



PANAMERICAN UNIVERSITY

CATALOG VOLUME 2

Effective date: July 2024

1695 N.W. 110th Avenue, Suite 224
Sweetwater, FL 33172.
305 282 3819



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Panamerican University: a Florida Limited Liability Corporation offering an affordable, quality education to its students. Panamerican University is a student-centered, career-oriented University serving the educational needs of students and businesses with relevant and responsive degree and non-degree programs.

Disclosure: Panamerican University reserves the right to change programs, start dates, tuition, or to cancel programs. Any changes will be made in accordance with the Florida Commission for Independent Education rules and regulations and will be attached to this catalog. Panamerican University is not an accredited institution and does not offer Federal Title IV financial assistance.

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Volume II

Table of Contents

1. Description of Institution	5
1.1 About US	5
1.2 Purpose	5
1.3 Vision	5
2. Academic Programs	7
3. Delivery Methods	7
4. Degree Programs Admissions Requirements	8
5. Graduation Requirements for Bachelors Programs	11
6. Graduation Requirements for Master Programs	11
7. Admission Requirements for Students Not Seeking a Degree	11
8. Admission Processes for Degree Programs	12
9. Language of Instruction	12
10. Enrollment Procedure	14
10. Technical Requirements and Competencies	15
11. Transfer of Credits	16
11.1 Transfer of Credits	16
11.3 Credit by examination.	18
12. Program Descriptions	19
12.1 Master’s Degree Programs	19
12.2 Bachelor’s Degree Programs	23
13. Course Descriptions	29
14. Panamerican University Learning Model	69
14.1 Objective of Panamerican University’s Educational Model	70
14.2 Principles of Panamerican University Educational Model	70
14.3 Transversal Competencies	71
14.4 Components of Panamerican University’s Educational Model	72
15. Assessment and Quality Assurance	73
16. Academic Policies	74
16.1 Academic Term	74
16.2 Teach-Out Programs	74
16.3 Grades	74
16.4 Class Attendance and Repeated Courses Attempts	75
Leave of Absence	77

Readmission	77
17. Changes Made by Panamerican University	80
18. Graduation Requirements and Honors	80
19. Student Services	81
19.1 Academic Advising	81
19.2 Orientation	81
19.3 Ongoing Advising	81
19.4 Student Orientation Course	81
19.5 Office of the Registrar	82
19.6 Student Records- Panamerican Virtual Academic Community	83
20. Financial Services	85
20.1 Financial Assistance Programs	85
The Panamerican University Scholarship is designed to assist students who demonstrate a financial need to help pay their tuition.	85
Monthly Payment Plan	85
20.2 Scholarships	85
20.3 Tuition, Fees, and Other Costs	86
LATE PAYMENT, CANCELLATION, WITHDRAWAL AND REFUND POLICY	87
Late Payment	87
Cancellation and Refund	87
Add/Drop Policy	87
Withdrawal	88
21. Student Rights and Responsibilities	88
21.1 Students Rights	89
21.2 Students Responsibilities	89
21.3 Non-Discrimination Policy	90
21.4 Non-Harassment Policy	90
21.5 Grievance Procedures	91
22. Code of Conduct	92
22.1 Prohibitions	94
22.2 Hazing	94
22.3 Compliance with Local, State, and Federal Law	94
22.4 Computer Access and Utilization of Panamerican University Resources	94
22.5 Misrepresentation and Falsification	95
22.6 Drug-Free Schools and Communities Act	95

22.7 Intellectual property and copyright violations	95
23. Privacy of the Student (FERPA)	97
24. Administration	98
25. Faculty Listing	99
26. Advisory Board	101

1. Description of Institution

1.1 About US:

Panamerican University (P.U.) is an institution of higher education, Founded in Miami, Florida in 2022, **P.U.** was formed in Miami, the gateway to Latin America, to fully capitalize on its capabilities to educate the next generation of global leaders, entrepreneurs, and professionals. **P.U.** offers students access to faculty, mentors, coaches, and staff that are leaders both academically and as practitioners. Our global faculty are committed to offer a world-class learning experience while delivering relevance and rigor across all programs.

P.U. focuses on creating a culture for our students conducive to academic knowledge, business skills and professional development. Our goal is to enhance students' abilities to reach their professional goals and career objectives with an emphasis on U.S. and Latin American markets. All academic programs are offered 100% Online and delivered in either English or Spanish.

1.2 Purpose:

To educate principled entrepreneurial leaders, committed to create a positive impact in society, on the environment, and the economy on a local, national, and global scale. We aim to graduate individuals with a strong sense of purpose and striving to challenge the status-quo of human development.

1.3 Vision:

Panamerican University's vision is to support our students to reach their true potential so they can achieve their professional and personal goals.

Panamerican University strives to become a preferred partner for organizations and businesses looking to develop their human talent.

1.4 Objectives:

1. To offer relevant and rigorous degree and non-degree programs that will respond to the needs of established enterprises, entrepreneurs, and other private and public sector organizations locally and regionally.
2. To pursue academic innovation that is student centric and responsive to current and future needs of entrepreneurs and the workforce.
3. To provide educational experiences that promote action learning and keep both students and faculty engaged and motivated.
4. To establish close links with the business community and public sector in South Florida in order to determine the academic and research agenda of Panamerican University.
5. To establish and maintain an operation that is financially and academically sustainable over time.
6. To vigorously promote the universal values of peace, freedom, social progress, equal rights, and human dignity.

1.5 Licensure information:

Panamerican University is licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding this institution may be obtained by contacting The Commission for Independent Education at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399 (888) 224-6684 Toll free.

Panamerican University annual license number is 10198.

Facilities:

The current administrative offices of **Panamerican University** are located at 1695 N.W. 110th Avenue, Suite 224, with business hours Monday through Friday from 9:00 am to 6:30 pm (EST). Telephone number: (305) 282 3819.

The inaugural facility has a visitor reception area, two private offices with space for 4 employees, a break area, a student attention area, a meeting room, Wi-Fi internet broadband, free parking, and other support services.

Student, faculty, and staff files are stored at this location. All student services are online, by phone or at the administrative offices. Students have 24/7 access to the Panamerican Virtual Academic Community (CANVAS), a learning management system where students can contact the University with any questions or comments, access coursework, request transcripts, take examinations, and interact with their professors and classmates.

Since **Panamerican University** is an online university, no classes are taught onsite, however, the facility can accommodate training or meetings in its conference room if needed.

Institution Library:

Panamerican University Digital Library includes the Gale Virtual Reference Library, (E-book Central Complete and Gale Foundation), Emerald Publishing Case Journal and the ProQuest databases (Core and Central) that store more than 5 million documents regarding different knowledge areas, particularly, the information required for the implementation of the academic programs being offered. Students can contact the LIRN Consortium Librarian via email for any level of research assistance.

2. Academic Programs

Panamerican University offers the following academic degree programs:

- Global Executive MBA
- Executive Master in Digital Transformation and Innovation Management
- Executive Master in Digital and International Marketing
- Bachelor in Business Administration with Majors in:
 - Entrepreneurship and Innovation
 - Data Science and Business Analytics
 - Globalization and International Business
- Bachelor in International and Digital Marketing
- Bachelor in International and Sustainable Business

Programs are taught in English or Spanish. Evidence of English proficiency is required if a student's primary language is not English and is enrolling in a program taught in English.

3. Delivery Methods

The University offers its academic programs 100% online.

→ **Distance Education:** **Panamerican University** offers a distance delivery option that enables students from across the world to complete their programs of study using the University's online platform – CANVAS. Students can access their courses using their assigned username and password. Classes are taught using synchronous and asynchronous communication tools, where activities and assignments are distributed to achieve the objectives of the course.

The course numbers are based on course codes established by the institution and do not relate to state common course systems. The course numbers include letters that use abbreviations or words to indicate the course subject matter. The numbers indicate the level of the course.



Definition of clock hour to credit hour conversion:

For the purpose of this catalog, the following applies:

- **Academic Year:** Minimum of two semesters.
- **Semester:** A period of instruction of 16 weeks in duration
- **Period of Enrollment or Period of Financial Obligation:** One semester.
- **Semester Credit Hours:** Each course equals three (3) credit hours, equivalent to 45 hours of classroom contact.
- One hour of classroom contact is defined as a period of 50 minutes of instruction.
- **Full-time student:** Students enrolled for a minimum of 12 semester credit hours.
- **Part-time student:** Students who are enrolled in 3 to 11 semester credit hours.

4. Degree Programs Admissions Requirements

General admission requirements for undergraduate programs.

- Must be 18 years or older or have written permission from a parent/legal guardian.
- Complete an interview with admissions by in-person, telephone, or video conference.
- Complete an enrollment agreement.
- Provide a copy of a high school diploma, or high school transcript, or GED, or the equivalent document if the applicant completed secondary education in another country. A minimum of 2.0 GPA or equivalent is required to be admitted in any undergraduate program. Documents from non-English speaking countries must be translated into English and evaluated by an approved educational evaluation service attesting that the degree/or credits earned are equivalent to a degree/credits earned at an accredited institution of higher education or to be at least the equivalent to a US high school diploma in the United States. Applicants will not be required to provide proof of high school graduation when they provide the following:
 - Official Transcripts of college credits or of an earned degree from an licensed institution recognized by the United States Department of Education.
 - If documents are from another country: An evaluation of an official transcript by an approved educational evaluation service attesting the degree/or credits earned are equivalent to a degree/credits earned at a US licensed institution of higher education.
 - Provide official transcript from other approved postsecondary schools if seeking transfer credit. Documents from non-English speaking countries must be translated into English. All foreign credentials must be evaluated by an approved educational evaluation service attesting that the degree/or credits earned are equivalent to a degree or credits earned at a licensed institution of higher education in the United States.
 - Acceptable postsecondary institutions of education include institutions licensed by the U.S. Department of Education or Institutions recognized by the Department / Ministry of Education of the country where the institution is in operation.

- International applicants or non-English speaking US residents electing to enroll in the programs offered in English, must provide proof of English proficiency based on the tests and scores presented in section 9.2 of this catalog. English proficiency tests are not required for applicants who:
- Have graduated from a licensed high school, college or university in the USA.
 - Are from one of the following countries: Australia, Bahamas, Barbados, Belize, Canada, Dominica, Ghana, Guyana, Ireland, Jamaica, Liberia, New Zealand, Sierra Leone, South Africa, Tobago, Trinidad, UK, , or Zimbabwe.
 - TOEFL Waivers: **Panamerican University** will consider, on a case-by-case basis, waiver requests from applicants who fall into at least one of the following categories:
 - The applicant has completed, with a minimum 2.0 GPA, at least one-year full-time study at a recognized secondary school, college, or university whose primary language of instruction is English.
 - The applicant has completed a high level of English study at a language school and has proof of earning a passing score on an English Proficiency Exam.
 - Applicants who do not attain the required scores in the English proficiency tests and who are willing to pursue an academic program in English will be offered an English as a second language program (see section 9.3 of the catalog).
 - Applicants who wish to complete their program in Spanish are required to possess the required academic documentation from a country where Spanish is the principal language of instruction (see section 9.1 of the catalog).

Bachelor's degree admission requirements:

Students pursuing a Bachelor's degree at **Panamerican University** must meet all the General Admissions requirements listed in Admissions Section 4 above.

Master's degree admission requirements:

In addition to the General Admission Requirements, Master's Degree Program applicants must:

- Provide a resume indicating education and complete work history.
- Hold a four-year Bachelor's Degree or equivalent credential awarded by an approved institution of postsecondary education and provide official transcripts.
- Applicants who have earned a three-year bachelor's degree from the following countries will be considered: Australia, Canada, Bangladesh, New Zealand, Pakistan, Bhutan, Nepal, South Africa, Sri Lanka, India, Guatemala, and European countries that are a part of the Bologna Process.
- An undergraduate degree in a specific field is not a requirement; qualified students from all backgrounds are encouraged to apply, however there are specific requirements for some applicants not coming from professional or

academic backgrounds such as Business, Engineering or Technology. The admission decision is based on a combination of a student's undergraduate academic performance, relevant professional experience, and letters of recommendation.

- A minimum of 120 Credit Hours to the undergraduate level which include at least 30 Semester hours of General Education Credits.
- A Bachelor-level, undergraduate degree (or equivalent) with a 2.4 GPA score or equivalent.
- Three (3) years of relevant work experience is recommended. For applicants to the Global Executive MBA, three years of relevant professional experience is a mandatory admission requirement.

Additional admission requirements for the Global Executive MBA. Applicants without an academic background in Business, Engineering or Technology must present our in-house mathematics proficiency test as part of the admission process. If students fail the test, they will be required to enroll in a Basic Mathematics course (3 credits), which will not count as part of the academic credits of the program. Students must pass with a C or more the Basic Mathematics Course. Students will not be able to start the program without fulfilling the basic mathematics proficiency requirement set by Panamerican University.

For the Global Executive MBA, all applicants must provide proof of at least 3 years of professional relevant work experience.

Additional admission requirements for the Executive Master in Digital and International Marketing. Applicants without an academic or professional background in Business or Marketing are required to fulfill the following two requirements:

- a) Take a Marketing fundamentals proficiency test as part of the admission process. If the students fail the test, they will be required to enroll in a Marketing Fundamentals course (3 credits), which will not count as part of the academic credits of the program. Students must pass with a C or more the Marketing Fundamentals Course. This course will be offered by Panamerican University. Students will not be able to start the program without fulfilling the Marketing fundamentals proficiency requirement set by **Panamerican University**.
- b) The admission to the Executive Master in Digital and International Marketing program will be registered as a conditional admission until they pass with C or more the following two courses:
 - a. MBA-125 International Business
 - b. MBIM-131 Foundations of Marketing Analytics and Big Data

Additional admission requirements the Executive Master in Digital Transformation and Innovation Management. Applicants without an academic or professional background in Business, Engineering or Technology will be registered as students with a conditional admission status until they pass with a minimum of C or more the following two courses:

- a. MDTI-110 Principles of Technology Management in Businesses and Organizations
- b. MDTI-131 Introduction to Digital Technologies, Applications and Tools.

5. Graduation Requirements for Bachelors Programs

Bachelor's degree graduation requirements

Students pursuing a Bachelor of Science Degree Program at **Panamerican University** must successfully complete a minimum of 120 semester credit hours. The total credit hours for the Bachelor of Science Degree include: 30 credit hours (mandatory) of prescribed general education courses, and 60 credit hours of prescribed major courses. The remaining 30 credit hours remaining to complete the 120 credit hours shall be drawn from other major courses or major concentration courses as illustrated in each program curriculum. Other requirements are:

- a) Complete undergraduate degree requirements with a cumulative G.P.A of 2.0 or higher
- b) For undergraduate degrees: Complete at a minimum 25% of an undergraduate program at **Panamerican University**.
- c) Complete all financial obligations with **Panamerican University** and all required exit paperwork.

6. Graduation Requirements for Master Programs

To be eligible for a Master Degree at **Panamerican University** students must:

- a) Successfully complete a program of study of 45 graduate level semester credit hours
- b) Complete courses with a cumulative G.P.A of 3.0.
- c) Complete 60% of the program at **Panamerican University**.
- d) Complete all financial obligations with **Panamerican University** and all required exit paperwork.

7. Admission Requirements for Students Not Seeking a Degree

Students who wish to enroll in individual courses must complete an Admissions Application. During the application process, the student selects non-degree seeking status. There are no pre-requisites for non-degree seeking students; however, students will be responsible for having the pre-requisite knowledge for any course in which they enroll. During the admissions process, students receive instructions on how to access the Panamerican University Catalog in the website.

8. Admission Processes for Degree Programs

Students desiring to enter a Degree Program at **Panamerican University** should contact the Admissions Office or log onto our website to apply for admissions. Students should submit their application well in advance of the date they desire to enter the University to permit proper scheduling and assure availability.

The University uses a rolling admissions policy. Applicants will be notified of their status by the University within twelve business days after the application is submitted. All admissions services are conducted on equal opportunity/equal access basis.

9. Language of Instruction

Programs are taught in English and Spanish. Students must select in which language they wish to complete their academic program. Programs in the desired language may not be available in each term. Students are encouraged to check program language availability before registering for a program.

9.1 Spanish Program Admission Requirements:

Applicants planning to complete their program in Spanish are required to comply with the following:

1.- All transcripts will be evaluated according to **Panamerican University** policies. Undergraduate programs completed in a foreign country must be comparable to a program offered in the United States. Applicants must have sent directly to **Panamerican University** the official copies of the courses and transcripts evaluated by any agency that is a member of the National Association of Credential Evaluation Services (www.naces.org).

2.- Applicants must demonstrate proficiency in the Spanish Language by successfully passing a proficiency exam. **Panamerican University** accepts the Diploma of Spanish DELE or the International Spanish Language Evaluation Service as two forms of proficiency exams.

STUDENTS SHOULD BE AWARE THAT COMPLETING A COURSE OR PROGRAM IN A LANGUAGE OTHER THAN ENGLISH MAY REDUCE EMPLOYABILITY WHERE ENGLISH IS EXPECTED OR REQUIRED. Students who are bilingual may have a marketplace advantage, although the University does not guarantee it.

9.2 English Program Admission Requirements:

Evidence of English proficiency is required if a student's primary language is not English and is applying for a degree program taught in English. These applicants must demonstrate university-level proficiency in English to gain admission through one of the following exams:

- a) TOEFL IBT minimum score of 71 points.
- b) TOEFL Essential Test level B2 equivalent to a minimum of 8 points.
- c) International English Language test (IELTS), minimum score of 6.5 points.

For more information on these tests please visit:

- <http://www.ets.org/toefl>
- <http://www.ielts.org/>

For applicants registering in an academic program delivered in English who do not meet the English language requirements, **Panamerican University** offers an English as a Second Language program.

9.3 English as a Second Language (ESL) program:

This program is designed primarily to assist students residing in the U.S. and lacking communication skills in English to acquire conversational ability and writing skills in English. Before starting the ESL program, the student must take the TOEFL Essentials Test and submit the scores to our Admissions department. The ESL department will utilize the test scores to place students in the ESL program.

Students registered in any of the academic programs delivered in English at **Panamerican University** who are registered in the ESL program will study and practice speaking and writing skills needed to function appropriately in a U.S. academic setting.. The ESL program provides training in all four language areas: Listening, Speaking, Reading, and Writing. Students also study and practice pronunciation, grammar, and vocabulary related to the goal of communicative competence.

Panamerican University awards a certificate upon completion of the ESL program. This program does not earn college credits. It is composed of six courses, each one with 35 clock hours for a total of 210 clock hours . Upon completion of 140 clock hours students will be eligible to enroll in courses delivered in English (maximum of two) per semester. Once the ESL program is completed entirely , the student is eligible to register in courses delivered in English without any limitation.

ESL Courses Policies:

- Completion of mandatory ESL courses is required for graduation of any academic program delivered in English.
- ESL courses must be taken for 35 clock hours each.
- For undergraduate and graduate students, all required ESL courses must be completed during the first year of enrollment.
- Students are not allowed to drop their ESL course(s) once the academic period starts.
- Students with a score higher than 8 points in the TOEFL Essentials test will not need to register in the ESL program and therefore are eligible to register in any of PU's programs delivered in English.
- Students graduated from a high school located in the U.S. will not need to register in the ESL program.
- Students required to take ESL courses must be enrolled in ESL courses continuously until all ESL requirements are completed.
- Students who have earned a grade of C- or lower in an ESL course will be required to repeat and pass the ESL course with a grade of C or higher before the requirement is considered fulfilled.

- Students must be enrolled in Panamerican University in order to take ESL courses.
- The price of ESL credits is the equivalent of 80% of the current price of the academic credits for undergraduate programs.

ESL Courses Description.

ESL-100 Listening Skills, 35 clock hours.

This course focuses on developing listening skills necessary for success in a U.S. academic setting. Students learn strategies for listening to academic lectures, practice note-taking skills, and participate in fast-paced classroom discussions.

ESL-200 Oral Skills, 35 clock hours.

This course provides a structured opportunity to develop fluency in spoken English. Class members study and practice speaking skills needed to function appropriately in a U.S. academic setting as well as in U.S. society in general. Students also study and practice pronunciation, grammar, and vocabulary related to the goal of communicative competence.

ESL-300 Grammar, 35 clock hours.

This class studies the structures of English with particular focus on patterns of grammar which are frequently troublesome for nonnative speakers of English. Students practice applying these structures through extensive speaking and writing, and by completing a variety of exercises and writing brief essays.

ESL-400 Writing Skills, 35 clock hours.

The emphasis of this course is on discourse considerations, more complex grammatical constructions, and the usage of formal vocabulary of the type expected of university students. Students practice various styles of organization, types of argumentations, and methods of analysis used in academic writing.

ESL-500 Reading Skills, 35 clock hours.

This course focuses on increasing reading speed and comprehension of the sort of writing and vocabulary encountered by university students. Exercises, discussion, and note-taking assignments are used to develop skills of critical analysis.

ESL-600 Advance Writing Skills, 35 clock hours.

This course focuses on discourse considerations and styles of organization in academic writing at an advanced level. Students identify and practice different types of argumentation and methods of analysis expected of students with a sophisticated domain with respect to general academic work and their specific area of study.

