an outline and to organize the approach to his/her doctoral project. During this course, the student receives guidance from faculty members in the conceptual design of the project.

### **73151 Research Instrument Design (5)**

Concepts of the scientific method, qualitative and quantitative analysis, and the problem identification are taught including strategies for generating hypotheses and tools for gathering data. **Prerequisite: 73150 and working knowledge of business statistics (comparable to 41102).**

### **73152 Form and Style of Research Reporting (5)**

This course teaches preparation of reports of original research, including theoretical bases for the study, analysis of the data and conclusions. Also covered is the writing of critical, integrative reviews of research literature, which cover a particular topic in the social sciences.

## **Final Project (15 quarter credit units, modularized into three 5 quarter credit unit modules)**

In this course, which is divided into three modules, students design and conduct the necessary research and submit the final results to complete their final research project. Upon written sign-off by the project advisor and committee this course will be considered complete. This project can be based on the results of original research or on research using secondary sources.

### **73153 Project Problem Statement (5)**

The student will define the research problem, the research methodology, and conduct a search of relevant literature. The student will complete Chapters 1 and 3, (Problem Definition and Research Methodology) and obtain approval of this work from the faculty advisor.

### **73154 Project Research Implementation (5)**

The student will compile data, enter the collected data into a data-processing computer program, if applicable, and complete the search of the literature. The student will assemble the set of findings corresponding to the research questions and write and obtain approval of Chapters 2 and 4 (Search of the Literature and Findings). **Prerequisite: 73153.**

### **73155 Project Completion (5)**

Completion of the Final Project consists of submitting and gaining approval for the entire project report, including chapter five (consisting of Conclusions, Discussion, Implications, Applications and Recommendations). Requires written approval of the faculty advisor and committee. **Prerequisite: 73154.**

## Appendix A: Students' Rights

While enrolled as a student at the CapStone University (CSU), students have the following rights:

1. To cancel the enrollment agreement and receive a full refund of the tuition and fees paid, (less non-refundable application fee) if notice of cancellation is given prior to the deadline stated in the school catalog;
2. To withdraw at any time and receive a *pro rata* refund for the course(s) not yet received, in accordance with applicable state laws and regulations governing tuition and fee refund;
3. To receive quality instruction provided by the faculty, meeting the educational and experiential requirements described in the catalog;
4. To obtain factual information concerning CSU's educational programs;
5. To receive a fair and impartial hearing in accordance with the established grievance resolution procedure;
6. To examine the student's educational records during normal business hours (page 10) and, if errors are detected, request correction thereof; and
7. To call or write to the state, federal, or any other regulatory agencies to register complaints and seek redress.

Institutional Approval: This institution had received approval to operate from the California Bureau for Private Postsecondary and Vocational Education (BPPVE). That agency no longer exists. The California Department of Consumer Affairs handles complaints.

**CapStone University**  
1550 Elizabeth St., Suite M11  
Pasadena, CA 91104  
**Phone:** 626-768-3333  
**Fax:** 626-768-3398  
**Email:** [csu@university.edu](mailto:csu@university.edu)

## **Appendix B: Student Code of Conduct/ Learning Community Ethos**

While enrolled at CSU, students are not to violate the following code of conduct. Violators will be subject to disciplinary action, in accordance with the Student Handbook.

1. Use, possession, or sale of illegal drugs;
2. Sexual misconduct, including but not limited to, sexual harassment or assault;
3. Unauthorized use or misuse of the University name;
4. Giving false statements or submitting falsified documents to the University in order to gain admission or transfer credit;
5. Willful interference with academic freedom or obstruction of the affairs and activities of the University in carrying out its stated mission, purpose and objectives;
6. Flagrant lack of respect for faculty and staff.
7. Cheating or Plagiarism.
8. Verbal Harassment of students, faculty, or the community

Disciplinary actions may include an official warning, written reprimand, probation, temporary or permanent suspension, or dismissal.

**CapStone University**  
1550 Elizabeth St., Suite M11  
Pasadena, CA 91104  
**Phone:** 626-768-3333  
**Fax:** 626-768-3398  
**Email:** [csu@university.edu](mailto:csu@university.edu)