10. Enrollment Procedure

Personal Interview:

A personal interview with an admissions representative is required for all applicants prior to acceptance into a program. During the interview, the admissions representative evaluates an applicant's career goals and potential for academic success.

Enrollment Agreement and Registration:

Prospective students must complete an Admissions Application. Upon completion of the admissions process, the University will determine if the prospective student is accepted into the selected program and is eligible to register for classes.

Once admitted, the student must complete an Enrollment Agreement which lists the selected program, language, and costs.

To register for classes, students must have academic and administrative clearance, which includes the requirement that all tuition and fees are paid by the required dates.

Late Enrollment:

A student who wishes to enroll after the registration deadline (which is the Class Start Date of every Term) may do so with the approval of the Registrar and up to the Add/Drop Period, which is one week within the beginning of the term.

Acceptance by Institution:

The **Panamerican University** catalog is available online at the University's website for all applicants to review. Applicants are provided with instructions on how to access the online catalog prior to their interview. The catalog is reviewed during the interview with the applicant. The applicant is encouraged to ask questions and is given additional clarification. The applicant signs the Enrollment Agreement and attests to the fact that s/he understands the terms and conditions of attending Panamerican University. Upon review of the application and enrollment documents, the University will determine if the prospective student is accepted into the selected program and is eligible to register for classes. The applicant will be informed of the admissions decision by letter within three (3) business days of the interview and submission and review of all required documents.

Policies on Course or Program Cancellation:

Panamerican University offers courses based on the students' needs. However, if a course or program cancellation arises, due notice will be given to students. A decision to cancel a course is at the discretion of the Academic Department of Panamerican University. Upon making such decisions, the University will notify the potential and enrolled students by way of email, hard copy mail, and if appropriate, via telephone. This decision would be based on an enrollment substantially below the expected level, and the pattern of levels of past enrollment and/or the unavailability of an appropriate instructor. The Panamerican University refund policy will apply.

10. Technical Requirements and Competencies

The online learning environment at Panamerican University requires that the student's computer meet the following minimum technical requirements to provide an optimal learning experience.

Minimum Hardware Requirements:

- Processor: 2 GHz or faster Operating System:
 - Windows 10
 - Mac OSX 10.6 and newer
 - Linux – chrome OS
- Memory: 8 GB of RAM or greater 500 GB Hard drive (or equivalent storage medium) CD/DVD-ROM.
- Broadband Internet connection 3 MB or faster
- Display setting capable of at least 1024x768
- Browsers:
 - Chrome 84 and 85
 - Firefox 79 and 80 (does not support extended launches *)
 - Edge 84 and 85
 - Respondus LockDown Browser (compatible with the latest system requirements)
 - Safari 13 and 14 (only for Macintosh)
- Support for Native App of Mobile Operating System:
 - iOS 11 and newer (versions vary by device)
 - Android 7 and newer
- Adobe Flash Player 9 or higher
- Adobe Acrobat Reader 9 or higher
- Webcam with minimum resolution of 640x480
- All students are required to have certain computer competencies before entering the program. Programs with an online delivery component require students to have competencies in the following areas:
 - Ability to use a web browser to access course and program material on the Web.
 - Ability to use word processing and spreadsheet programs such as the ones provided by the Microsoft Office Suite.
 - Ability to correspond with University staff, students, and faculty using email and the Web.
 - Ability to use appropriate antivirus utilities so that files transmitted and received are virus free.

11. Transfer of Credits

11.1 Transfer of Credits:

Students transferring to **Panamerican University** must meet the regular admission requirements of the institution. Students should notify Admissions of their desire to have their previous courses considered for transfer credit by **Panamerican University**. Applicants with previous graduate studies must submit prior university transcripts, as well as a course syllabus for each course the applicant wishes to transfer.

Panamerican University has specific policies regarding the transfer of credits and accepts those credits deemed equivalent for purposes of issuance of a degree. The acceptance of any credits is solely at the discretion of **Panamerican University** administration. **Panamerican University** examines each of the courses taken and

completed by the applicant in conjunction with the student's selected program of study.

In order to maintain the essential structure of the programs, there is a limit to the number of credits a student can transfer.

Credit Transfer Procedure:

Students must comply with the following:

- Submit all official transcript(s), in the original language with an official English translation, from previous institution(s) from which you wish to have transfer credits considered. These documents must be evaluated by a NACES member evaluation agency.
- The minimum acceptable grade for transfer of prior coursework is a letter grade of "C" or its equivalent.
- **Panamerican University** considers equivalent coursework completed successfully from baccalaureate and post-baccalaureate university level institutions and other institutions at the appropriate educational level.
- Course and program of study description certified by the originating Institution (for example, catalog, program guide, or an official letter from the institution verifying its validity.)
- Provide copies of original course syllabi and/or course content documents for full evaluation to assist Panamerican University in determining the level of content match to the equivalent course at Panamerican. The content match between the two courses must be at least 70% to be considered for the awarding of transfer credit.
- Additional documents may be required at the discretion of Panamerican to fully evaluate your transfer request.
- All previous coursework must have been completed within the past ten (10) years. For coursework older than 10 years, challenge exams may be requested. The approval of and administration of such exams is at the discretion of the Academic Dean and the subject area faculty. **Panamerican University** reserves the right to review each individual transfer situation based on its merits that may include, but are not necessarily limited to, relevant professional application of previous university level studies. In any event, **Panamerican University** has the final decision in approving transfer credit.

Students may appeal the decision of transfer credit approval as follows:

Students may appeal a decision with respect to a denial of a request for transfer credit via the process:

- a. The student must petition the Register in writing within ten (10) days of the ruling on a credit transfer request.
- b. The Register reviews the petition and may request additional documentation and/or an interview with the student to assist in the appeal process.
- c. The Register shall upon receipt of the appeal and all supporting documentation render a response to the appeal request within fifteen (15) days.
- d. The final authority on transfer credit is the Academic Coordinator.
- e. A final response to an appeal shall be rendered within thirty (30) days of receipt of the appeal request.

NOTE: Transfer credits to and from **Panamerican University** are accepted solely at the discretion of the receiving institution. It is the student's responsibility to confirm whether credits from **Panamerican University** are accepted by another institution. No guarantee of transfer of credits is made or implied by **Panamerican University**.

For possible transfer credits from another institution, we only consider courses with a grade C or higher. Credits from courses with a grade below C are not accepted by Panamerican University.

Panamerican University reserves the right to make the final determination of the number of transfer credits that are accepted. In all cases, at least 25% of the degree program course credits must be completed at **Panamerican University**.

11.2 Credit for prior learning:

Panamerican University reserves the right to grant credit for prior learning. Credit for Prior Learning is credit for extensive professional acquired outside of the University, that has resulted in a level of knowledge and skills appropriate and comparable to the level and content of the program or credential offered at the University. The maximum amount of credit allowed for Credit for Prior Learning will not exceed 25% of the credits required for the program in which the student is enrolled. The University may require that the Credit for Prior Learning be validated by testing or presentation of a portfolio demonstrating the skills possessed by the student prior to accepting such credit. The University charges a Portfolio Fee for the assessment of a student's portfolio or for the validation of the requested credit through testing as part of this process. Courses that are part of an area of concentration or major are not eligible for credit for prior learning. Please refer to the Tuition and Fees section of this catalog for the required fees. Master's degrees courses are **not** eligible for prior credit learning.

11.3 Credit by examination:

Students may receive credit for a **Panamerican University** course by taking an examination in place of the actual course. At **Panamerican University**, we realize that many learners have already gained college level learning in a subject area and mastered the content of certain courses. **Panamerican University** challenge examinations are the equivalent to passing a cumulative, end-of-the-term examination or a series of comparable exams. Examinations vary depending on the type of course challenged.

A challenge exam is an opportunity for a student to demonstrate college-level learning through course-specific institutional examination. The exam is developed by **Panamerican University** credentialed faculty in the academic discipline that offers the course. Credit is granted for demonstrated proficiency of course-specific requirements by the student through successful completion of the examination. Challenge Exams Limitations and Criteria:

1. Students may not enroll in the course for which they plan to attempt a Challenge Examination.
2. A Challenge Examination may not be attempted for a course in which the student is currently enrolled, has previously taken (earned a grade, failed or withdrawn), or has transferred from another institution.

3. Students are limited to two challenge examination attempts per course. After two unsuccessful examination attempts, students should enroll in the course.
4. Students will not be able to challenge courses that are part of any concentration or major.

Some exams may be taken prior to admission to **Panamerican University**. A student may earn no more than 30 hours of credit by examination for any or all programs. Credit will not be awarded for any course in which the student has been given credit from any educational institution. Master degrees courses are not eligible for credit by examination.

12. Program Descriptions

12.1 Master's Degree Programs

Global Executive MBA (GEMBA)

Program Objectives:

To engage students in a journey of learning experiences that will educate them to face new challenges in a globalized world, emphasizing the creation of both economic wealth for businesses while enabling inclusive development facilitating social progress as part of their professional covenant and mandate. The four main capabilities developed by this program are:

1. An increased awareness of their social, environmental, and competitive space.
2. A balanced understanding of the competitive context, organizational dynamics, business operations and technology management.
3. The development of a strategic, creative, global, nonlinear mindset in order to become effective decision makers in an international setting.
4. To become life-long learners, integrating personal humility with professional will as a key trait of their leadership profile.

Program Description:

This program has been structured with 45 graduate credit hours for a total of 15 courses with an estimated completion time of 20 months. This program is offered 100% online. The program is deployed integrating synchronous and asynchronous components while maximizing the use of our learning management system. The program has a multi-discipline approach integrating business, humanities, and technology. The sequence of courses is designed to maximize the learning of students, complementing, and integrating knowledge acquisition with skills development in order to apply what has been learnt into authentic real-life situations and professional challenges.

The **Global Executive MBA** develops the expertise, skills, and competencies to optimize students' performance in decisions and tasks such as:

- Planning, directing, or coordinating purchasing, warehousing, distribution, forecasting, customer service, or planning services.
- Managing logistics personnel, logistics systems, and direct daily operations.
- Determining and formulating policies and provide overall direction of companies or private and public sector organizations within guidelines set up by a board of directors or similar governing body.
- Planning, directing, or coordinating operational activities at the highest level of management with the help of subordinate executives and staff managers.
- Collaborate with cross-country and abroad departments to integrate logistics with business systems and processes, such as customer sales, order management, accounting, or shipping.
- Supervising the work of logistics specialists, managers, and staff in global corporate matters.
- Creating policies, strategies and procedures for an appropriate adoption, adaptation, and utilization of technologies for the front office, back office and for the innovation of the enterprise value proposition.
- Directing distribution center operations to ensure achievement of cost, productivity, accuracy, or timeliness objectives.
- Resolving problems on transportation, logistics systems, imports/exports, and customer issues.
- Conceiving and running organization's financial or budget activities to fund operations, maximize investments, or increase efficiency.
- Appointing department heads or managers, assign or delegate responsibilities.
- Analyzing operations to manage globally and evaluate performance of a company or its staff, determine areas of potential cost reduction, program improvement, or policy change.
- Planning and implementing policies, objectives, or activities of organizations or businesses to ensure continuing operations to maximize returns on investments, or to increase productivity across different markets and geographies.
- Orchestrating the internationalization of critical functions such as finance, marketing, logistics, HR, and sales.
- Defining international entry strategies, global growth trajectories and localization strategies.

GEMBA students are normally scheduled for one course at a time. Students are required to successfully complete **45 graduate credit hours**.

GLOBAL EXECUTIVE MBA CURRICULUM

PROGRAM BREAKDOWN BY COURSE

Course Number	Course Title	Credit Hours
MBA-110	Human Capital Management and People Analytics	3
MBA-120	International Business Law	3
MBA-130	Strategic Leadership and Organizational Behavior	3
MBA-140	Technology Management and Digital Transformation	3
MBA-150	International and Digital Marketing	3

MBA-160	Corporate and International Finance	3
MBA-170	Management Accounting and Financial Analysis	3
MBA-210	Strategic Management of Global Supply Chain Management	3
MBA-220	Foundations & Applications of Artificial Intelligence & Machine Learning	3
MBA-230	Management of Innovation and New Product Development	3
MBA-310	Fundamentals of Data Science and Business Analytics	3
MBA-400	System Dynamics for Decision-Making	3
MBA-500	Design and Execution of International Strategies	3
MBA-600	Industry Analysis and Competitive Strategies	3
MBA-700	Capstone Project	3

Executive Master in Digital and International Marketing

Program Objective:

To develop the skills, competencies, and expertise in graduates to lead the transition of the marketing function from local to international and from analog to digital. The program as well will enhance the strategic thinking, insights, and foresight capabilities of students to innovate and internationalize the value proposition of firms. The ultimate objective is this program is to educate a professional capable of using innovation and internationalization as the primary growth engines of the enterprise.

Program Description:

This program has been structured with 45 graduate credit hours, 15 courses with an estimated completion time of 24 months. This program is offered both online and in a hybrid format. The online format of this program is deployed integrating synchronous and asynchronous components while maximizing the use of our learning management system. The program has a multi-discipline approach integrating business, humanities, and technology. The sequence of courses is designed to maximize the learning of students, complementing, and integrating knowledge acquisition with skills development in order to apply what has been learning into authentic real-life situations and professional challenges. The Master in Digital and International Marketing develops the expertise, skills, and competencies to optimize students' performance in decisions and tasks such as:

- Leading the transition from traditional to digital marketing.
- Managing the internationalization of the marketing functions.
- Design and execution of digital marketing strategies across markets, geographies, and cultures.
- Apply quantitative and qualitative techniques to generate market insights
- Provide guidance in terms of resource allocation, marketing mix, technology adoption and selection of new product and markets initiatives.
- Generate and deploy relevant content for different media channels.
- Generate, coordinate, and supervise the marketing plan with a strategic and operational acumen.
- Localize value propositions while leveraging global resources.

EXECUTIVE MASTER IN DIGITAL AND INTERNATIONAL MARKETING CURRICULUM

PROGRAM BREAKDOWN BY COURSE

Course Number	Course Title	Credit Hours
MBIM-110	Integrated Marketing Communications	3
MBA-125	International Business	3
MBIM-131	Foundations of Marketing Analytics and Big Data	3
MBIM-140	Market Insights and Consumer Behavior	3
MBIM-150	International Marketing	3
MBIM-160	Trade and Shopper Marketing	3
MBIM-155	Global Brands Architecture and Development	3
MBA-230	Management of Innovation and New Product Development	3
MBIM-145	Psychology of Social Networks and Customer Engagement	3
MBIM-320	Social Media Marketing and Advertising across Markets and Cultures	3
MBIM-310	Inbound Marketing and Web Positioning	3
MBA-330	Design and Deployment of E-Commerce and Omnichannel Strategies	3
MBIM-139	Demand Planning and Forecasting	3
MBIM-400	Strategic Marketing Management	3
MBIM-500	Capstone Project	3

EMDIM students are normally scheduled for one course at a time. Students are required to successfully complete **45 graduate credit hours**.

Executive Master of Digital Transformation and Innovation Management

Program Objective:

To develop the skills, competencies, and expertise in graduates to lead the adoption and adaptation of different information technologies to different areas of the enterprise such as the strategy, operations, systems, processes and the organization' culture. Specifically, this program will enable graduates to integrate leading digital technologies into the strategic management of the business and the organization using a solid innovation management framework.

Program Description:

This program has been structured with 45 graduate credit hours, 15 courses with an estimated completion time of 24 months. This program is offered both online and in a hybrid format. The online format of this program is deployed integrating synchronous and asynchronous components while maximizing the use of our learning management system. The program has a multi-discipline approach integrating business, science, and technology. The sequence of courses is designed to facilitate a logical learning structure. The program integrates knowledge transfer and internalization with authentic real-life learning experiences and professional challenges. The Executive Master in Digital

Transformation and Innovation Management develops the expertise, skills, and competencies to optimize students' performance in decisions and tasks such as:

- Lead the transition from traditional to digital operations
- Coordinate and guide the digitalization of different functions such as HR, Operations, Supply Chain, and Marketing
- Design and execution of digital business strategies
- Manage the digital transformation of the business
- Turning technological disruptions into opportunities
- Increase the business value and re-design the value proposition harnessing the power of disruptive technologies

EXECUTIVE MASTER IN DIGITAL TRANSFORMATION AND INNOVATION MANAGEMENT CURRICULUM

PROGRAM BREAKDOWN BY COURSE

Course Number	Course Title	Credit Hours
MDTI-110	Principles of Technology Management in Businesses Organizations	3
MDTI-125	Management of Innovation: Processes and Practices	3
MDTI-131	Introduction to Digital Technologies, Applications and Tools	3
MBTI-140	Organizational Design for the Digital Age (AGILE + SCRUM)	3
MDTI-131	Foundations of Big Data and Business Analytics	3
MDTI-145	Creating and Managing a Digital Culture	3
MDTI-155	Principles & Applications of Cryptography: Cybersecurity, Blockchain & Digital Currencies	3
MBA-220	Foundations & applications of Artificial Intelligence & Machine Learning	3
MDTI-300	Digital Transformation of Operations and Supply Chain	3
MDTI-420	Creating and Developing Digital Competitive Advantages	3
MDTI-500	Design and Execution of Business Experiments for Innovation	3
MDTI-600	Design and Optimization of Digital Consumer Experiences	3
MDTI-700	Design and Execution of Digital Transformation Projects	3
MDTI-450	Strategic Management for the Digital Age	3
MDTI-720	Capstone Project	3

EMDTIM students are normally scheduled for one course at a time. Students are required to successfully complete 45 graduate credit hours.

12.2 Bachelor's Degree Programs

Bachelors in Business Administration

Program Objective:

To immerse students in learning experiences that will expose them to the latest theories, trends, technologies, and practices related to the field of business

administration. The program aims to develop for students a unique competitive edge of integrating to both manage the business and manage the organization from an innovation/strategy vantage point. The learning journey the development of soft skills such as strategic thinking, creativity and problem solving among others. This program provides the knowledge that a business administrator should have with the option of selecting relevant specializations that will emphasize the particular focus and area of expertise.

Program Description:

This program has been structured with the following components: a) general education with 30 credit hours, b) business core with 30 credit hours, and c) major courses with 60 credit hours. This program offers 3 minors as areas of concentration: Entrepreneurship and Innovation, Data Science and Business Analytics, and Globalization and International Business, each one with 15 credits which are included in the specialization courses component. This program is offered both online and in a hybrid format. The online format of this program is deployed integrating synchronous and asynchronous components while maximizing the use of our learning management system. The program has a multi-discipline approach integrating business, humanities, and technology. The sequence of courses is designed to maximize the learning of students, complementing, and integrating knowledge acquisition with skills development in order to apply what has been learning into authentic real-life situations and professional challenges.

BACHELORS IN BUSINESS ADMINISTRATION CURRICULUM

PROGRAM BREAKDOWN BY COURSE

Course Number	Course Title	Credit Hours
Basic Education		
ENC-101	English Composition I	3
ENC-201	English Composition II	3
PHI-101	Principles of Philosophy and Ethics	3
ECO-100	Introduction to Business Economics	3
HIS-300	Modern Western Civilization History	3
MAT-101	College Algebra	3
PSY-101	Fundamentals of Human Behavior	3
PHI-201	Critical Thinking and Problem Solving	3
PSY-201	Spirituality and the Science of Happiness	3
COM-101	Fundamentals of Effective Communication	3
Core		
ACG-101	Management Accounting	3
FIN-101	Financial Management	3
STA-101	Statistics for Business	3
HR-101	Fundamentals of Human Resources Management	3
MAR-101	Fundamentals of Marketing	3

MAN-101	Principles of Business Management	3
MAN-201	Project Management	3
SAL-101	Principles of Sales and Negotiation	3
OPM-101	Introduction of Operations Management	3
SCM-101	Principles of Supply Chain Management	3

Specialization

INN-101	Innovation Management: Processes and Methods	3
ISM-101	Introduction to Digital Transformation	3
MAN-301	Strategic Management and Planning	3
ENT-101	Fundamentals of Entrepreneurship	3
ISM-201	Principles of Artificial Intelligence and Machine Learning	3
MAR-201	Introduction to Consumer Behavior	3
GEB-101	Introduction to International Business	3
FIN-201	Project Investment Analysis	3
MAN-401	Managing a Growing Business	3
ISM-301	Introduction to Big Data and Business Analytics	3
MAN-510	Process Optimization and Lean Methods	3
LDR-101	Leadership Essentials	3
HR-201	Organizational Behavior	3
MAR-301	Digital Marketing and Social Media	3

Concentration: Entrepreneurship and Innovation

QMB-301	Design of Experiments for Innovation	3
IIN-201	Disruptive and Digital Innovation Models	3
IIN-301	Customer Centric Innovation	3
ENT-201	The Entrepreneurial Innovator	3
ENT-301	International Entrepreneurship	3
ENT-401	High Tech Business Models: Fintech, Healthtech and Digital Platforms	3

Concentration: Data Science and Business Analytics

ISM-311	Algorithmic Business Thinking	3
ISM-330	Data Base Management for Analytics	3
ISM-401	Model Building and Tuning	3
ISM-501	Python Foundations	3
ISM-601	Data Visualization	3
STA-301	Time Series Forecasting and Predictive Analytics	3

Concentration: Globalization and International Business

GEB-201	Globalization and Tradeable Clusters	3
MAR-401	International Marketing	3
FIN-301	International Finance	3
MAN-501	International Strategy and Diversification	3
ENT-301	International Entrepreneurship	3
MAN-999	International Business Simulation	3

To receive a Bachelor of Science degree in **Business Administration students** must earn **120 credit hours**.

Bachelors in International and Digital Marketing

Program Objective:

To immerse students into learning experiences that will expose them to the latest theories, trends, technologies, and practices related to the field of international and digital marketing. The program aims to develop for students a unique competitive edge of integrating human sciences and digital technologies in the process of connecting objects (products and services) with subjects (customers and subjects). The learning journey emphasizes the development of innovation capabilities, communication skills, and the generation of insights leading to enhance the creation of emotions and behavioral predictive capabilities.

Program Description:

This program has been structured with the following components: a) general education with 30 credit hours, b) business core with 30 credit hours, and c) major courses with 60 credit hours. This program is offered both online and in a hybrid format. The online format of this program is deployed integrating synchronous and asynchronous components while maximizing the use of our learning management system. The program has a multi-discipline approach integrating business, humanities, and technology. The sequence of courses is designed to maximize the learning of students, complementing, and integrating knowledge acquisition with skills development in order to apply what has been learning into authentic real-life situations and professional challenges. The learning experiences deployed in every course are aimed to significantly increase the job readiness of graduates as well as their capacity to start their own business.

BACHELORS IN INTERNATIONAL AND DIGITAL MARKETING CURRICULUM

PROGRAM BREAKDOWN BY COURSE

Course Number	Course Title	Credit Hours
Basic Education		
ENC-101	English Composition I	3
ENC-201	English Composition II	3
PHI-101	Principles of Philosophy and Ethics	3
ECO-100	Introduction to Business Economics	3
HIS-300	Modern Western Civilization History	3
MAT-101	College Algebra	3
PSY-101	Fundamentals of Human Behavior	3
PHI-201	Critical Thinking and Problem Solving	3
PSY-201	Spirituality and the Science of Happiness	3
COM-101	Fundamentals of Effective Communication	3
Core		
ACG-101	Management Accounting	3
FIN-101	Financial Management	3
STA-101	Statistics for Business	3
HR-101	Fundamentals of Human Resources Management	3

MAR-101	Fundamentals of Marketing	3
MAN-101	Principles of Business Management	3
MAN-201	Project Management	3
SAL-101	Principles of Sales and Negotiation	3
COM-201	Cross-Cultural Advanced Communication Strategies	3
PSY-301	Neuromarketing and the Psychology of Persuasion	3

Major

INN-101	Innovation Management: Processes and Methods	3
GEB-101	Introduction to International Business	3
ISM-101	Introduction to Digital Transformation	3
MAR-301	Digital Marketing and social media	3
MAR-401	International Marketing	3
MAR-421	Cross-Cultural Consumer Behavior	3
ISM-201	Principles of Artificial Intelligence and Machine Learning	3
ISM-301	Introduction to Big Data and Business Analytics	3
MAR-501	Marketing Analytics and Decision Making	3
MAR-601	Strategic Pricing	3
MAR-702	Brand Architecture and Development	3
MAR-802	Cross-cultural Content Marketing	3
COM-301	Writing for the Digital Age	3
ISM-401	Introduction to Modelling	3
ISM-601	Data Visualization and Communication	3
ENT-101	Entrepreneurship and Opportunity	3
MAN-320	International Strategic Management and Planning	3
LDR-101	Leadership Essentials	3
FIN-201	Project Investment Analysis	3
MAN-701	Capstone Project	3

To receive a Bachelor of Science degree in **International and Digital Marketing students** must earn **120 credit hours**.

Bachelors of Science in International and Sustainable Business

Program Objective:

To develop the next generation of global citizens responsible to reconcile the requirements of creating economic wealth within and between borders while managing the imperative need to protect our environment.

Program Description:

This program has been structured with the following components: a) general education with 30 credit hours, b) business core with 30 credit hours, and c) major courses with 60 credit hours. This program is offered both online and in a hybrid format. The online format of this program is deployed integrating synchronous and asynchronous components while maximizing the use of our learning management system. The program has a multi-discipline approach integrating business, sciences, humanities, and technology. The sequence of courses is designed to maximize the learning of students, complementing, and integrating knowledge acquisition with skills development in order to apply what has been learning into authentic real-life situations and professional challenges. To receive a Bachelor of Science degree in International and **Sustainable business students** must earn **120 credit hours**.

BACHELORS IN INTERNATIONAL AND SUSTAINABLE BUSINESS CURRICULUM

PROGRAM BREAKDOWN BY COURSE

Course Number	Course Title	Credit Hours
Basic Education		
ENC-101	English Composition I	3
ENC-201	English Composition II	3
PHI-101	Principles of Philosophy and Ethics	3
ECO-100	Introduction to Business Economics	3
HIS-300	Modern Western Civilization History	3
MAT-101	College Algebra	3
PSY-101	Fundamentals of Human Behavior	3
PHI-201	Critical Thinking and Problem Solving	3
PSY-201	Spirituality and the Science of Happiness	3
COM-101	Fundamentals of Effective Communication	3
Core		
ACG-101	Management Accounting	3
FIN-101	Financial Management	3
STA-101	Statistics for Business	3
HR-101	Fundamentals of Human Resources Management	3
MAR-101	Fundamentals of Marketing	3
MAN-101	Principles of Business Management	3
MAN-201	Project Management	3
SAL-101	Principles of Sales and Negotiation	3
OPM-101	Introduction of Operations Management	3
SCM-101	Principles of Supply Chain Management	3
Major		
INN-101	Innovation Management: Processes and Methods	3
GEB-101	Foundations of International Business	3
ISM-101	Introduction to Digital Transformation	3
MAN-303	International Strategic Management and Planning	3
ENT-101	Foundations of Entrepreneurship and Managing the Start Up	3
ISM-201	Principles of Artificial Intelligence and Machine Learning	3
ENG-211	Introduction to Environmental Sustainability	3
FIN-201	International Finance	3
MAR-401	International Marketing	3
ISM-301	Introduction to Big Data and Business Analytics	3
MAN-510	Managing International Talent and Teams	3

MAN-801	Cross Cultural Management and Negotiations	3
MAN-901	Globalization and Cluster Analysis	3
MAN-501	International Strategy and Diversification	3
MAN-999	International Business Simulation	3
MAR-301	Digital Marketing and Social Media	3
ENG-301	Business and the Environment	3
ENG-401	Climate Change Science and Solutions	3
MAN-950	Social and Sustainable Innovation	3
MAN-960	People, Equity, and the Environment	3

13. Course Descriptions

Global Executive MBA Courses

→ MBA-110 3 credits

Human Capital International Management and People Analytics

This course focuses on advanced best practices for the strategic management of Human Capital and Organizational Development withing and between cultures and nations, with a focus on the dynamics of organizational change and the use of big data and artificial intelligence for talent management and decision-making.

Prerequisite: None

→ MBA-120 3 credits

International Business Law

This course will examine specific legal issues related to international business and the transnational law governing economic relations. This course tackles economic security policy and strategic choices faced by governments, international organizations, and the private sector. These choices are shaped by legal regimes including international trade law and its national security exception; cross-border transactions and investment, and in particular the Committee on Foreign Investment in the United States; the U.S. Department of the Treasury sanctions tool and its authorizing legislation; and the national and international laws and regulations governing cybersecurity for the private sector.

Prerequisite: None

→ MBA-130 3 credits

Strategic Leadership and Organizational Behavior

Students will be exposed to different leadership theories, from transactional to transformational, and will develop an understanding of the different elements and factors that influence the organizational dynamics. Key constructs such as deviance, absenteeism, and job satisfaction will be analyzed as a way to enhance the comprehension of how collective behavior impacts the performance of individuals and businesses.

Prerequisite: MBA-110

→ **MBA-140 3 credits**

Technology Management and Digital Transformation

This course covers the different dimensions of how technologies impact industries, markets, and businesses. Students will understand the distinction between traditional and digital businesses and will be exposed to new opportunities, players and complex competitive landscapes as a result of digital transformation.

Prerequisite: None

→ **MBA-150 3 credits**

International and Digital Marketing

Students will learn the different tools that digital marketing uses to connect with markets and consumers, from social media to engine optimization and content marketing. The course will expose students to localization strategies leading to customize messages and communication channels according to the cultural differences.

Prerequisite: MBA-140

→ **MBA-160 3 credits**

Corporate and International Finance

This course emphasizes the analysis and evaluation of accounting information as part of the managerial processes of planning, decision-making, and control. A large aspect of the course covers the fundamentals of financial accounting. The course also introduces elements of managerial accounting and emphasizes the development and use of accounting information for internal decisions. Topics include cost behavior and analysis, product and service costing, and relevant costs for internal decision-making. Students will develop the technical skills needed to analyze corporate financial statements and disclosures for use in financial analysis, and to interpret how accounting standards and managerial incentives affect the financial reporting process.

Prerequisite: None

→ **MBA-170 3 credits**

Management Accounting and Financial Analysis

This course covers the modern fundamentals of corporate financial decision making, with special reference to investment and financing from an international setting. Specific topics to be covered financial mathematics, security valuation, techniques for capital investment decisions, financial decision making under uncertainty (portfolio theory and capital market theory), corporate capital structure and cost of capital. Considerable attention will be directed to specific topics of international finance such as foreign exchange markets, managing exchange rate risk and various other risk management issues.

Prerequisite: MBA-160

→ **MBA-210 3 credits**

Strategic Management of Global Supply Chains

This course allows students to understand both the components of supply chain management and its role within the function and across other functions in an enterprise. provide a high-level overview of the supply chain function and related concepts and to provide an understanding of the activities involved. This course will also provide a basic understanding of the analytical tools and applications used in SCM. The course will introduce students to some challenges in managing global supply chains.

Prerequisite: None

→ **MBA-220 3 credits**

Foundations and Applications of Artificial Intelligence and Machine Learning

This course is an introduction to the basic principles, techniques, and applications of Artificial Intelligence. Coverage includes knowledge representation, logic, inference, problem solving, search algorithms, game theory, perception, learning, planning, and agent design. Students will experience programming and using library tools in AI language Python. Other topics will include expert systems, neural networks, fuzzy logic, robotics, natural language processing, and computer vision.

Prerequisite: MBA-140

→ **MBA-230 3 credits**

Management of Innovation and New Product Development

Purpose of this course is to introduce and explore innovation management concept, how to manage product innovation and product development and build competitiveness through innovation. Innovation techniques such as design thinking, inventive systemic design and lead user innovation will be placed in practice in delivering new ideas and technologies as successful products to market in a sustainable.

Prerequisite: None

→ **MBA-310 3 credits**

Fundamentals of Data Science and Business Analytics

This course provides an overview of the business approach to identifying, modeling, retrieving, sharing, and evaluating an enterprise's data and knowledge assets. Focus is on the understanding of data and knowledge management, data warehousing, data mining (including rule-based systems, decision trees, neural networks, etc.) and other business intelligence concepts. Covers the organizational, technological and management perspectives.

Prerequisite: MBA-140

→ **MBA-400 3 credits**

System Dynamics for Decision-Making

Students will learn the basic concepts of systemic thinking, including tools such as problem mapping, open and closed loops as well as identifying the intrinsic implications of reinforcing and balancing loops in the discovery of cause-effect relationships in the context of problem identification and problem solving. This course provides particular emphasis in in developing in student a nonlinear thinking-mindset.

Prerequisite: None

→ **MBA-500 3 credits**

Industry Analysis and Competitive Strategies

This course is about the dynamics of competition. We use the tools of economics to study how market structure shapes competition, how to evaluate and respond to competitors' strategic moves, and how to formulate competitive strategies that consider objective structural issues as well as competitors' responses and biases in decision making. Major themes in the course include product positioning, the durability of competitive strategies, managerial practices and competitive strategy.

Prerequisites: MBA-130, MBA-170, MBA-210, MBA-230

→ **MBA-600 3 credits**

Design and Execution of International Strategies

The course focuses on the development of skills to understand the issues that managers face in operating in international markets and supply chains. Students will develop an understanding of the conceptual frameworks that clarify the relationships between policies and domestic and global strategies. They will also have the opportunity as a team project to develop a proposal that focuses on a key strategic decision facing senior management involved in entering an overseas market for the first time; or expanding existing operations into a new foreign market as part of a corporate strategy. They will develop an understanding of the constraints and advantages in developing a new overseas market and managing existing offshore operations with new challenges. This course analyses how multinational firms leverage their capabilities and competencies to create competitive advantages in international and global markets.

Prerequisite: MBA-500

→ **MBA-700 3 credits**

Capstone Project

Students will develop a business project that entails the practice of the skills and knowledge acquired in the program. Real-life business projects will be assigned on an ad-hoc basis to students, and the scope and assessment will be co-design and conducted by the faculty and be executives of the organization hosting the project.

Prerequisite: MBA-600

Executive Master in Digital and International Marketing

→ **MBIM-110 3 credits**

Integrated Marketing Communications

The course surveys in an in-depth fashion the theoretical and structural models of marketing communication and aims to equip students with the tools necessary to create a coherent and fully integrated promotional campaign. Students will be actively involved in the design and implementation of various strategic communications approaches meant to target different publics on an international scale. The global nature of advertising and marketing is given due consideration, thus allowing students to incorporate a series of culturally driven elements and factors, thus gaining in the process a far better understanding of how and why these factors need to be taken into consideration when selling a product, a service or a media/culturally driven production.

Prerequisite: None

→ **MBA-125 3 credits**

Fundamentals of International Business

This course examines the basic concept and theories of international business, particularly those that make doing business across borders a unique business activity. Various theoretical frameworks will be discussed, including theories of the multinational enterprise, international trade and economics, and foreign investment. Students will gain an understanding of why the phenomenon of international business exists, in different forms, and of the role of the multinational enterprise in international business activities.

Prerequisite: None

→ **MBIM-131 3 credits**

Foundations of Marketing Analytics and Big Data

Students are exposed to a range of statistical tools and techniques, from classical statistical tools to emerging big data techniques. The emphasis is not on formulae of statistical tools, but on how to apply and interpret a range of statistical techniques to help answer marketing-related questions. The course is organized around daily marketing problems. Moreover, widely used software (i.e., Microsoft Excel and R) is used to implement the analyses. These arrangements ensure that the knowledge and skills learned from this course are work-ready for a wide range of business, from local small business to multinational giants.

Prerequisite: None

→ **MBIM-140 3 credits**

Market Insights and Consumer Neuroscience

The course provides a rigorous coverage of a broad range of theories, frameworks, concepts, and tools to truly get into the hearts and minds of consumers and uncover insights that are relevant for business and policy. Topics include: 1) how consumers make decisions; (2) why and how consumers shop; (3) how to uncover consumers' true motivations, needs, and wants; (4) unconscious drivers on consumer behavior (e.g., cultural archetypes and evolutionary forces); (5) feelings and emotions in consumer behavior; (6) an introduction to qualitative market research for consumer insight; (7) how consumers' minds work (e.g., how to attract their attention, how consumers perceive things, how to influence their memory); and (8) social and cultural determinants of consumer behavior. Students will learn about the basic brain mechanisms in consumer choice, and how to stay updated on these topics.

Prerequisite: MBIM-110

→ **MBIM-150 3 credits**

Marketing Management in the Global Environment

Students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations. Topics include an overview of international marketing; social, cultural, political, and legal environments; international market-entry opportunities; planning and managing market entry strategies and

products; global distribution and pricing; international promotion, sales, and negotiation; and international market planning.

Prerequisite: MBA-125

→ **MBIM-160 3 credits**

Retail Management and Merchandising

This course will enable students to develop decision making skills related to retailing. Topics may include merchandise and expense planning, store layout, product line and resource determination, pricing, promotional strategies, customer service, financial planning, and control. Students will identify various retail opportunities and evaluate the strategies associated with each type of opportunity and will distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.

Prerequisite: MBIM-140

→ **MBIM-165 3 credits**

Strategic Global Brand Management

This course exposes students to the strategic significance of the role of brands in creating shareholder value. Students should develop fluency with the core principles associated with branding including: an understanding of how to develop a brand positioning across markets, managing total brand experience, how to manage the brand relevancy over time, familiarity with the various qualitative and quantitative methodologies that are used to evaluate brand equity in a local and global scale, how to achieve growth through brand extension, and brand design and brand messaging.

Prerequisite: MBIM-150

→ **MBA-230 3 credits**

Management of Innovation and New Product Development

Purpose of this course is to introduce and explore innovation management concept, how to manage product innovation and product development and build competitiveness through innovation. Innovation techniques such as design thinking, inventive systemic design and lead user innovation will be placed in practice in delivering new ideas and technologies as successful products to market.

Prerequisite: MBIM-140

→ **MBIM-201 3 credits**

Interpersonal and Psychological Implications of social media

This course provides students with a strong theoretical foundation for approaching the ways in which new social media platforms can shape how interpersonal relationships are initiated, maintained, and developed, as well as their implications for psychological and social processes. Students will apply interpersonal, social, and psychological theories, concepts, and empirical research to explore how social media technologies are being used by individuals to initiate, maintain, develop, and terminate their interpersonal connections with romantic partners, family members, friends, and professional ties. This course will expose students to prominent theories and research

which address psychological aspects of social media use such as social comparison, selective self-presentation, and self-esteem.

Prerequisite: MBIM-140

→ **MBIM-301 3 credits**

Social Media Marketing and Advertising Across Markets and Cultures

In this course, students will learn how to create a platform strategy by conducting an audience analysis to identify and describe the brand target markets. Students will learn to perform a competitive audit to clarify the brand's social media presences relative to the competitive set and determine the social media marketing goals for the brand by applying the social media marketing funnel. Lastly, students will select the right social media platforms to deliver on specific marketing objectives across the social media marketing funnel.

Prerequisite: MBIM-201

→ **MBIM-320 3 credits**

Content Marketing Strategy

Students will learn the core strategies content marketers use to acquire and retain customers profitably. Specifically, you will learn how to develop, organize, and implement a content marketing strategy, analyze, and measure the effectiveness of content marketing, write compelling copy, use a strategic framework when writing, and build your professional brand and authority through content marketing. You will also learn how to put the ideas presented to you into action and build your own personal brand through content marketing.

Prerequisite: MBIM-140

→ **MBA-330 3 credits**

Omnichannel Marketing and Strategy

This course will let students interact with different approaches of how traditional retailers can become omnichannel retailers. Students will explore how to attract omnichannel customers, what fulfillment options these customers expect, how retailers can leverage their online and brick and mortar presence, and what retailers need to support an omnichannel strategy. Students will learn how to completely redesign the retailer's business model.

Prerequisite: MBIM-160

→ **MBIM-350 3 credits**

Demand Planning and Forecasting

The goal of this course is to provide a well-rounded framework of how students can use scientific methods to forecast sales and become more informed when making key managerial decisions. Such decision would include, among others, whether a product should be launched, at what price it should be offered, and what advertising and promotion strategies should accompany the launch. The course will equip students with a comprehensive understanding of the key factors in demand forecast in order to better inform go-to-market strategies.

Prerequisite: MBIM-131

→ **MBIM-400 3 credits**

Strategic Marketing Management

This course offers students to review and explore competitive marketing strategies that effectively position its products against competitors and give it the strongest possible competitive advantage. Students will develop knowledge and skills to design marketing strategies, manage the organization's strategic marketing management activities and develop an effective marketing plan. The course will tackle key aspects related to operationalizing marketing management, and to become aware of contemporary issues that are particularly significant in the modern context.

Prerequisite: MBIM-320, MBIM-350

→ **MBIM-500 3 credits**

Capstone Project

Students will be assigned a strategic marketing project that entails the application and deployment of the skills acquired in the program. The range of projects include the adoption of digital marketing strategies, the internationalization of the marketing function, branding and re-branding, and marketing strategies for innovative value propositions among other type of projects.

Prerequisite: MBIM-400

Executive Master of Digital Transformation and Innovation Management Courses

→ **MDTI-110 3 credits**

Principles of Technology Management in Businesses and Organizations

This course introduces the principles and practices of management. Areas covered are management history, philosophy and the theory and practice of management planning, decision making, organizing, motivating, and leading. Special emphasis is on providing the technical and managerial challenges presented by emerging and transformative technologies. Particular consideration is given to the managerial options available to both legacy and entrepreneurial organizations.

Prerequisite: None

→ **MDTI-125 3 credits**

Management of Innovation: Processes and Practices

This course examines the key managerial features of technology-enabled innovation and new product development. It focuses on accessing innovative capabilities through R&D, acquisition, alliances, joint ventures and innovation-friendly cultures and organizations. The key perspective underlying this course is learning how to apply innovation techniques such as design thinking, systemic inventive thinking, and lead-user innovation.

Prerequisite: None

→ **MDTI-131 3 credits**

Introduction to Digital Technologies, Applications and Tools

This course is focused in exploring the process of human-computer interaction. This includes the study of how people interact with technologies, the design of technology, the Internet of Things, and user experience (UX). It examines how we might ensure that information technology is usable, useful, and satisfying to engage with. Students will learn the fundamentals of digital technology – including algorithmic, data-oriented, and web-based techniques – and develop an understanding of how they can be applied in a range of areas.

Prerequisite: MDTI-110

→ **MDTI-140 3 credits**

Organizational Design and Transformation for the Digital Age (AGILE + SCRUM)

Students will gain an understanding of the principles of agile organization design, its potentials and restrictions. The course provides a comprehensive overview of agile working methods and tools like business model canvas, SCRUM board and lean start-up in order to design organization capable to absorb and react to disruptive change and to fast-paced business environments. An important aspect of this course is the development of a transformative organizational culture using an agile/cross-functional approach.

Prerequisite: MDTI-131

→ **MDTI-141 3 credits**

Foundations of Big Data and Business Analytics

This course introduces students to the science of business analytics while casting a keen eye toward the artful use of numbers generate through big data processes. The course will provide students with the foundation needed to apply data analytics to real-world challenges they confront daily in their professional lives. Students will learn to identify the ideal analytic tool for their specific needs; understand valid and reliable ways to collect, analyze, and visualize data; and utilize data in decision making for their agencies, organizations, or clients.

Prerequisite: MDTI-131

→ **MDTI-145 3 credits**

Creating and Managing a Digital Culture

This course tackles the challenges of digitally born organizations and traditional organizations transitioning to digital. Students will be exposed to the set of values and practices that are common across digital and transitioning organizations such as impact, speed, openness, autonomy, and data-driven decision making.

Prerequisite: MDTI-140

→ **MDTI-155 3 credits**

Principles and Applications of Cryptography: Cybersecurity, Blockchain and Digital Currencies.

This course will tackle the critical technology strategies and foundational technologies that enable fintech startups, including an understanding of the core and novel sources of FinTech data, how they are managed and how data visualization is evolving. Students will be exposed to the key disruption points that Fintech bring to the market. As cryptography is essential to any Fintech endeavor, this course includes exposing students to the foundations of cryptography and in particular on precise definitions and proof techniques. Crypto topics include one-way functions, encryption, signatures, pseudo-random number generation, zero-knowledge and basic protocols.

Prerequisite: MDTI-141

→ **MBA-220 3 credits**

Foundations and Applications of Artificial Intelligence and Machine Learning

The course will cover both fundamental concepts such as search and knowledge representation, as well as applied work in areas such as planning and vision. Students will recognize problems that can use AI methods and will be exposed to applications and the application of Python libraries in the development of novel applications.

Prerequisite: MDTI-131

→ **MDTI-300 3 credits**

Digital Transformation of Operations and Supply Chain

Students will learn about how the digital transformation is enabling significant changes to supply chain operations with the application of new digital technologies including the Internet of Things (IoT) and Big Data. Digital management strategies to reduce cost, risk, and maximize efficiency will be analyzed and applied. Students will understand the breadth, scope, and value of data science and analytics impact on supply chain and the business.

Prerequisite: MDTI-131

→ **MDTI-420 3 credits**

Creating and Developing Digital Competitive Advantages

Students will be exposed to different digital business strategies, emphasizing the benefits of implementing digital strategies leading to increase market share, generate higher revenues, or to accelerate and optimize the deployment of products and services. This course will emphasize the transition from resource/analog-based to digital-based competitive advantages both from a functional and a value creation perspective. Particularly, this course will focus on the use of artificial intelligence to learn more about customer needs, to find new business opportunities, and to develop a data driven decision-making process.

Prerequisite: MDTI-300

→ **MDTI-500 3 credits**

Design and Execution of Business Experiments for Innovation

Through this course students will learn about, discuss and practice a wide range of critical skills for experimentation, from the statistical methods used to design and analyze experiments to the management and strategy required to execute an experiment and act on the results. Although our cases and examples will focus on marketing problems, the material covered can be applied in a number of other domains particularly operations, management, and product design. In addition, students will develop and understanding of the interplay between creativity and rigorous data analysis in business decision making. Through the assignments and discussions, students will develop and exercise their ability to frame problems, determine what data and analysis might provide information about that problem, and examine the evidence for or against a particular business decision.

Prerequisite: MDTI-300

→ **MDTI-600 3 credits**

Design and Optimization of Digital Consumer Experiences

Students will learn the core principles of human-centered design and how to appropriately scope a design problem. Understand how to empathize with users when performing user research, including how to conduct in-depth interviews and create quantitative surveys, and use research data to uncover opportunities. Students will apply psychology to design sketches, keeping the end-user in mind and will learn to transition from concept to low-fidelity prototyping and conduct validation processes.

Prerequisite: MDTI-500

→ **MDTI-700 3 credits**

Design and Execution of Digital Transformation Projects

This course will expose students to the principles of Project Management applied to digital projects. AGILE and SCRUM principles and management of high-performance teams are of particular importance in the deployment of this course. This course includes topics related to technology adoption, change management and the design of project performance board for the monitoring and control of projects.

Prerequisite: MDTI-500

→ **MDTI-710 3 credits**

Strategic Management for the Digital Age

This course introduces business strategy focused on digital disruption and business transformation. Students will be exposed to the why and how digital technologies (mobile, social, cloud, big data, internet of things, 3D printing) are reshaping value creation, growth, and delivering products or services around the world. This course links business strategy, business models and digital features in order to develop students' business strategy skills and critical thinking embedding digital knowledge. The course will enable students to assess digital's potential threats or opportunities for a given market, either to identify new business opportunities, or adapt transform themselves.

Prerequisite: MDTI-500

→ **MDTI-720 3 credits**

Capstone Project

Students will be assigned a digital transformation project that entails the application and deployment of the skills acquired in the program. The range of projects include the adoption of cloud computing, blockchain applications, people analytics, machine learning, the internet of things, digital marketing among other type of projects.

Prerequisite: MDTI-710

Bachelor In Business Administration

General Education Courses

→ **ENC-101. 3 credits**

English Composition 1

Students will gain a foundation for college-level writing valuable for nearly any field. Students will learn how to read carefully, write effective arguments, understand the writing process, engage with others' ideas, cite accurately, and craft powerful prose.

Prerequisite: None

→ **ENC-201 3 credits**

English Composition 2

This course is an expository writing course that helps students develop more advanced writing skills than English Composition I. The course also reviews and incorporates some of the same skills. This course emphasizes the development of advanced analytical/critical reading skills and the writing of persuasive prose including documented and researched argumentative essays. A major component of this course will be information literacy.

Prerequisite: ENC-101

→ **PHI-101 3 credits**

Principles of Philosophy and Ethics

This course addresses the big questions that make us human such as morality, ethics, purpose, and rationality-in the modern and historical context. Students will explore the field's eastern and western traditions, including specific schools of philosophy such as existentialism and humanism and will reflect on ethical dilemmas found in businesses and organization.

Prerequisite: None

→ **ECO-100 3 credits**

Introduction to Business Economics

This course explores different theories about concepts such as demand, supply, cost, pricing and consumer behavior from an integrative approach. Students will apply economic tools to aid in the decision-making process of a business.

Prerequisite: None

→ **HIS-300 3 credits**

Modern Western Civilization History

This course examines the social, political, intellectual and cultural development of modern Western civilization, from the 18th century enlightenment, through the French revolution, Napoleon, Industrial Revolution, Imperialism, and the tumultuous events of the 20th century: WWI and WW2 and the Cold War.

Prerequisite: None

→ **MAT-101 3 credits**

College Algebra

This course exposes students to fundamental mathematical concepts such as inequalities, polynomials, linear and quadratic equations as well as logarithmic and exponential functions. Applications of mathematics in problem solving, finance, probability, statistics, geometry, population growth are included in the course.

Prerequisite: None

→ **PSY-101 3 credits**

Fundamentals of Human Behavior

This course enables students to develop a framework for analyzing human behavior in order to create empathic, empowering relationships with individuals, families, groups, organizations, and communities. This course introduces students to the fundamental principles of behavior analysis, like classical conditioning and operant conditioning and what it takes to establish new habits.

Prerequisite: None

→ **PHI-201 3 credits**

Critical Thinking and Problem Solving

This course exposes students to methodologies for changing their ways of thinking in order to more effectively solve problems. The course touches upon a wide range of reasoning skills, from verbal argument analysis to formal logic, visual and statistical reasoning, scientific methodology, and creative thinking.

Prerequisite: None

→ **PSY-201 3 credits**

Spirituality and the Science of Happiness

This course examines recent discoveries in the scientific study of happiness, and the practical implications for personal well-being. It tackles concepts and habits leading to empower others to realize their own potential for happiness, well-being and success, Students will understand the major theories and practices of positive psychology and the science of happiness. The course infuses current work with an evidence-based focus on positive psychology, resilience, and human-flourishing, integrate applications of positive psychology and the science of happiness into daily life.

Prerequisite: None

→ **COM-101 3 credits**

Fundamentals of Effective Communication

This course examines various principles underlying effective communication in the interpersonal, public speaking, and small group contexts. This course presents principles to help develop appropriate and effective communication strategies in one-to-one and small group communication settings. It places emphasis on analyzing and assessing the communication skills necessary to create and sustain effective communication in personal and professional relationships.

Prerequisite: None

Core Courses

→ **ACG-101 3 credits**

Management Accounting

The course emphasizes the use of accounting information by managers within the organization and by shareholders, lenders, and other outside parties. Basic accounting terms and concepts, and the language of financial management are presented as well as the essentials of the accounting process.

Prerequisite: None

→ **FIN-101 3 credits**

Financial Management

This course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. It touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Prerequisite: ACG-101

→ **STA-101 3 credits**

Statistics for Business

This course will introduce students to business statistics and the application of statistics in the workplace. Student will gather, analyze, and interpret data. Statistics will be applied to business related fields and will apply excel to process and analyze data.

Prerequisite: None

→ **HR-101 3 credits**

Fundamentals of Human Resources Management

This course provides an overview and context for the unique aspects of HR management. Students will be introduced to the value of human resources as a business partner responsible for both understanding and promoting the organization's goals while also supporting public sector merit principles, ethics and culture. The course also provides an overview of relevant laws and of organizational dynamics.

Prerequisite: PSY-101

→ **MAR-101 3 credits**

Fundamentals of Marketing

Students will be exposed to marketing fundamentals and emphasizes the 4 P's of marketing: product, price, place, and promotion. The curriculum also addresses sales and channel processes, brand identity and research communications approaches.

Prerequisite: None

→ **MAN-101 3 credits**

Principles of Business Management

This course is an introduction to the management and analysis of organizational functions and other fundamental management dimensions such as planning, organizing, leading, directing, and controlling. Several conceptual frameworks are presented relative to how structure, hierarchies and the organization are aligned to the direction of the firm.

Prerequisites: HR-101 and MAR-101

→ **MAN-201 3 credits**

Project Management

This course prepares students to manage scheduling, supply management, project team recruiting, resource allocation, time/cost tradeoffs, risk assessment, task coordination, team building, progress monitoring, and post-project assessment through a comprehensive overview of project management. Case studies are used to illustrate the principles and tools of project management as a process.

Prerequisite: MAN-101

→ **SAL-101 3 credits**

Principles of Sales and Negotiation

This course will expose students to practical and theoretical concepts including effective writing techniques and several skills such as the ability to adjust oral and written presentations according to audience, the ability to use negotiation and persuasion principles across humanistic sales interactions and the ability to appreciate sales interactions across a diverse cultural workforce.

Prerequisite: MAN-101

→ **OPM-101 3 credits**

Introduction of Operations Management

This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Techniques such as total quality management, lean manufacturing and six sigma will be explored and applied.

Prerequisite: MAN-201

→ **SCM-101 3 credits**

Principles of Supply Chain Management

This course provides insight into the role of Supply Chain Management in linking the functions and business entities responsible for the exchange of goods, services and information to complete the business transaction from supplier's supplier to customer's customer. The course focuses on managing the flow of materials, goods, services, information and cash via the processes, technologies, and facilities that link primary suppliers to ultimate customers.

Prerequisite: OPM-101

Specialization Courses

→ **INN-101. 3 credits**

Innovation Management: Processes and Methods

This course is focused on innovation, what it is (or not), how it appears ("search" & "select"), and how it can be managed ("implement" and "capture"). Innovation will not be restricted to creativity and new technical ideas, but also take organizational aspects into account. The course is committed to providing an opportunity to learn to use of the most modern innovation methods and news ways of thinking which are better suited to addressing complex problems and opportunities inherent in organizations and businesses today.

Prerequisite: MAN-101

→ **ISM-101 3 credits**

Introduction to Digital Transformation

This course introduces to students the main technologies which are driving digital transformation: Artificial intelligence, virtual and augmented reality, blockchain and software robotics. Covered topics include e.g., neural networks, computer vision, smart contracts and different AR and VR applications. Additionally, the course develops awareness in students about what these technologies are, where they came from and what is to be expected in the future.

Prerequisite: None

→ **MAN-301 3 credits**

Strategic Management and Planning

This course provides a concise overview of the best way to build a strategic plan and introduces and walks through a framework for the strategic plan. The course also introduces the concept of strategic management. It is designed to combine practice, insights, and ideas about strategic planning with a "how to" approach to building an effective and useful strategic plan. Students will be exposed to several strategy schools of thinking and will be introduced to different strategy formation processes.

Prerequisite: MAN-101

→ **ENT-101 3 credits**

Fundamentals of Entrepreneurship

Students will be exposed to the different steps to launch a new business, including external analysis, cluster positioning, design and validate differentiated value propositions and techniques to secure external funding. This course poses particular emphasis in the application of different opportunity assessment techniques to distinguish good ideas from bad ones.

Prerequisite: MAN-301

→ **ISM-201 3 credits**

Principles of Artificial Intelligence and Machine Learning

In this course students will learn what Artificial Intelligence (AI) is, explore use cases and applications of AI, understand AI concepts, and terms like machine learning, deep learning, and neural networks. Students will recognize problems that can use AI methods and will be exposed to Python libraries in the development of novel applications.

Prerequisite: ISM-101

→ **MAR-201 3 credits**

Introduction to Consumer Behavior

In this course students explore how consumers make decisions and apply the knowledge to make strategic marketing decisions. Understanding of various consumer segments is developed and applied as students take on decision-making roles to develop creative solutions for real-world case studies such as segmentation, market positioning and product selection.

Prerequisite: MAR-101

→ **GEB-101 3 credits**

Introduction to International Business

This course provides students to and introductory analysis of the business system and management decision-making in the international operation of an enterprise. Special emphasis is given to international trade and investment, foreign exchange, financial markets, political and cultural interactions between host societies and multinational enterprise.

Prerequisite: MAN-101

→ **FIN-201 3 credits**

Project Investment Analysis

The course provides the target audience with a broad knowledge on the key topics of investment analysis and management. Course emphasizes both theoretical and analytical aspects of investment decision making, analysis and evaluation of different corporate securities as investments, portfolio diversification, and capex projects involving special investment decisions attached to capex projects.

Prerequisite: FIN-101

→ **MAN-401 3 credits**

Managing a Growing Business

This course provides students with insights into the problems and opportunities involved in managing growth in entrepreneurial ventures. The course is designed to introduce a series of concepts, frameworks, and heuristics that enable people to manage growth, including how to finance, stage, and pace growth initiatives while offsetting risks and maximizing rewards.

Prerequisite: ENT-101

→ **ISM-301 3 credits**

Introduction to Big Data and Business Analytics

Students will learn about the importance of the understanding how to transform big data into smart decisions. The course will expose students to tools that will enable them to carry out historical analysis, variance analysis, trend analysis, value-based analysis, correlation, time series, regression, as well as machine and deep learning analysis. As well, students will acquire an understanding of how to manage an analytics project.

Prerequisite: ISM-101

→ **MAN-510 3 credits**

Process Optimization and Lean Methods

Students are able to apply tools and technique to implement data-driven process improvement objectives at their organization. The course covers topics such as IoT (Internet of Things), the strategic importance of aligning operations and performance goals, best practices for collecting data, and facilitating a process mapping activity to visualize and analyze a process's flow of materials and information. In this course, students will learn why Lean is a key driver for sustainable competitive advantage, how different companies can leverage Lean to create value both in manufacturing and services, what it takes to drive a Lean transformation and build a culture of continuous improvement and how new technologies impact traditional lean practices

Prerequisite: OPM-101, ISM-201, ISM-301

→ **LDR-101 3 credits**

Leadership Essentials

This course explores various leadership approaches and their practical application to management. You will identify your leadership style and your strengths and will have an opportunity to focus on improving your leading skills. Students will be exposed to different leadership dilemmas and will have the opportunity to reflect on the difference leading and managing.

Prerequisite: PSY-101

→ **HR-201 3 credits**

Organizational Behavior

Students will explore how people—individually or in groups—act within business organizations. Key organizational issues such as job satisfaction, absenteeism, deviance, and other constructs are explored in order to create a deeper understanding of a) how

humans interact in an organizational setting, b) how their collective behavior impact the performance of the business and c) how particular collective habits shape the organizational culture.

Prerequisite: HR-101

→ **MAR-301 3 credits**

Digital Marketing and Social Media

Students will be introduced to the foundations of digital marketing, including topics such as e-commerce, online advertising, ad effectiveness measurement and attribution. Part of the course will be dedicated to the analysis pros and cons of social media, and the dire consequences of mismanagement from a business and personal branding perspective.

Prerequisite: ISM-301, MAR-201

Major Concentration Courses

Concentration 1: Entrepreneurship and Innovation

→ **QMB-301 3 credits**

Design of Experiments for Innovation

This is a basic course in designing experiments and analyzing the resulting data. Student will learn how to plan, design and conduct innovation-driven experiments efficiently and effectively and analyze the resulting data to obtain objective conclusions. Both design and statistical analysis issues are discussed. Applications from various fields will be illustrated throughout the course. Computer software packages will be used to implement the methods presented and will be illustrated extensively.

Prerequisite: INN-101

→ **IIN-201 3 credits**

Disruptive and Digital Innovation Models

This course will enable students to recognize the differences between an enabling innovation and a disruptive innovation. Student will assess the business potential of a disruptive innovation, will analyze the risk and rewards, and will develop feasibility studies as a means of screening for viability. Students will learn the fundamental skills needed to create or work for digital businesses including analyzing business models, marketing, selling and digital strategy.

Prerequisite: INN-101

→ **IIN-301 3 credits**

Customer Centric Innovation

This course will expose students to different methodologies and approaches in order to map and innovate the consumer journey and create extraordinary value through the interaction between the goods and services and the shoppers. Students develop a real-life consumer experience innovation project, turning the journey into a key value element of the business value proposition.

Prerequisite: INN-101

→ **ENT-201 3 credits**

Design and Validation of Value Propositions

This course focus on developing different frameworks for the design of innovative value propositions that are unique, original, different, difficult to replicate and create extraordinary value for customers. This course included the estimation of the market size for the new product and service, how to leverage the first mover advantage, and how to monetize and diffuse the uniqueness of the innovative new venture.

Prerequisite: INN-101

→ **ENT-301 3 credits**

International Entrepreneurship

This course will explore the many dimensions and challenges of global venture creation and growth. The course offers a framework for understanding the entrepreneurial process in global contexts and exposes students to key issues and problems specific to international ventures. This course explores the implications of entrepreneurial activities outside the domestic setting and will prepare students to identify vast global opportunities.

Prerequisite: ENT-201

→ **ENT-401 3 credits**

High Tech Business Models: Artificial Intelligence, Fintech, Healthtech and Digital Platforms

In this course students will explore and discover the different aspects of design and adoption of new technologies in the development of new ventures. The course identifies the implications in terms of value creation, deployment, and appropriation of high-tech based new ventures in emergent industries such as Fintech and Healthtech as well as the impact of AI and digital platforms in different entrepreneurial endeavors.

Prerequisite: ENT-201

Major Concentration 2: Data Science and Business Analytics

→ **ISM-311 3 credits**

Algorithmic Business Thinking

Students will be exposed to the fundamentals and key concepts that lie at the heart of transformative technologies that lead business and people strategies. Students will identify the algorithms and technologies on which digital technologies are based and built, how they work, and how you can use them across businesses. This program will introduce some basic coding principle but will emphasize more the recognition of the building blocks of algorithms, so that you students can re-use those same building blocks to create new business value.

Prerequisite: ISM-301

→ **ISM-311 3 credits**

Data Base Management for Analytics

The course is intended to introduce concepts in both Database and Data Mining areas for unstructured data analytics. Topics related to Database include 1) Concepts about both basic and advanced database; 2) Database design concepts, including the Relational Database Model, Entity Relationship (ER) Modeling and Normalization; 4) Advanced design and Implementation, including both introduction and advanced Structured Query Language (SQL). For unstructured data mining, we will cover the following topics: 1) Unstructured data generation, especially hands-on with web scraping, data storing and querying via MongoDB; 2) Clustering; 3) Topic Modeling; and 4) Classification.

Prerequisite: ISM-311

→ **ISM-401 3 credits**

Model Building and Tuning

This course introduces fundamental techniques towards a principled approach for data-driven decision-making. Students will be exposed to quantitative modeling of dynamic nature of decision problems using historical data and learn various approaches for decision-making in the face of uncertainty. Topics covered include probability, statistics, regression, stochastic modeling, and linear, nonlinear, and discrete optimization. Most of the topics will be presented in the context of practical business applications to illustrate its usefulness in practice.

Prerequisite: ISM-311

→ **ISM-501 3 credits**

Python Foundations

In this course students will learn the fundamentals of the Python programming language, along with programming best practices. You'll learn to represent and store data using Python data types, libraries, variables, and use conditionals and loops to control the flow of your programs.

Prerequisite: ISM-401

→ **ISM-601 3 credits**

Data Visualization

This focus of this course is the design, build, and evaluation of visualizations for different types of data, disciplines, and domains. The course has a strong emphasis on design and practical applications of data visualization using Tableau and some excel functions.

Prerequisite: ISM-401

→ **STA-301 3 credits**

Time Series Forecasting and Predictive Analytics

This course provides a practical approach to Time Series Analysis looking at data sets that represent sequential information, such as stock prices, annual rainfall, sunspot activity, the price of agricultural products, and more. The course looks at several mathematical models that might be used to describe the processes which generate

these types of data. Students will develop visuals generating graphical representations that provide insights into data. Finally, students will learn how to make forecasts in order to develop intelligent insights about what is expected in the future.

Prerequisite: ISM-401

Concentration 3: Globalization and International Business

→ **GEB-201 3 credits**

Globalization and Tradeable Clusters

This course takes a critical look at globalization and its impacts on cities and industries around the world. Globalization includes the study of an array of economic, cultural, and political forces that are effectively shrinking our world. The first part of the course focuses on the ways transnational movements or 'flows' of trade, finance, people, and culture operate in and through a network of linked 'global' clusters. The second part includes the understanding of different types of international strategies such as arbitration, adaptation and aggregation strategies and the different forms of how globalization shapes the structure of businesses.

Prerequisite: MAN-401

→ **MAR-401 3 credits**

International Marketing

This course provides the understanding of international marketing entry strategies, targeting, positioning, international product, international promotion, international place, and international price. Students will be exposed to the internationalization and localization of products and brands. Students will achieve deeper insights into the core meaning of international marketing elements.

Prerequisite: MAN-401

→ **FIN-301 3 credits**

International Finance

This course tackles international finance from both corporate and international banking viewpoints, as well as financial constraints on international business and differences between domestic and international environments. Students will examine the international monetary system, the differences between foreign trade and foreign investments, international sales terms, measurement and management of foreign-exchange exposure, international financial markets and banking, import/export financing, current-asset management, and international taxation.

Prerequisite: MAN-401

→ **MAN-501 3 credits**

International Strategy and Diversification

This course will introduce students to the different growth options firms could select, emphasizing the design of growth platforms, drivers, and trajectories. As well, this course will explore the risks and rewards of related and unrelated diversification, particularly in adjacent and non-adjacent markets.

Prerequisite: MAN-401

→ **ENT-301 3 credits**

International Entrepreneurship

This course will explore the many dimensions and challenges of global venture creation and growth. The course offers a framework for understanding the entrepreneurial process in global contexts and exposes students to key issues and problems specific to international ventures. This course explores the implications of entrepreneurial activities outside the domestic setting and will prepare students to identify vast global opportunities.

Prerequisite: MAN-501

→ **MAN-999 3 credits**

International Business Simulation

Students will participate in the CESIM Global Challenge, which is a simulation game that focuses on strategic management, international business, global operations, and business policy. This course integrates resource management, accounting, production, logistics, and marketing in an international setting.

Bachelors In International and Digital Marketing

Basic Education Courses.

→ **ENC-101 3 credits**

English Composition 1

Students will gain a foundation for college-level writing valuable for nearly any field. Students will learn how to read carefully, write effective arguments, understand the writing process, engage with others' ideas, cite accurately, and craft powerful prose.

Prerequisite: None

→ **ENC-201 3 credits**

English Composition 2

This course is an expository writing course that helps students develop more advanced writing skills than English Composition I. The course also reviews and incorporates some of the same skills. This course emphasizes the development of advanced analytical/critical reading skills and the writing of persuasive prose including documented and researched argumentative essays. A major component of this course will be information literacy.

Prerequisite: ENC-101

→ **PHI-101 3 credits**

Principles of Philosophy and Ethics

This course addresses the big questions that make us human such as morality, ethics, purpose, and rationality-in the modern and historical context. Students will explore the field's eastern and western traditions, including specific schools of philosophy such as existentialism and humanism and will reflect on ethical dilemmas found in businesses and organization.

Prerequisite: None

→ **ECO-100 3 credits**

Introduction to Business Economics

This course explores different theories about concepts such as demand, supply, cost, pricing, and consumer behavior from an integrative approach. Students will apply economic tools to aid in the decision-making process of a business.

Prerequisite: None

→ **HIS-300 3 credits**

Modern Western Civilization History

This course examines the social, political, intellectual and cultural development of modern Western civilization, from the 18th century enlightenment, through the French revolution, Napoleon, Industrial Revolution, Imperialism, and the tumultuous events of the 20th century: WWI and WW2 and the Cold War.

Prerequisite: None

→ **MAT-101 3 credits**

College Algebra

This course exposes students to fundamental mathematical concepts such as inequalities, polynomials, linear and quadratic equations as well as logarithmic and exponential functions. Applications of mathematics in problem solving, finance, probability, statistics, geometry, population growth are included in the course.

Prerequisite: None

→ **PSY-101 3 credits**

Fundamentals of Human Behavior

This course supports students to develop a framework for analyzing human behavior in order to create empathic, empowering relationships with individuals, families, groups, organizations, and communities. This course introduces students to the fundamental principles of behavior analysis, like classical conditioning and operant conditioning and what it takes to establish new habits.

Prerequisite: None

→ **PHI-201 3 credits**

Critical Thinking and Problem Solving

This course exposes students to methodologies for changing their ways of thinking in order to more effectively solve problems. The course touches upon a wide range of reasoning skills, from verbal argument analysis to formal logic, visual and statistical reasoning, scientific methodology, and creative thinking.

Prerequisite: None

→ **PSY-201 3 credits**

Spirituality and the Science of Happiness

This course examines recent discoveries in the scientific study of happiness, and the practical implications for personal well-being. It tackles concepts and habits leading to empower others to realize their own potential for happiness, well-being and success, Students will understand the major theories and practices of positive psychology and the science of happiness. The course infuses current work with an evidence-based focus on positive psychology, resilience, and human-flourishing, integrate applications of positive psychology and the science of happiness into daily life.

Prerequisite: None

→ **COM-101 3 credits**

Fundamentals of Effective Communication

This course examines various principles underlying effective communication in the interpersonal, public speaking, and small group contexts. This course presents principles to help develop appropriate and effective communication strategies in one-to-one and small group communication settings. It places emphasis on analyzing and assessing the communication skills necessary to create and sustain effective communication in personal and professional relationships.

Prerequisite: None

Core Courses

→ **ACG-101 3 credits**

Management Accounting

The course emphasizes the use of accounting information by managers within the organization and by shareholders, lenders, and other outside parties. Basic accounting terms and concepts, and the language of financial management are presented as well as the essentials of the accounting process.

Prerequisite: None

→ **FIN-101 3 credits**

Financial Management

This course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. It touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Prerequisite: ACG-101

→ **STA-101 3 credits**

Statistics for Business

This course will introduce students to business statistics and the application of statistics in the workplace. Student will gather, analyze, and interpret data. Statistics will be applied to business related fields and will apply excel to process and analyze data.

Prerequisite: None

→ **HR-101 3 credits**

Fundamentals of Human Resources Management

This course provides an overview and context for the unique aspects of HR management. Students will be introduced to the value of human resources as a business partner responsible for both understanding and promoting the organization's goals while also supporting public sector merit principles, ethics and culture. The course also provides an overview of relevant laws and of organizational dynamics.

Prerequisite: PSY-101

→ **MAR-101 3 credits**

Fundamentals of Marketing

Students will be exposed to marketing fundamentals and emphasizes the 4 P's of marketing: product, price, place, and promotion. The curriculum also addresses sales and channel processes, brand identity and research communications approaches.

Prerequisite: None

→ **MAN-101 3 credits**

Principles of Business Management

This course is an introduction to the management and analysis of organizational functions and other fundamental management dimensions such as planning, organizing, leading, directing, and controlling. Several conceptual frameworks are presented relative to how structure, hierarchies and the organization are aligned to the direction of the firm.

Prerequisites: HR-101 and MAR-101

→ **MAN-201 3 credits**

Project Management

This course prepares students to manage scheduling, supply management, project team recruiting, resource allocation, time/cost tradeoffs, risk assessment, task coordination, team building, progress monitoring, and post-project assessment through a comprehensive overview of project management. Case studies are used to illustrate the principles and tools of project management as a process.

Prerequisite: MAN-101

→ **SAL-101 3 credits**

Principles of Sales and Negotiation

This course will expose students to practical and theoretical concepts including effective writing techniques and several skills such as the ability to adjust oral and written presentations according to audience, the ability to use negotiation and persuasion principles across humanistic sales interactions and the ability to appreciate sales interactions across a diverse cultural workforce.

Prerequisite: MAN-101

→ **COM-201 3 credits**

Cross-Cultural Advanced Communication Strategies

This course focuses on fundamental conceptual and practical dimensions of intercultural communication in everyday life in social interactions in multicultural environments. It aims at developing an individual's intellectual appreciation for cultural differences and sensitivity regarding intercultural interactions. As well, it explores the nuances of creating marketing pieces that capture the essence of cultures while considering the social context and the identity of different markets, shoppers, and consumers.

Prerequisite: COM-101

→ **PSY-301 3 credits**

Neuromarketing and the Psychology of Persuasion

Students will be exposed to the persuasive principles and strategies used in interpersonal and mass communication settings, critique the effectiveness of the strategies used, and offer suggestions for how the strategies might be changed. The course describes how the signal processing in the brain works so your message really gets into the mind of your audience, control perception and raise buying motivation.

Prerequisite: PSY-101

Specialization Courses

→ **INN-101 3 credits**

Innovation Management: Processes and Methods

This course is focused on innovation, what it is (or not), how it appears ("search" & "select"), and how it can be managed ("implement" and "capture"). Innovation will not be restricted to creativity and new technical ideas, but also take organizational aspects into account. The course is committed to providing an opportunity to learn to use of the most modern innovation methods and news ways of thinking which are better suited to addressing complex problems and opportunities inherent in organizations and businesses today.

Prerequisite: MAN-101

→ **ISM-101 3 credits**

Introduction to Digital Transformation

This course introduces to students the main technologies which are driving digital transformation: Artificial intelligence, virtual and augmented reality, blockchain and software robotics. Covered topics include e.g., neural networks, computer vision, smart contracts and different AR and VR applications. Additionally, the course develops awareness in students about what these technologies are, where they came from and what is to be expected in the future.

Prerequisite: MAN-101

→ **MAN-320 3 credits**

International Strategic Management and Planning

This course provides a concise overview of the best way to build a strategic plan and introduces and walks through a framework for the strategic plan. The course also introduces the concept of strategic management taking into account elements of defining growth trajectories, drivers and platforms based of geographic diversification and the staging on the internationalization of the value chain of the organization.

Prerequisite: MAN-101

→ **ENT-101 3 credits**

Fundamentals of Entrepreneurship

Students will get exposed to the different steps leading to launch a new business, including external analysis, cluster positioning, design and validate differentiated value propositions and techniques to secure external funding. This course poses particular emphasis in the application of different opportunity assessment techniques to distinguish good ideas from bad ones.

Prerequisite: MAN-101

→ **ISM-201 3 credits**

Principles of Artificial Intelligence and Machine Learning

In this course students will learn what Artificial Intelligence (AI) is, explore use cases and applications of AI, understand AI concepts, and terms like machine learning, deep learning, and neural networks. Students will recognize problems that can use AI methods and will be exposed to Python libraries in the development of novel applications.

Prerequisite: ISM-101

→ **MAR-421 3 credits**

Cross-Cultural Consumer Behavior

This course challenges students to critically engage with consumer behavior theories and will develop students' ability to analyze consumption in a diverse range of contexts. The course will expose students to key technological, socio-economic, and cultural trends shaping consumer behavior and influencing marketing practice.

Prerequisite: PSY-301

→ **GEB-101 3 credits**

Introduction to International Business

This course provides students to and introductory analysis of the business system and management decision-making in the international operation of an enterprise. Special emphasis is given to international trade and investment, foreign exchange, financial markets, political and cultural interactions between host societies and multinational enterprise.

Prerequisite: MAN-101

→ **FIN-201 3 credits**

Project Investment Analysis

The course provides the target audience with a broad knowledge on the key topics of investment analysis and management. Course emphasizes both theoretical and analytical aspects of investment decision making, analysis and evaluation of different corporate securities as investments, portfolio diversification, and capex projects involving special investment decisions attached to capex projects.

Prerequisite: FIN-101

→ **MAR-301 3 credits**

Digital Marketing and Social Media

Students will be introduced to the foundations of digital marketing, including topics such as e-commerce, online advertising, ad effectiveness measurement and attribution. Part of the course will be dedicated to the analysis pros and cons of social media, and the dire consequences of mismanagement from a business and personal branding perspective.

Prerequisite: ISM-301, MAR-201

→ **ISM-301 3 credits**

Introduction to Big Data and Business Analytics

Students will learn about the importance of the understanding how to transform big data into smart decisions. . The course will expose students to tools that will enable them to carry out historical analysis, variance analysis, trend analysis, value-based analysis, correlation, time series, regression, as well as machine and deep learning analysis. As well, students will acquire an understanding of how to manage an analytics project.

Prerequisite: ISM-101

→ **MAR-501 3 credits**

Marketing Analytics and Decision Making

In this course marketing analytics tools and techniques are explained and applied to real-world business decisions. Major emphasis is placed on developing an understanding of the data available to marketers, its uses and limitations, and the tools and techniques for predicting and measuring the effectiveness of a company's marketing efforts. Analytical, critical thinking and technology skills will be enhanced throughout the course.

Prerequisite: ISM-301

→ **LDR-101 3 credits**

Leadership Essentials

This leadership course focuses on raising the student' conscious awareness of the successful leadership skills that need to be developed and utilized at every level of employment, but especially as the student seeks to progress within their managerial or entrepreneurial career. The course seeks to link an understanding of what we know to be essential ingredients of successful leadership with the practical demands and challenges, and skill development required to inspire, motivate, and lead others.

Prerequisite: HR-101

→ MAR-601 3 credits

Pricing Strategies

The course establishes a foundation for effective pricing decisions by teaching key economic, analytical, and behavioral concepts associated with costs, customer behavior and competition; introduces students to advanced pricing techniques that aim to create additional value, including dynamic pricing, segmented pricing, pricing structures and promotions; and highlights practical applications of these approaches within specific industry contexts.

Prerequisite: MAR-501

→ MAR-702 3 credits

Brand Architecture and Development

This course prepares student for the role of Brand Manager, for 'products' that may be a good or a service, a tangible, or an intangible. Industry standard brand metrics are used as an introduction to practical measurement and management and the course advances to the theory of brand equity, points of parity and points of difference. Brand co-creation is explored, with particular reference to social media marketing such as Facebook, Twitter, and Blogs. The leveraging of brand equity into brand extensions is evaluated as a form of growth strategy.

Prerequisite: PSY-301

→ MAR-401 3 credits

International Marketing

This course focuses on the development of marketing strategies for organizations operating in the international business environment. Emphasis is placed on analyzing trends in the international marketing environment, identifying business opportunities and adapting standard marketing concepts to the diverse social, cultural, political and economic situations found in foreign markets.

Prerequisite: GEB-101

→ COM-301 3 credits

Writing for the Digital Age

This course introduces students to an expanded definition of writing through the study and practice of digital writing. Students will engage with contemporary scholarship (e.g., rhetoric, semiotics, digital humanities) to understand theories and practices of digital writing. They also will consider how the digital world affords writers the genres, strategies, tools, and platforms for composing beyond text and print. For the hands-on

experience needed to effectively create digital content, students will analyze and compose digital texts, such as comics, videos, websites, podcasts, and blogs.

Prerequisite: PSY-301

→ **MAR-802 3 credits**

Cross-cultural Content Marketing

This course exposes students to the role of content marketing in a customer's journey and social media platforms today. Students will learn how content is used to develop trust, credibility and understanding of a customer's needs, how to profile a customer base to establish customer groups, how to profile a customer group to identify the types of content they will respond to, how to create a content plan for your business, how to create content production plans, and how to evaluate the performance of content marketing.

Prerequisite: COM-301

→ **ISM-401 3 credits**

Decision Models and Analytics

This course will show you how to analyze a wide array of business planning and marketing-related decision problems involving data with the help of spreadsheet models. We provide a framework for quantitative decision-making, optimal design, effective resource allocation and economic efficiency. Our framework will be used in the center of many business-related disciplines, including marketing, finance, operations research, accounting, and economics. The class will focus both on modeling the decision problems and on implementing the designed models over the collected data. In the modeling approach, we seek to describe the essential structure of a decision problem in terms of objectives, decision variables, uncertainties, outcomes, choice criteria, and feasibility. Powerful and easy to use spreadsheet tools have been developed to assist in this process.

Prerequisite: ISM-301

→ **ISM-601 3 credits**

Data Visualization

Students will learn in this course to present data with visual representations and will be able to experiment with and compare different visualization tools while creating multiple versions of digital visualizations using various software packages. Students will apply appropriate design principles in the creation of presentations and visualizations and will analyze, critique, and revise data visualizations.

Prerequisite: ISM-401

→ **MAN-701 3 credits**

Capstone Project

Students will develop a business project that entails the practice of the skills and knowledge acquired in the program. Real-life business projects will be assigned on an ad-hoc basis to students, and the scope and assessment will be co-design and conducted by the faculty and be executives of the organization hosting the project.

Prerequisite: ISM-401, COM-310, FIN-201

Bachelors in International and Sustainable Business

Basic Education Courses

→ **ENC-101 3 credits**

English Composition 1

Students will gain a foundation for college-level writing valuable for nearly any field. Students will learn how to read carefully, write effective arguments, understand the writing process, engage with others' ideas, cite accurately, and craft powerful prose.

Prerequisite: None

→ **ENC-201 3 credits**

English Composition 2

This course is an expository writing course that helps students develop more advanced writing skills than English Composition I. The course also reviews and incorporates some of the same skills. This course emphasizes the development of advanced analytical/critical reading skills and the writing of persuasive prose including documented and researched argumentative essays. A major component of this course will be information literacy.

Prerequisite: ENC-101

→ **PHI-101 3 credits**

Principles of Philosophy and Ethics

This course addresses the big questions that make us human such as morality, ethics, purpose, and rationality-in the modern and historical context. Students will explore the field's eastern and western traditions, including specific schools of philosophy such as existentialism and humanism and will reflect on ethical dilemmas found in businesses and organization.

Prerequisite: None

→ **ECO-100 3 credits**

Introduction to Business Economics

This course explores different theories about concepts such as demand, supply, cost, pricing and consumer behavior from an integrative approach. Students will apply economic tools to aid in the decision-making process of a business.

Prerequisite: None

→ **HIS-300 3 credits**

Modern Western Civilization History

This course examines the social, political, intellectual and cultural development of modern Western civilization, from the 18th century enlightenment, through the French revolution, Napoleon, Industrial Revolution, Imperialism, and the tumultuous events of the 20th century: WWI and WW2 and the Cold War.

Prerequisite: None

→ **MAT-101 3 credits**

College Algebra

This course exposes students to fundamental mathematical concepts such as inequalities, polynomials, linear and quadratic equations as well as logarithmic and exponential functions. Applications of mathematics in problem solving, finance, probability, statistics, geometry, population growth are included in the course.

Prerequisite: None

→ **PSY-101 3 credits**

Fundamentals of Human Behavior

This course supports students to develop a framework for analyzing human behavior in order to create empathic, empowering relationships with individuals, families, groups, organizations, and communities. This course introduces students to the fundamental principles of behavior analysis, like classical conditioning and operant conditioning and what it takes to establish new habits.

Prerequisite: None

→ **PHI-201 3 credits**

Critical Thinking and Problem Solving

This course exposes students to methodologies for changing their ways of thinking in order to more effectively solve problems. The course touches upon a wide range of reasoning skills, from verbal argument analysis to formal logic, visual and statistical reasoning, scientific methodology, and creative thinking.

Prerequisite: None

→ **PSY-201 3 credits**

Spirituality and the Science of Happiness

This course examines recent discoveries in the scientific study of happiness, and the practical implications for personal well-being. It tackles concepts and habits leading to empower others to realize their own potential for happiness, well-being and success, Students will understand the major theories and practices of positive psychology and the science of happiness. The course infuses current work with an evidence-based focus on positive psychology, resilience, and human-flourishing, integrate applications of positive psychology and the science of happiness into daily life.

Prerequisite: None

→ **COM-101 3 credits**

Fundamentals of Effective Communication

This course examines various principles underlying effective communication in the interpersonal, public speaking, and small group contexts. This course presents principles to help develop appropriate and effective communication strategies in one-to-one and small group communication settings. It places emphasis on analyzing and assessing the communication skills necessary to create and sustain effective communication in personal and professional relationships.

Prerequisite: None

Core Courses

→ ACG-101 3 credits

Management Accounting

The course emphasizes the use of accounting information by managers within the organization and by shareholders, lenders, and other outside parties. Basic accounting terms and concepts, and the language of financial management are presented as well as the essentials of the accounting process.

Prerequisite: None

→ FIN-101 3 credits

Financial Management

This course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. It touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Prerequisite: ACG-101

→ STA-101 3 credits

Statistics for Business

This course will introduce students to business statistics and the application of statistics in the workplace. Student will gather, analyze, and interpret data. Statistics will be applied to business related fields and will apply excel to process and analyze data.

Prerequisite: None

→ HR-101 3 credits

Fundamentals of Human Resources Management

This course provides an overview and context for the unique aspects of HR management. Students will be introduced to the value of human resources as a business partner responsible for both understanding and promoting the organization's goals while also supporting public sector merit principles, ethics and culture. The course also provides an overview of relevant laws and of organizational dynamics.

Prerequisite: PSY-101

→ MAR-101 3 credits

Fundamentals of Marketing

Students will be exposed to marketing fundamentals and emphasizes the 4 P's of marketing: product, price, place, and promotion. The curriculum also addresses sales and channel processes, brand identity and research communications approaches.

Prerequisite: None

→ MAN-101 3 credits

Principles of Business Management

This course is an introduction to the management and analysis of organizational functions and other fundamental management dimensions such as planning,

organizing, leading, directing, and controlling. Several conceptual frameworks are presented relative to how structure, hierarchies and the organization are aligned to the direction of the firm.

Prerequisites: HR-101 and MAR-101

→ **MAN-201 3 credits**

Project Management

This course prepares students to manage scheduling, supply management, project team recruiting, resource allocation, time/cost tradeoffs, risk assessment, task coordination, team building, progress monitoring, and post-project assessment through a comprehensive overview of project management. Case studies are used to illustrate the principles and tools of project management as a process.

Prerequisite: MAN-101

→ **SAL-101 3 credits**

Principles of Sales and Negotiation

This course will expose students to practical and theoretical concepts including effective writing techniques and several skills such as the ability to adjust oral and written presentations according to audience, the ability to use negotiation and persuasion principles across humanistic sales interactions and the ability to appreciate sales interactions across a diverse cultural workforce.

Prerequisite: MAN-101

→ **OPM-101 3 credits**

Introduction of Operations Management

This course is an introduction to the concepts, principles, problems, and practices of operations management. Emphasis is on managerial processes for effective operations in both goods-producing and service-rendering organization. Techniques such as total quality management, lean manufacturing and six sigma will be explored and applied.

Prerequisite: MAN-201

→ **SCM-101 3 credits**

Principles of Supply Chain Management

This course provides insight into the role of Supply Chain Management in linking the functions and business entities responsible for the exchange of goods, services and information to complete the business transaction from supplier's supplier to customer's customer. The course focuses on managing the flow of materials, goods, services, information and cash via the processes, technologies, and facilities that link primary suppliers to ultimate customers.

Prerequisite: OPM-101

Specialization Courses

→ **INN-101 3 credits**

Innovation Management: Processes and Methods

This course is focused on innovation, what it is (or not), how it appears (“search” & “select”), and how it can be managed (“implement” and “capture”). Innovation will not be restricted to creativity and new technical ideas, but also take organizational aspects into account. The course is committed to providing an opportunity to learn to use of the most modern innovation methods and news ways of thinking which are better suited to addressing complex problems and opportunities inherent in organizations and businesses today.

Prerequisite: MAN-101

→ **ISM-101 3 credits**

Introduction to Digital Transformation

This course introduces to students the main technologies which are driving digital transformation: Artificial intelligence, virtual and augmented reality, blockchain and software robotics. Covered topics include e.g., neural networks, computer vision, smart contracts and different AR and VR applications. Additionally, the course develops awareness in students about what these technologies are, where they came from and what is to be expected in the future.

Prerequisite: None

→ **MAN-303 3 credits**

International Strategic Management and Planning

This course provides a concise overview of the best way to build a strategic plan and introduces and walks through a framework for the strategic plan. The course also introduces the concept of strategic management with emphasis on the internationalization of the firm. It is designed to combine practice, insights and ideas about strategic planning with a “how to” approach to building an effective and useful strategic plan. Students will be exposed to several strategy schools of thinking and will be introduced to different strategy formation processes.

Prerequisite: MAN-101

→ **ENT-101 3 credits**

Fundamentals of Entrepreneurship

Students will get exposed to the different steps leading to launch a new business, including external analysis, cluster positioning, design and validate differentiated value propositions and techniques to secure external funding. This course poses particular emphasis in the application of different opportunity assessment techniques to distinguish good ideas from bad ones.

Prerequisite: MAN-303

→ **ISM-201 3 credits**

Principles of Artificial Intelligence and Machine Learning

In this course students will learn what Artificial Intelligence (AI) is, explore use cases and applications of AI, understand AI concepts, and terms like machine learning, deep

learning, and neural networks. Students will recognize problems that can use AI methods and will be exposed to Python libraries in the development of novel applications.

Prerequisite: ISM-101

→ **ENG-211 3 credits**

Introduction to Environmental Sustainability

This course will introduce students to the basic principles of environmental science and sustainability as they apply to analysis of environmental systems on a global scale. The integrated natures of ocean, terrestrial and atmospheric systems will be introduced by first introducing the Earth's major ecosystems and biomes and then discussing their coupled contribution to global regulation of climate and atmosphere composition. The course will also cover causes of ecosystem and biome degradation including pollution, land use, coast degradation as well as means to mitigate these causes such as environmental law, environmental economics, and renewable energy. The concepts of sustainability will be infused into the course with an emphasis on the importance of sustaining resources and mitigating pollution to ecosystems and how students can pursue this goal in traditional degree disciplines. In particular, sustainability will be approached from the perspective of the impact that 9 billion or more people will impose upon the planet's resources and ecosystems.

Prerequisite: none.

→ **GEB-101 3 credits**

Introduction to International Business

This course provides students to and introductory analysis of the business system and management decision-making in the international operation of an enterprise. Special emphasis is given to international trade and investment, foreign exchange, financial markets, political and cultural interactions between host societies and multinational enterprise.

Prerequisite: MAN-101

→ **FIN-201 3 credits**

International Finance

This course focuses on the international aspects of financial management. Particular emphasis is placed on the control of exchange rate risk and financing multinational corporations. Students will gain a working knowledge of the practical applications that integrate the theory, methods, and practice of international finance. Students will study capital flows, international financial environment, institutions and instruments, and foreign exchange operations. Also, students will review the major aspects of investment decision making performed by multinational corporations, debt management, and the basics of exchange rate risk management.

Prerequisite: MAN-101

→ **MAR-401 3 credits**

International Marketing

This course focuses on the development of marketing strategies for organizations operating in the international business environment. Emphasis is placed on analyzing

trends in the international marketing environment, identifying business opportunities and adapting standard marketing concepts to the diverse social, cultural, political and economic situations found in foreign markets.

Prerequisite: FIN-101

→ **ISM-301 3 credits**

Introduction to Big Data and Business Analytics

Students will learn about the importance of the understanding how to transform big data into smart decisions. . The course will expose students to tools that will enable them to carry out historical analysis, variance analysis, trend analysis, value-based analysis, correlation, time series, regression, as well as machine and deep learning analysis. As well, students will acquire an understanding of how to manage an analytics project.

Prerequisite: ISM-101

→ **MAN-501 3 credits**

Managing International Talent and Teams

This course aims to introduce students to theories and practices of international human resource management (IHRM). The course helps students critically examine the influence of national institutions and culture on the choice and effectiveness of HRM practices. Building on a discussion of the challenges and opportunities firms face in managing people and workplaces at the global level, the course will help students reflect about the role of HRM policies and practices in achieving desired employee and organizational outcomes. This course introduces students to the field of international human resource management. The course tackles the most important issues that decision-makers operating in today's globalized business setting must consider when managing human talent in different national settings. In a first step, students will gain a general understanding of the context and practices in international HRM. Students will be exposed to different perspectives on international human resources to survey the major topics of the field such as international assignments, the transfer of practices, work design and rewards in international context, and global employment relations. Against that background, selected contemporary issues in international talent management are covered: work-life management in multinational corporations.

Prerequisite: HR-101

→ **MAN-801 3 credits**

Cross Cultural Management and Negotiations

This course explores the effect of cultural differences on organizational behavior and negotiation in the global context. It exposes students to issues and problems that inevitably arise in international business when managers have to deal with culturally determined differences in values, attitudes, and behaviors. The course assists students in developing cross-cultural communication competence and management and negotiation skills to successfully solve problems and capitalize on opportunities in a multicultural environment. Specific topics include understanding the foundations of culture and cultural frameworks; cross-cultural verbal and non-verbal communication and communication styles; motivation, leadership and decision making across cultures;

negotiation and conflict resolution in global business settings; understanding organizational culture; managing multicultural teams and culturally diverse organizations. Students have an opportunity to study concepts and theories from cross-cultural psychology and management.

Prerequisite: PSY-101, MAN-501

→ **MAN-901 3 credits**

Globalization and Cluster Analysis

The course introduces different perspectives from the social sciences, economics, humanities and the natural sciences used in the study of globalization. It encourages discussion and critical thinking while covering questions such as: What is globalization? When did it begin? What are its impacts on society? What are its impacts on the earth, its resources, and the other life forms with which we share it? How can we study it? The course seeks to enhance a student's ability to (1) recognize and interpret different viewpoints from which globalization processes are currently being studied and debated, (2) identify the many pathways through which globalization is transforming the daily life and conditions of existence of people and communities everywhere, and (3) identify the diverse processes by which globalization is transforming the geo- and bio-spheres in ways that look to threaten the well-being of earth's human and non-human inhabitants. As well, students will gather a perspective of how industries are organized within the logic of tradable clusters within and across markets.

Prerequisite: GEB-101

→ **MAN-999 3 credits**

International Business Simulation

Students will participate in the CESIM Global Challenge, which is a simulation game that focuses on strategic management, international business, global operations, and business policy. This course integrates resource management, accounting, production, logistics, and marketing in an international setting.

Prerequisite: MAN-501

→ **MAR-301 3 credits**

Digital Marketing and Social Media

Students will be introduced to the foundations of digital marketing, including topics such as e-commerce, online advertising, ad effectiveness measurement and attribution. Part of the course will be dedicated to the analysis pros and cons of social media, and the dire consequences of mismanagement from a business and personal branding perspective.

Prerequisite: ISM-301

→ **MAN-501 3 credits**

International Strategy and Diversification

This course will introduce students to the different growth options firms could select, emphasizing the design of growth platforms, drivers, and trajectories. As well, this course will explore the risks and rewards of related and unrelated diversification, particularly in adjacent and non-adjacent markets.

Prerequisite: MAN-401, MAN-901

→ **ENG-301 3 credits**

Business and the Environment

This course will introduce students to the great business transition that is underway – as the world strives towards a low carbon and sustainable economy. Students will explore frameworks and concepts – key topics and dilemmas – along with case study insights – on how leading companies are developing business strategies that harness new opportunities, and deliver significant business impacts, while meeting the great challenges of our time. The course focus geographically on companies in Denmark, Scandinavia and elsewhere in Europe – while also conducting comparative analysis to businesses in the United States. Student will explore how innovative businesses, large and small, are positioning themselves to launch new greener propositions in industries such as clean energy – and also within conventional sectors of the economy, including green building and construction, where risks and opportunities abound.

Prerequisite: ENG-211

→ **ENG-401 3 credits**

Climate Change Science and Solutions

This course has students analyze important trends in our climate system through time and space. Through these investigations, they will explore how natural (i.e., solar) and human-derived forcing agents drive our climate system. The course is designed to build understanding for why mitigation and adaptation are needed to face present and future challenges. Students will develop climate literacy and proactive decision-making while addressing present and future climate change challenges.

Prerequisite: ENG-211

→ **MAN-950 3 credits**

Social and Sustainable Innovation

This course both provides a general overview of social innovation and teaches several specific skills vital for success. Examples of social innovation and the changemakers behind them will be studied, discussed, and analyzed. The course introduces the many vehicles of social innovation, such as nonprofits, social businesses, social entrepreneurs, NGOs, impact investing, philanthropy, and corporate social responsibility, so students will learn how to leverage these different methods to maximize their ability to impact and improve the lives of others. Students will apply these concepts to a social issue that they find important and will see that they have the potential as disciple leaders to change the world.

Prerequisite: IIN-101

→ **MAN-960 3 credits**

People, Equity, and the Environment

This course allows students to explore the relationship between poverty, environment, and social inequality. It examines how race and class interact in rural and urban environments to produce or sustain inequalities. The course examines how structural factors and community characteristics influence environmental outcomes. Students will begin by examining the relationship between degraded environments and poor schooling. They will examine the environmental hazards that exist in or adjacent to urban and rural public schools. Students will analyze inner-city and poor rural communities as they examine disinvestment, the concentration of poverty, efforts to disperse the poor, and the potential for community revitalization. The class will examine homelessness and the ways in which climate disasters impact housing experiences. The course also examines another aspect of poverty – the issue of food security; it looks at the rise in community gardening in poor communities as an attempt to combat lack of access to healthy food.

Prerequisite: ENG-301

14. Panamerican University Learning Model

The current challenges, such as integration of individuals in a globalized world, technological advances, the scrutiny of society regarding the value of higher education and the demand for new skills in the labor market, among many others, cause the transformation of institutions of higher education and promote the generation of new educational models to meet the profile of the generations entering the universities, with the aim of developing the skills that will serve as a tool to deal with challenges presented to them.

The conversation in international forums on higher education raises the question of what the new role of universities should be to face the demands of the 21st century. This motivates to rethink the way in which the training function should be carried out in higher education institutions to respond to the accelerated pace of change and ensure the development of the skills of future professionals to be successful in their context and act as agents. of transformation in society.

The panorama of higher education worldwide currently reflects critical transformation points. The learning models, the way to access knowledge, and management schemes and administration of institutions are seeking to adapt to the dynamic characteristics of current life. The educational models previously considered successful have been questioned and, in many cases, replaced, since they are no longer effective in the face to technological and pedagogical innovations and misaligned of the social and economic changes that students and teachers are facing in the 21st century.

Below are the components of **Panamerican University's** (PU) Learning Model, the key elements of its vision and the enablers of the Model, however, it is important to point out that the design process of the institutional educational model is always a work in process therefore the content will continue to be updated.

14.1 Objective of Panamerican University's Educational Model

To create and deploy a comprehensive education framework that will provide a competitive edge to students in their professional field by enhancing the skills of future generations. **Panamerican University's** educational model is designed to develop the required competencies that allow them to become the leaders who face the challenges and opportunities of the 21st century.

Panamerican University's educational model integrates the actors and components that participate in the teaching-learning process. Opportunities are offered to students to experience a comprehensive international quality education.

In our educational model the competencies are defined as the conscious integration of knowledge, skills, attitudes, and values that allows to successfully tackle both structured and uncertain situations that demand nonlinear thinking. Competencies integrate both the knowledge and the procedures of the discipline like the attitudes and values that allow the development of professionals committed to society.

Panamerican University's educational Model considers two categories of competencies: discipline based and transversal. Discipline based competencies refer to elements such as knowledge, skills, attitudes, and values that are considered necessary for professional practice. The development of disciplinary competencies implies a gradual construction that starts from core competencies transitioning to enabling and supplemental competencies of the discipline. On the other hand, transversal competences are developed throughout the formation process of any discipline, represent life skills for the graduate and have a direct impact on the quality and practice of the profession.

14.2 Principles of Panamerican University Educational Model

- 1) **Integration of theory and practice.** Professing might not be enough; showing students that you can walk the talk creates admiration and a more engaging learning experience. Applying knowledge enhances learning and supports the theory-to-practice transition process generating engagement, confidence, and effectiveness in our students.
- 2) **Inspiring the love to learn.** At the undergraduate level it is necessary but not sufficient to be proficient at teaching. Great teachers differ from good in their ability to inspire the passion to learn, and to develop habits such as curiosity, creativity, collaboration, compassion, and critical thinking.
- 3) **Designing and deployment of authentic learning experiences.** Every session, subject, assessment, and assignment should be the result of the deliberate design of a learning experience where students can interact with reality in the conceptual and practical dimensions. Equally important in the design is the content and deployment of the experience using different technologies. Every experience must

generate spaces and stimuli where tacit and explicit knowledge can be socialized, shared, internalized, and codified.

- 4) **Individual consideration and compassion.** We all learn in different ways and come from different backgrounds and realities. In the design of learning experiences, it is important to take the students' individual differences into consideration as well as their interests, so we can connect with them and when possible, customize our approach to both their learning styles and cultural context.
- 5) **Student centric.** The new role of the educator, especially in this digital era, is to become a learning facilitator and orchestrator. Professors are equally knowledge curators, door keepers, and information editors. The student is the protagonist of his/her own learning where collaborative and interactive learning supported by digital technologies become the cornerstone of a new education model.
- 6) At **Panamerican University**, we believe that there is no such a thing as perfection in teaching. Excellent teaching is based on the constant pursuit of effective and authentic learning. There are always new ways to improve and make any course better, more relevant, more effective, more efficient. At **Panamerican University**, a great teacher is a great innovator, a pedagogy entrepreneur willing to embark in a journey of testing new learning experiments while exploring and deploying the best teaching practices.

14.3 Transversal Competencies

Entrepreneurial and Innovation Intelligence. - Challenge the status quo by creating and deploying novel and original solutions to relevant challenges that create extraordinary value and generating significant social progress.

Self-Awareness and Consciousness. - Build a personal wellness and professional project through responsible reflection and the integration of emotional and intellectual resources.

Principled Behavior. - Demonstrates coherence between values and actions, implementing projects aimed to transform the context and society while being driven by the common good.

Pro-Social Competencies. - Create effective collaborative environments, understand the dynamics of small groups in diverse operating contexts demonstrating authentic respect and appreciation for the diversity of knowledge and people.

New Technology Literacy. - The student will integrate, adopt and adapt relevant and novel technologies for the optimal solutions of relevant problems.

Problem Solving. - Integrates different types of reasoning in the analysis, synthesis and solution of problems. The student will develop the appropriate disposition to recognize learning opportunities by exercising equality humility and personal resolve.

Communication. - The student uses different languages, resources and communication strategies, according to the context and effectively, in his/her interaction with professional and personal networks.

14.4 Components of Panamerican University's Educational Model

Component 1: Experience-Based Learning

It is a pedagogical approach that actively involves the student in a real, relevant problem that entails the definition of a challenge and the implementation of a solution.

Traditionally, academic programs at the bachelor's level consist of a sequence of courses that make up the academic program. By taking the subjects of program, the student learns the fundamentals, techniques and practical aspects associated with their profession. When a student successfully completes his or her academic plan, the university guarantees that the student has a certain level of development to perform satisfactorily as a career professional. In this framework, the main unit of learning is the set of courses that make up the academic plan.

Panamerican University considers that an effective learning process is centered in the relationship of the student with his/her teacher and with the environment, in which students develop disciplinary and transversal competences, through the resolution of challenges linked to real problems and demonstrate their mastery through various evidence of learning. In this Model, the central unit of learning is the challenges. A challenge is a learning experience designed to expose the student to a defiant situation in the environment aimed to achieve specific learning objectives. Challenges contribute to the development of disciplinary and transversal competences of the students since they must use transition from theory to practice individually and collaboratively.

Component 2: Adaptability and Technology Adoption

The future of work is in constant flux. Academic programs cannot become rigid structures subject to review every few years. **Panamerican University's** educational model has integrated two key elements of adaptability:

- a) **Content/Structure of academic programs.** - Students will have the option to select between at least three areas of concentration and additional general electives if they wish to develop specific competencies. As well, since Panamerican University will be licensed to operate in the USA, students could enjoy greater flexibility transferring their earned credits all over the world.
- b) **Learning Experiences.** - The variety of learning experiences will create the required portfolio of stimuli that will fit different learning styles. As well, the use of different digital technologies and pedagogic strategies will support the development of different set of discipline and transversal competencies regardless of the students' learning styles.

Component 3: World-Class Faculty

The quality of any academic program is only as good as its faculty. PU's faculty profile contains four essential features:

- a) **Motivator.** - Takes time to understand efficiently the interests, hopes and expectations of students and is able to connect to students in a way that will facilitate communication and trust.
- b) **Explorer and Experimenter.** - Open to take calculated risks in developing novel and innovate ways to facilitate the learning process, and to constantly pursue the discovery of best and next best pedagogic practices.
- c) **Connector.** - Professors participate actively and formally in their professional, business, academic and social environment, through the practice of their discipline or the formation of collaboration networks, enriching their teaching activity and exposing their students to the application of their knowledge in real contexts.
- d) **Tech Geek.** - Faculty effectively incorporates the use of technology as a tool for the implementation, evaluation, and improvement of the teaching-learning process, according to the context and resources available in his/her environment.
- e)

Component 4: Entrepreneurial Spirit

The entrepreneurial spirit is understood as the passion to propose and implement innovative solutions, transforming reality and generating economic, social and environmental value. This component of the educational model focuses on the development in students of the skills associated with the entrepreneurial spirit: identification of opportunities; risk tolerance and uncertainty; resourcefulness for innovative solutions; rapid recovery from failure, and development of resilience. Every **Panamerican University** program develops the entrepreneurial intelligence as a transversal competence and represents our most distinctive element in our education value proposition. Our Latin American region demands professional entrepreneurs, driven by a deep desire to create high impact and growth centric new ventures.

15. Assessment and Quality Assurance

The University processes are regularly monitored to ensure they are in sync with the mission, vision, and objectives of the Institution. Our faculty, staff, and administrators work together to ensure that the structure and integrity of the organization are maintained with a commitment to quality at all levels of the Institution.

16. Academic Policies

16.1 Academic Term

Panamerican University operates in a semester system. The semesters begin in January, May, and September, corresponding to Spring, Summer, and Fall terms. A semester consists of 16 weeks divided into two terms of eight (8) weeks of instruction designated as terms A and B, respectively. Students may not enroll in more than two courses per term. This helps them successfully navigate the rigorous academic demands.

16.2 Teach-Out Programs

If the University closes a program, a Teach-Out Plan ensures that an active student in the program receives the education, materials and student services needed to complete the program. A student must remain in an active status to be considered in the Teach-Out Plan. A student seeking to be readmitted must choose a different program upon re-admittance.

16.3 Grades

Grading for the courses is based on the results of the course assignments, exams and other criteria established at the discretion of the professor. Grading criteria for each course is clearly defined in the course syllabus. The following chart identifies the general University grading scale, and its equivalent grade point average (GPA):

Grading Scale

Letter Grade	Grade Points	Numerical Grade
A	4.00	94-100
A-	3.70	90-93
B+	3.30	87-89
B	3.00	84-86
B-	2.70	80-83
C+	2.30	77-79
C	2.00	74-76
C-	1.70	70-73
D+	1.30	67-69
D	1.00	64-66
D-	0.75	60-63
F	0.00	Below a 60
W	Withdraw	
I	Incomplete	

Panamerican University has incorporated in its e-learning environment different tools to prevent academic dishonesty. Anti-plagiarism software is used to analyze the assignments that students upload, compare them with databases on the Internet and

determine their degree of originality. Additionally, **Panamerican** uses software to verify the identity of students while they take online exams.

Student identification is done using a photo ID before taking a test and a webcam for the duration of the examination to detect any possible suspicious behavior. Verification of student identification is always mandatory prior to taking, during, and upon completion of any scheduled exam. In compliance with this regulation, Panamerican University provides students with an application to be installed and activated for the duration of each exam. This application verifies the I.D. of the user and monitors their surroundings during the exam to ensure that testing regulations are being followed. A student commits academic dishonesty by not independently completing the personal forums, the evaluations or the exams. Plagiarism occurs when the student presents work or an idea that belongs to someone else. Plagiarism can be avoided by correctly citing sources and making sure that work is comprised of at least 70% original concepts and materials from the participant.

16.4 Class Attendance and Repeated Courses Attempts

Class Attendance.

Panamerican University delivers its academic programs utilizing a 100% online methodology. It is important that students stay connected to the platform to review the materials, participate in class activities, and actively participate in the forums and all other activities related to the University environment. Students may not be offline from the Panamerican University academic platform for more than seven (7) consecutive days. Students must review the videos from the synchronic sessions in case they miss the class. For the face-to-face format, Students are expected to attend classes as scheduled. If a student is forced to be absent for any reason, it is recommended that the student consults with the instructor, in advance, if possible, to establish how and when to make up missed coursework. There are no charges to make up work. If absences exceed 20% in a calendar month, the student's academic advisor will be notified, and the student will be subject to administrative review.

The academic advisor will submit recommendations to the Academic Director. Excused absences will be granted for extenuating circumstances only. In case of special hardship, a student may petition the Academic Director for suspension of the requirement or permission to withdraw without penalty.

Repeated Courses Attempts

A course in which a letter grade of C or below is earned must be repeated. Only the higher grade is used in computation of a cumulative grade point average at Panamerican University. However, all attempts are noted on the transcripts. The repeated course appears with brackets on the transcript. No more than two (2) courses may be repeated in a graduate program. All attempts are noted on the transcript. No courses may be repeated for grade average purposes after graduation. All credits attempted are considered when calculating quantitative Satisfactory Academic Progress status.

16.5 Withdrawal Policy and Procedure

If a student wishes to drop a course or withdraw from the University, he/she must complete the Withdrawal Form and submit it to the Office of the Registrar. Withdrawals are effective the date the student officially notifies the Registrar of the intent to withdraw. This date is used to compute any applicable refund due to the student. All refunds are made in accordance with the University refund policy.

- All voluntary and involuntary withdrawals must abide by the Refund Policy.
- A student who voluntarily withdraws from all courses or the University during the first three days of the term (Drop/Add period) is considered “cancelled” and receives a full refund.
- A student who voluntarily withdraws from a course after the first week of the term but before the last week of the term is considered “Withdrawn” and receives a grade of “W” for that course. Any refund due to the student is subject to the terms of the refund policy.
- A student who voluntarily withdraws from a course during the last week of the term receives a grade of “F” for the course. A student may not withdraw from a course after an “I” (incomplete) has been granted. If a university withdrawal is requested while a course is in incomplete status, the “I” grade converts into an “F”. (You may refer to the Incomplete Course Section of this catalog).
- The academic calendar provides important dates, including the drop/add period. Students should refer to this calendar before dropping a course.

The Office of the Registrar can be contacted by phone at **833 472 6263** or by email at registrar@panamerican.university.

A formal withdrawal from courses or from the University requires completing and submitting a Withdrawal Form to the Office of the Registrar. Withdrawals are effective the date the student officially notifies the Registrar of the intent to withdraw. This withdrawal date is to be used to compute any applicable refund due to the student. All refunds are made in accordance with the University refund policy.

Drop / Add Period

Students can drop or add courses during the first three days without penalties. However, penalties are levied for adding or dropping a course after the fourth day of the first week of the term. Generally, Panamerican University discourages students from adding a course after the first week of the term has ended, due to the academic burden this may impose on the student.

Incomplete Course

If a student does not complete a course within the eight-week academic term due to extenuating circumstances, he/she may request an incomplete from his/her instructor. Students must present documentation corroborating extenuating circumstances that include any of the following:

- Death of an immediate family member
- Illness or injury to student
- Illness or injury to an immediate family member
- Involuntary work schedule change or transfer

- Jury duty or direct involvement with a current legal action
- Student called to active military duty

Incompletes must be requested by the students via email to their instructor. Requests should be made prior to the last week of the term (except in the case of a medical emergency). Incompletes are awarded only due to extenuating circumstances which prevent a student from completing a course in the normal timeframe. Approved incompletes allow a student a maximum of an additional 30 days to complete the course and earn a grade. The grade of "I" is assigned, and it remains in the student academic records until the student completes the pending assignments and a grade is posted or until the end of the 30 days. The remaining incomplete assignments is awarded a grade of zero and averaged into the final grade if the student has not submitted them within the additional 30-day window. Faculty must receive approval from the Dean or from the Academic Coordinator prior to granting an incomplete and recording a grade of I in the academic system.

Involuntary/Administrative Withdrawal from the University

If the University determines that a student stopped attending the Institution, violated the student's responsibilities/Code of Conduct, or failed to meet published academic policies, he/she may be administratively withdrawn. Any refunds are disbursed in accordance with the University Refund Policy and based on the official date of withdrawal from Panamerican University.

Leave of Absence

Students may request a leave of absence due to health concerns, a serious family emergency, required military service (call to active duty), extenuating job circumstances, or critical life circumstances that prevent them from being able to take courses for an extended period of time. A formal request, along with documentation of the situation, must be submitted to the Office of the Registrar for consideration at registrar@panamerican.university.

A student may be in a leave of absence status for a maximum of 180 days.

Readmission

Students absent for a period of 12 months or more must reapply for admission to the University by submitting a new application. Readmission is subject to review by the Director of Admissions.

16.5 Standards of Academic Progress Policy (SAP Policy)

Students are expected to meet specific standards of satisfactory academic progress while working toward a diploma or degree at Panamerican University. Students will be evaluated for academic progress at the end of each semester– which is a period of 16 weeks (4 terms) calculated from the student's Start Date. There are three criteria a student must satisfy to be viewed as making Satisfactory Academic Progress. The satisfactory academic progress policy measures the following:

1. Qualitative Measure (Cumulative GPA): Undergraduate students must maintain a cumulative grade point average of 2.0 or higher, Graduate students must maintain a cumulative grade point average of 3.0 for all credit hours attempted to remain

compliant with SAP Policy. This amounts to a "C" average. The grade of "W" has no effect on the student's cumulative grade point average.

2. Quantitative Measure (Credit Hour Progression): Students must complete at least 67% of credit hours attempted each semester to remain compliant with SAP Policy. Credit hour progression will be based on a cumulative total of attempted hours to earned hours. For example, a student enrolls for 12 semester credit hours the student is required to successfully complete a minimum of 8 semester credit hours ($12 \times 67\% = 8$) for the term.
3. Timeframe (Attempted Credit Thresholds) or Maximum Timeframe to Complete (150%)

For a credit hour program, the credit hours attempted cannot exceed 1.5 times the credit hours required to complete the program. The student will be withdrawn once it is determined that he/she has exceeded the allowable maximum time frame. For transfer students, accepted transfer coursework will be counted in the maximum timeframe. Students can repeat a course, but the credits will also be applied toward the maximum timeframe. Required remedial coursework will not be counted toward the student's maximum timeframe (up to 30 credits).

SAP Terminology

"Attempted" means all credit hours for which a student is enrolled and has attended after the drop/add date for class enrollment.

Successful completion of a course is defined as a passing grade. Grades of "W" (withdrawn) and "F" (failing) are not considered successful completion. A grade of "I" (incomplete) is not considered to be successful completion until the course has been completed and the new grade has been officially received and recorded within a maximum timeframe of one (1) term.

A grade of "W" is given when a student drops from a course after the add/drop period.

An Incomplete "I" is a temporary grade which may be given at the instructor's discretion to a student when illness, necessary absence, or other reasons beyond the control of the student prevent completion of course requirements by the end of the academic term. Students will have two weeks from the term's end date to complete course work. Otherwise, the grade will convert to an F.

Pass/fail grades count as both attempted and completed hours.

Transfer credits are counted toward the student's current program count as both attempted and completed hours.

The Institution does not provide for proficiency credits, non-credit courses, and remedial courses, therefore are not considered part of the students' satisfactory academy progress.

Repeat coursework

The University allows a student to repeat a failed course. A failed course is a course in which a student received an "F". The policy does not remove the previous grade and does not eliminate the effect of that grade on the cumulative GPA computation. The repeated course will be included in the attempted credit hours in calculating maximum timeframe to complete the course.

Academic Standards for Degree Candidates

All students in Undergraduate Degree programs at the university should maintain at a minimum, a grade-point average of 2.0 ("C") to receive credit. Students in Graduate Degree programs should maintain at a minimum, a grade-point average of 3.0 to receive credit. Successful course completion requires that all courses be successfully completed in order to graduate.

Categories of Academic Progress:

1. **SAP Warning** - A student will be placed on SAP Warning at the end of a semester for which the satisfactory academic progress standards outlined above have not been met. This status is only available for students making satisfactory academic progress in the prior semester. An aid warning is valid for one semester. If after one semester the student is again meeting satisfactory academic progress, the student will be removed from SAP warning.
2. **SAP Probation** - A student will be placed on academic probation for not meeting the standards outlined above for a second payment period. As part of the probation process, the student will be placed on an academic plan designed by an instructor that must be followed. The academic plan will outline grade and course requirements that will allow the student to successfully meet SAP. Under an academic plan, a student's progress will be monitored at the end of each semester to ensure that the student is progressing according to the requirements of the plan. If after one semester, the student is again meeting satisfactory academic progress, the student will be removed from SAP probation.
3. **Academic Suspension** - A student will be placed on suspension for not meeting the academic standards outlined above after a semester of probation and lose eligibility any financial aid and will lose the eligibility to continue with any scholarship granted by Panamerican University.
4. **SAP Dismissal** - When a student on probation fails to achieve acceptable standards of Satisfactory Academic Progress prior to the next SAP report, the student will be dismissed from the program. All credits attempted as an extended enrollment student will still count toward the 150% maximum time frame allowed for program completion.

SAP Appeal

A student placed in academic suspension may apply for reinstatement on a probationary basis by submitting a SAP Appeal form to the Office of the Dean. In the form the student must indicate the criteria he/she is not meeting: CGPA, Pace,

Timeframe. **SAP Appeals** may be considered in extenuating circumstances only, including death of a relative, personal injury, illness, physical disability, first semester at Panamerican University, or other.

In all instances, the appeal must be substantiated by relevant supporting documentation and a copy of the academic improvement plan (when the criteria not being met is CGPA). Appeal results will be determined and communicated to the student via email within approximately 20 business days after the appeal is received.

Students whose appeal is denied, may submit an appeal for a future term if they appear to be able to meet SAP standards within their maximum timeframe.

17. Changes Made by Panamerican University

Panamerican University reserves the right to make changes as required in course offerings, curricula, academic policies, and other rules and regulations affecting students, to be effective whenever determined by the University. It also reserves the right to modify or discontinue any of the services, programs described in the catalog or on the website. These changes will govern current and formerly enrolled students. Enrollment of all students is subject to this condition. Students and applicants will be notified about any changes made by the institution by affixing the change to the catalog and notifying students via its communication channels.

18. Graduation Requirements and Honors

All students must complete the general graduation requirements as prescribed by **Panamerican University**, as well as degree requirements specified in the degree being pursued. Students meeting these requirements will be issued the degree.

Students should request an exit interview in order to graduate. Accordingly, students should contact the Academic Director to schedule an appointment and/or make arrangements to complete the necessary paperwork.

Only those students who have completed all degree requirements are allowed to participate in the commencement exercises. Students will not be issued a degree or transcript of their records until all debts and obligations owed to the University have been satisfied. Students will not be issued a degree unless they are in good standing according to University policies and regulations. The student must not be on disciplinary probation.

Students from Panamerican University that complete all the requirements for graduation and Degree conferral may qualify for the following academics recognitions:

- With a GPA between 3.50 and 3.69 **Panamerican University** confers the degree with Honors or Cum Laude.

- With a GPA between 3.70 and 3.89, **Panamerican University** confers the degree with Great Honors or Magna Cum Laude.
- With a GPA of 3.90 or above, **Panamerican University** confers the degree with Highest Honors or Summa Cum Laude.

19. Student Services

19.1 Academic Advising

Students are assigned an academic advisor when they enroll. Academic advisors support and coach students as they progress throughout their chosen degree studies at the University. Academic advising is a valuable service that **Panamerican University** provides to its students; however, students must be familiar with the University procedures and requirements. Therefore, students are encouraged to consult with their academic advisor any time they need guidance in accomplishing their obligations and goals.

19.2 Orientation

The academic advisor sets up an orientation meeting with new students via telephone, Skype or other remote real-time communication system. All new students must complete this orientation before starting their first course. The Orientation meeting is designed to facilitate the students' transition to the University and familiarize him/her with the organization and operation. The orientation meeting includes the following:

- Review the University purpose, vision and objectives, academic rules, standards, and regulations
- Discuss students' personal goals
- Examine the course registration procedure and graduation requirements
- Provide the student with a list of university contacts
- Discuss study and time management techniques

19.3 Ongoing Advising

The Academic Advisor meets regularly with students face to face, via Skype or through other remote conferencing media. The goal is to assist with goal setting and to stay on track to successfully complete degree requirements. Students receive the individual attention needed to succeed academically and focus on students' achievements and educational growth. Advisors are available during office hours face to face, by phone, email or Skype, and respond to students' messages by the next business day.

19.4 Student Orientation Course

Each student is required to successfully complete the non-credit Student Success course before starting with his/her first academic course. The course includes the following:

- Introduction to **Panamerican University**, its policies, and procedures
- Introduction to the online learning environment (if program is hybrid or online)
- Introduction to the testing and grading process
- Introduction to student success strategies.

This course has no cost.

19.5 Office of the Registrar

The Office of the Registrar processes and maintains all academic student records. The Registrar's online office hours are Monday through Friday from 9:00AM to 5:00PM (Eastern Time). Inquiries may be made via email at registrar@panamerican.university

Academic Calendar

ACADEMIC CALENDAR 2024-2025	
SPRING 2024 – Semester: January 2, 2024 – April 20, 2024	
Spring 2024 Term A	
Classes Begin	01/02/2024
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	01/05/2024
Last day to Drop a Course with a W	02/17/2024
Classes End	02/24/2024
Spring 2024 Term B	
Classes Begin	02/26/2024
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	02/29/2024
Last day to Drop a Course with a W	04/13/2024
Classes End	04/20/2024
Observed Holidays Martin Luther King Day January 15, 2024 President's Day February 19, 2024 Spring Break - 4/21/2024 – 4/27/2024	
SUMMER 2024 – Semester: April 29, 2024 – August 17, 2024	
Summer 2024 Term A	
Classes Begin	04/29/2024
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	05/02/2024
Last day to Drop a Course with a W	06/15/2024
Classes End	06/22/2024
Summer 2024 Term B	
Classes Begin	06/24/2024
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	06/27/2024
Last day to Drop a Course with a W	08/10/2024
Classes End	08/17/2024
Observed Holidays Memorial Day May 27, 2024 Juneteenth Day: June 19, 2024 Independence Day July 4, 2024 Summer Break - 08/18/2024 – 08/24/2024	

FALL 2024 – Semester: August 26, 2024 – December 14, 2024	
Fall 2024 Term A	
Classes Begin	08/26/2024
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	08/29/2024
Last day to Drop a Course with a W	10/12/2024
Classes End	10/19/2024
Fall 2024 Term B	
Classes Begin	10/21/2024
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	10/24/2024
Last day to Drop a Course with a W	12/07/2024
Classes End	12/14/2024
Observed Holidays Labor Day September 2, 2024 Veterans Day November 11, 2024 Thanksgiving November 28 – 29, 2024 Fall Break - 12/15/2024 – 01/1/2025	
SPRING 2025 – Semester: January 6, 2025 – April 26, 2025	
Spring 2025 Term A	
Classes Begin	01/06/2025
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	01/09/2025
Last day to Drop a Course with a W	02/22/2025
Classes End	03/01/2025
Spring 2025 Term B	
Classes Begin	03/03/2025
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	03/06/2025
Last day to Drop a Course with a W	04/19/2025
Classes End	04/26/2025
Observed Holidays Martin Luther King Day January 20, 2025 President's Day February 17, 2025 Spring Break - 4/27/2025 – 5/03/2025	
SUMMER 2025 – Semester: May 05, 2025 – August 23, 2025	
Summer 2025 Term A	
Classes Begin	05/05/2025
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	05/08/2025
Last day to Drop a Course with a W	06/21/2025
Classes End	06/28/2025
Summer 2025 Term B	
Classes Begin	06/30/2025
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	07/03/2025
Last day to Drop a Course with a W	08/16/2025
Classes End	08/23/2025
Observed Holidays Memorial Day May 26, 2025 Juneteenth Day: June 19, 2025 Independence Day July 4, 2025 Summer Break - 08/24/2025 – 08/30/2025	
FALL 2025 – Semester: September 02, 2025 – December 20, 2025	
Fall 2025 Term A	
Classes Begin	09/02/2025
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	09/05/2025
Last day to Drop a Course with a W	10/18/2025
Classes End	10/25/2025
Fall 2025 Term B	
Classes Begin	10/27/2525
Add/ drop classes Ends (<i>Last day to withdraw from a course without penalty</i>)	10/30/2025
Last day to Drop a Course with a W	12/13/2025
Classes End	12/20/2025
Observed Holidays Labor Day September 1, 2025 Veterans Day November 11, 2025 Thanksgiving November 27 – 28, 2025 Fall Break - 12/21/2025 – 01/1/2026	

Classes are not in session on the holidays listed above.

19.6 Student Records- Panamerican Virtual Academic Community

Panamerican University shall maintain academic transcript records in perpetuity for each student. This includes each course in which the student was enrolled, term information, grades, and a tally of credits earned. Official transcripts are available to students upon request (fee required). In addition, **Panamerican University** maintains the following information for each student: Records of academic advisement decisions and interactions between the Academic Advisor and the student. Employment referrals and current employment data are also retained. All records are confidential unless released by the student (in writing).

Students can also access their student profile and records using the **Panamerican Virtual Academic Community**. This service provides students with 24/7 accessibility to the following information:

- **Personal Data:** All active students have access to their personal data card and can modify their information, if necessary, to keep it updated
- **Academic Card:** Students can access their academic record to check their current academic status and are able to print unofficial transcripts (with no fee involved). The Academic Card features a list of the courses and programs a student has completed and/or is currently enrolled in, with their corresponding recorded grades
- **Graduate Programs:** This section features a description of PU programs, outlining the admissions process and graduation requirements.
- **Online exams:** through PU's virtual community students can access and take exams.
- **Supplemental course materials:** Are available for the course(s) in which the student is currently enrolled.
- **Contact with Faculty and Academic Advisor:** Students can contact their instructors and academic advisor via e-mail using this feature.
- **Library Online Resources:** Student can access the PU's Online Library Resources 24/7.
- **Interest Groups:** This resource enables students to interact with one other, their instructors, and University administrators in discussions organized by different subject areas of interest.

19.7 Technical Services and Support

The technology tools used by the Institution are user-friendly, reliable, and secure. To offer the best in service excellence, the Panamerican University has established technical support to serve students, faculty, and staff. This service is available by email at techsupport@panamerican.university. Response time for technical request issues should be 12 hours or less. Students are also encouraged to check the technical issues FAQ section of the Institution's solutions website. Additionally, technical support issues may be addressed directly with **Panamerican University** staff by phone at 833-472 6263, Monday through Friday, from 9:00 AM to and 9:30 PM (Eastern Standard Time).

19.8 Career Services

Panamerican University supports graduates in finding employment in their field of study. The College assists students on career preparatory activities such as resume development, participation in career fairs and professional networking. All bachelor programs are designed to prepare graduates for entry-level positions or to start their own business. All master programs are designed to prepare graduates for middle to high-level positions or to start their own business. Resources are readily available to students; joassistance is accessible to all graduates through Career Services. **Panamerican University** cannot guarantee employment. However, Career Services will make every effort to assist their students in their job search.

Students requesting career service assistance must provide a signed authorization allowing **Panamerican University** to send their resume to potential employers as part of a graduate's job search.

19.9 Housing

While **Panamerican University** does not provide student housing is only provides on-line education, the University provides information to students about reliable realtors and rental opportunities in the local community The University is located along major traffic arteries to allow easy commuting for students.

19.10 Parking

Private Parking is available for students to visit our offices.

19.11 Campus Safety

Panamerican University will operate initially as an online institution.. Any incidents or suspicious persons are to be reported promptly to the University administration. In case of fire, staff and students should take note of exit signs. In the event of an emergency, students should call 911 if they can and:

- Exit the building in an orderly fashion using the nearest exit.
- Stand at a safe distance from the building.
- Not re-enter the building until directed by the University administration.

19.12 Student Lounge

While Panamerican University will start operations with online programs, we do have space to visit and have some refreshments/snacks.

20. Financial Services

Panamerican University provides institutional financial assistance to students who qualify to help pay for some of their expenses. The Finance Department has established procedures which assure fair and consistent treatment of all applicants. **Panamerican University** believes the primary responsibility for the educational cost lays with the student and/or his/her family.

Each student is responsible for correctly completing all applications and processing paperwork in a timely manner. Whether or not the student receives institutional financial assistance while in **Panamerican University**, the student is responsible for all tuition and fees due to **Panamerican University**. Students should make an appointment with the Finance Department to ensure they understand the institutional financial assistance available to them.

20.1 Financial Assistance Programs

The Panamerican University Scholarship is designed to assist students who demonstrate a financial need to help pay their tuition.

Monthly Payment Plan

The Panamerican University Monthly Payment Plan is designed to assist students by facilitating monthly installments of monies owed to the University without interest payments.

- **Coverage:** The plan covers 100% of tuition and fees.
- **Eligibility:** Student must be enrolled at Panamerican University be eligible to apply. No minimum number of credits are required.
- **Term:** The student is responsible to pay the remaining balance on a monthly payment plan, financed at 0% for a term of up to four years, not to exceed 48 payments for undergraduate programs, and up to two years or 24 payments for graduate programs. Monthly payments will begin immediately upon commencement of classes and will be due the 1st day of each month.

20.2 Scholarships

- **Coverage:** The plan covers up to 60% of tuition only.
- **Eligibility:** Any student attending Panamerican University and maintaining a minimum GPA of 3.0 and/or a maximum household or individual income of \$60,000 per year.
- **Term:** The student can receive scholarships not exceeding 60% of tuition for the Bachelor and Masters programs.

How to Apply for Financial Assistance Programs

Panamerican University will gather:

- A complete Financial Assistance Application.
- Required financial information to determine your financial need.

Notes:

The Financial Assistance package is based on tuition and fees, student contribution, and enrollment status within an academic year. You must re-apply for institutional financial assistance on an academic year basis.

20.3 Tuition, Fees, and Other Costs

The tuition fee schedule for all undergraduate's courses at **Panamerican University** has been calculated on a yearly basis and are subject to annual review and modification.

Tuition Fees

Panamerican Business School offers programs in an online hybrid format. Credit hours costs do not include fees.

Program	# Of total credits	Cost per credit	Total Tuition per program
Global Executive Master in Business Administration	45	\$376.66	\$16,950.00
Executive Master in Digital and International Marketing	45	\$376.66	\$16,950.00
Executive Master in Digital Transformation and Innovation Management	45	\$376.66	\$16,950.00
Bachelors in Business Administration	120	\$232.92	\$27,950.00
Bachelors in International and Digital Marketing	120	\$232.92	\$27,950.00
Bachelors in International and Sustainable Business	120	\$216.25	\$25,950.00

[English as a Second Language \(ESL\) Program. Price per course \(35 clock hours\): \\$200.](#)

Panamerican University reserves the right to make any changes in tuition, fees, curriculum, or at any phase of its programs. Financial changes will only apply to incoming new students. Students will be informed of all changes.

Test, Supplies and Special Fees

Students are required to furnish their own personal supplies such as pencils, pens, erasers, notebook, calculators, dictionaries as well as tape recorders if permitted. Workshops and seminars may be held throughout the year from various interest groups. If fees are to be charged, they will be published in advanced and are non-refundable.

Late Payment

If a student fails to make the tuition payment for the enrolled semester and is in default for more than 30 days, a 5% late fee will be assessed to the tuition portion of the semester.

Cancellation and Refund Policy

LATE PAYMENT, CANCELLATION, WITHDRAWAL AND REFUND POLICY

Late Payment

If a student fails to make the tuition payment for the enrolled semester and is on default for more than 30 days, a 5% late fee will be assessed to the tuition portion of the semester. The same charge applies if checks used for payments do not have sufficient funds.

Cancellation and Refund

The amount of tuition is computed based on the assumption that the student remains in class throughout the semester or academic period and meets Florida's Commission for Independent Education requirements. A place in class has been reserved for each student. Tuition is refunded in accordance with the University's Cancellation/ Withdrawal and Refund Policy. A student withdrawing from the University must submit a written notice to the Program Director.

A 100% refund will be given for cancellation at any time from the date of a student's registration to the day before the first schedule day of the semester if the student cancels his/her executed enrollment agreement within 3 business days of signing agreement. Cancellation following the 3rd business day, but before the first class, will result in a refund of all monies paid, except for \$50.00 for application fee and \$100.00 for registration fee.

Refunds will be made available within thirty (30) days from the date of the determination of a student's withdrawal or receipt of Cancellation Notice from the student.

Add/Drop Policy

A student must submit a formal request to the Program Director of his/her intention to add/drop a course. The drop date will be determined by the date on the formal request. Failure to submit a formal request to the Program Director of a change to the schedule, will result in the student being fully charged and not eligible for any refund.

If the student attends 1-3 days, he/she will receive 100% refund, over 4 days, no refund.

Termination or Cancellation by Institution

University maintains the right to terminate a student's enrollment in a course for a variety of reasons including, but not limited to:

- Course schedule changes
- Course cancellation due to low enrollment

- Student's non-fulfillment of course prerequisites; or academic suspension
- Suspension for violation of the Code of Conduct

In the event a course is cancelled due to an administrative decision, the student will be offered to take another course.

Withdrawal

A student choosing to withdraw from the school after the commencement of classes is to provide a written notice to the Registrar. Due notice must include the expected last date of attendance and be signed and dated by the student.

Students who withdraw from a course after the refund period will receive a grade of W (Withdrawal). Students that do not follow the withdrawal procedures will receive a "W". (Withdrawal). A student may take a course a maximum of three times. Additionally, upon the third attempt the student will not be permitted to withdraw and will receive a grade for this course.

Consequences

Withdrawing from a course will maintain your GPA; excessive "W" (more than 2) may affect your academic standing and thus place you in one of the Satisfactory Academic Progress categories. To remain in good satisfactory academic program. The student must earn 67% of the credits in which he/she has registered; otherwise, the student will experience academic penalties. Withdrawing from a course after the refund period indicated on the schedule always has financial consequences. Money will not be reimbursed to the student.

Add/Drop Policy

A student must submit a formal request to the Program Director of his/her intention to add/drop a course. The drop date will be determined by the date on the formal request. Failure to submit a formal request to the Program Director of a change to the schedule, will result in the student being fully charged and not eligible for any refund.

If the student attends 1-3 days, he/she will receive 100% refund, over 4 days, no refund.

21. Student Rights and Responsibilities

Panamerican University is committed to keeping each student informed of changes that may impact educational pursuits, supporting each student in his/her intellectual development and responding to individual needs. To this end, academic advising, counseling, and support services are provided to assist each student in meeting academic goals. Each student deserves dependable, accurate, respectful, honest, friendly, and professional service. This can only be achieved through collegial efforts and responsibilities shared with the student. From the beginning of their programs, students are encouraged by their academic advisors to familiarize themselves with the policies and procedures outlined in this Catalog.

Student success depends on his/her own response to the opportunities and responsibilities within the University environment. Final responsibility for fulfilling the requirements of a course syllabus in each class, for meeting all program/degree requirements, and for complying with university regulations and procedures rests with the student as described in all uUniversity official publications and websites.

21.1 Students Rights

All **Panamerican University** students have the right to:

- A copy of the documents describing the school's licensing credentials.
- Information about Panamerican University programs, its instructional programs, including course syllabus, and its faculty.
- Information concerning the cost of attendance.
- Information on the refund policy for students who withdraw.
- Information on how the school determines whether a student is making satisfactory progress and if not, understand the nature of the process.
- Information concerning special facilities and services available under the American with Disabilities Act.
- Information of financial assistance availability.
- Information concerning the school's academic and administrative policies.
- Fair, equal and non-discriminatory treatment from all school personnel.
- Access to their student records.
- Freedom of academic expression.

21.2 Students Responsibilities

Students Responsibilities

- Abide by the **Panamerican University** Student Code of Conduct.
- Ensuring official transcripts are received and on file as required by the University.
- Checking assigned **Panamerican University** e-mail account regularly for important communications.
- Reading and adhering to all published policies and procedures governing the student account.
- Maintaining communication with his/her academic advisor and faculty members
- Ensuring that all account information is up to date. Any changes should be made in the Panamerican Virtual Academic Community.
- Meeting or completing all academic prerequisites and grading standards.
- Completing coursework within the 8-week academic term. Requests for any exceptions must be arranged in advance with faculty members.
- Submitting and following-up on disputes of grades in writing with the instructor.
- Following up on all appeals/service requests submitted.
- Knowing when registering for a course, charges are incurred.
- Paying charges incurred when registering.
- Submitting a withdrawal form during the refund period to have charges reduced/removed.

- Paying all charges incurred by the published payment due dates, regardless of whether a billing statement was received or if payment is to be made by a third party.
- Paying all penalties, costs and legal fees associated with collection of the student account.
- Conducting all financial affairs in a legal and ethical manner.
- Ensuring that all account information is up to date. Any changes should be made in the PANAMERICAN Virtual Academic Community.
- Meeting or completing all academic prerequisites and grading standards.
- Completing coursework within the 8-week academic term. Requests for any exceptions must be arranged in advance with faculty members.
- Submitting and following-up on disputes of grades in writing with the instructor.
- Following up on all appeals/service requests submitted.
- Knowing when registering for a course, charges are incurred.
- Paying charges incurred when registering.
- Submitting a withdrawal form during the refund period to have charges reduced/removed.
- Paying all charges incurred by the published payment due dates, regardless of whether a billing statement was received or if payment is to be made by a third party.
- Paying all penalties, costs and legal fees associated with collection of the student account.
- Conducting all financial affairs in a legal and ethical manner.

21.3 Non-Discrimination Policy

In accordance with Title IX of the Education Amendments of 1972, "**Panamerican University** admits students of any race, color, nationality, or ethnic origin, to all the programs, and all activities that are made available to the students. Furthermore, the University does not discriminate on the basis of race, color, national or ethnic origin, sexual orientation or gender identity/expression in its admission policies, administration, scholarship, tutoring, job placement and other school programs." Regarding individuals with disabilities, the University ensures that students with disabilities have equal access to facilities and program participation as described in Section 504 and 508 of the Rehabilitation Act of 1973 and in compliance with the Americans with Disabilities Act Amendments Act of 2008 (ADAAA).

21.4 Non-Harassment Policy

Panamerican University is committed to providing an academic environment free of harassment. The University expressly prohibits any form of intimidation or harassment based on race, color, gender, national origin, religion, age, sexual orientation, disability, or any other status protected by applicable federal, state, or local law. All such harassment is prohibited in any form, including verbal, physical, and visual conduct, threats, demands and retaliation. Violation of this policy may result in disciplinary action, which may include suspension or expulsion, depending on the seriousness of the violation.

The University prohibits harassment by employees, students, and other individuals associated with Panamerican University, and the University does not condone such conduct by business partners, vendors, guests, or other third parties with whom the University has business or educational dealings.

Harassment is conduct that has the purpose or effect of substantially interfering with a student's work or educational opportunity, creates an intimidating, hostile, or offensive work or educational environment, or otherwise negatively affects a student's work or educational opportunities.

Examples of such conduct include, but are not limited to:

- Offensive or degrading remarks, verbal abuse, or other hostile behavior such as insulting, teasing, mocking, degrading, or ridiculing another person or group.
- Racial slurs, derogatory remarks about a person's accent, or display of racially offensive symbols.
- Unwelcome or inappropriate physical contact, comments, questions, advances, jokes, epithets or demands.
- Visual conduct such as derogatory posters, photography, cartoons, drawing or gestures.
- Physical assault or stalking.
- Retaliation for having reported or threatened to report harassment.
- Displays or electronic transmission of derogatory, demeaning, or hostile materials and unwillingness to train, evaluate, assist, or work with an employee.

Sexual harassment is a form of harassment that consists of making unwelcome sexual advances or requests for sexual favors or engaging in other verbal or physical acts of a sexual or sex-based nature where such conduct interferes with the student's performance or creates an intimidating, hostile or offensive environment. Sexual harassment may involve behavior of a person of either sex against a person of the opposite or same sex and occurs when:

- Submission of such conduct is made either explicitly or implicitly a term or condition of a student's academic standing
- Submission to or rejection of such conduct by an individual is used as the basis for decisions affecting a student's academic standing
- Such conduct has the purpose or effect of unreasonably interfering with a student's work or academic performance or creating an intimidating, hostile or offensive environment.

It is unlawful and expressly against the University policy to retaliate against a person for filing either an informal or formal complaint of harassment or for cooperating with an investigation of a complaint of such alleged harassment.

21.5 Grievance Procedures

Grievance procedures are provided for students who believe that they have been unlawfully discriminated against, unfairly treated, or harassed in any way. Academic grievances relate to a complaint about a course, program of study, or grade. Students

are expected to address any disagreements or conflict directly with the individual involved in person with a written document outlining the complaint and communication. After this, if there is no satisfactory resolution, the student may set an appointment by phone to see the institution director. All communications regarding the complaint must be in writing and all meetings and communications will be documented in the student file. Every attempt at a satisfactory resolution will be made. Panamerican University strives to ensure fair and equal treatment for all of its students. For this reason, it insists that full attention be given to any grievance a student may have.

Students who have grievances should address them to the Academic Department or the Student Services Dept. who will give guidance and provide the student with information and direction for pursuing a resolution. Students who are unsure how to utilize the grievance procedures or are uncomfortable addressing issues with the appropriate person should contact **Jorge Carrillo – Executive Director** at mcarrillo@panamerican.education.

1. Complaints against students or university employees shall first be directed to the individual. Complaints must be made within six months of the problem.
2. All students are urged to discuss openly and frankly their school-related concern, problems, or questions with their teachers. Effective two-way communication between teacher and student has always served the best interests of both. Many problems can be resolved in this way. For this reason, all teachers are expected to listen carefully to the student, consider the problem and try to resolve it through direct conversation.
3. If the student is not satisfied with this solution, he/she may write to the Administrative Director, explaining the problem in detail. The Administrative Director will review this letter carefully together with the Administrative Director of Students and the Administrative Director and arrange a meeting with the student to further understand the situation. Within 10 working days, the Administrative Director should reply in writing to the student, stating the resolution of the matter.
4. If the student is still not satisfied with this solution, he/she may write a letter to the Chancellor of the University, stating the problem in detail and the steps that were taken to alleviate it. The decision of the Chancellor is final, and the student should receive a letter explaining that decision within 15 working days.
5. All communications must be in writing and on file.
6. Students who feel that their grievance had not been resolved to their satisfaction may notify to the Commission for Independent Education at 325 W. Gaines Street, Suite 1414, Tallahassee, Florida, 32399-0400, Or Telephone: 850-245-3238 (fax), Or Email: cieinfo@fldoe.org.

22. Code of Conduct

The Conduct Code of **Panamerican University** seeks to enhance the skills and education of its students by providing qualified faculty, online resources, and support to

deliver academic excellence. The **Panamerican University** Conduct Code explains and defines the student's rights and responsibilities while enrolled.

There are certain qualities and values, which measure the conduct of the students, including but not limited to ethics, honesty and integrity supported by civic and social responsibility. While enrolled at **Panamerican University**, students accept full responsibility and affirm they have read and understand the Panamerican University Catalog.

Academic Integrity is at the core of **Panamerican University** values. Every staff member and faculty expect that each individual understands and takes responsibility for these values, for they are central to every aspect of student life, especially research, papers, coursework and examinations. Academic integrity is the responsibility of every student who registers at the University, undergraduate and graduate alike. Dishonesty diminishes the quality of scholarship and deceives all those who depend on the integrity of the University's academic programs.

Students should be particularly careful not to compromise their academic integrity regarding examination behavior, fabrication and plagiarism. The use of any external assistance during an examination will be considered academically dishonest unless expressly authorized by the instructor. Inappropriate examination behavior includes, but is not limited to, communicating with another student in any way during an exam, copying material from another student's examination, allowing another student to copy from one's examination paper and using unauthorized notes or other unauthorized materials.

Furthermore, any intentional falsification or invention of data or citation in an academic exercise will be considered a violation of academic integrity. Fabrication includes, but is not limited to, inventing, or altering research for a research project or field project, and resubmitting returned and corrected academic work without the full knowledge and approval of the instructor. Plagiarism consists of appropriating and passing another's ideas or words off as one's own. When using another's words or ideas, students must acknowledge the original source through recognized referencing practices. Students who are unsure whether or not a citation is necessary, or what sort of citation is appropriate, should consult with their advisor or course instructor. Use of another's ideas or words must be properly acknowledged as follows:

- Direct quotations must be acknowledged by footnote citation and by either quotation marks or other appropriate designation.
- When another's ideas are borrowed in whole or in part and restated in the student's own words, proper acknowledgment must, nonetheless, be made.
- A footnote or proper internal citation must follow the paraphrased material.
- Other forms of academic dishonesty include, but are not limited to, the submission of another's paper as one's own work, the use of a paper or essay to fulfill requirements in more than one class without both instructor's knowledge

and expressed permission, and the acquisition of a copy of an examination in advance without the knowledge and consent of the instructor.

Panamerican University is committed to the fundamental rights of its students. As part of the community, and as outlined in our mission statement, Panamerican University is committed to providing a quality education and contributing to society. **Panamerican University** believes students have the following fundamental rights:

- Personal and intellectual liberty
- Mutual respect
- The right to receive a quality education
- The right to learn in an environment free from discrimination, harassment, or any form of hazing.

22.1 Prohibitions

Students must avoid any kind of misconduct while they are enrolled at **Panamerican University**. Students are required to maintain a professional, respectful attitude and conduct while utilizing the academic resources of **Panamerican University** and participating in institutional activities, functions, or programs of study.

22.2 Hazing

Hazing includes, but is not limited to, any action or situation that recklessly or intentionally endangers the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any organization operating as a postsecondary institution. Hazing includes, but is not limited to, pressuring or coercing the student into violating state or federal law, any brutality of a physical nature, such as whipping, beating, branding, or exposure to the elements; forced consumptions of any food, liquor, drug, or other substance or other forced physical activity that could adversely affect the physical health or safety of the student and any activity that would subject the student to extreme mental stress, such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or other forced activity that could adversely affect the mental health or dignity of the student. Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers legal and legitimate objective. (Florida Hazing Law, 1006.63) Engaging in, supporting, promoting, or sponsoring hazing or violating University rules governing hazing is prohibited.

22.3 Compliance with Local, State, and Federal Law

Panamerican University follows all State, County and local safety standards and students are required to comply with any local, state, and federal laws or regulations.

22.4 Computer Access and Utilization of Panamerican University Resources

Students must obtain access to the systems and educational tools pertinent to their program. Authorization is required for access to any documents, data, programs and

any other type of information or information system. Any use without authorization is prohibited. Also prohibited are the following: tampering, destruction, alterations, or harm precipitated by a student to any documents, data programs or any other type of information or information system. Any tampering, destruction, alterations, or harm precipitated by a student to any documents, data programs or any other type of information or information system may lead to disciplinary action up to and including dismissal from the program or the University.

22.5 Misrepresentation and Falsification

Panamerican University holds itself to the highest levels of integrity and would not intentionally provide any false, erroneous, or misleading statements to a student or prospective student. This includes disseminating testimonials and endorsements given under duress. Panamerican University expects all students, faculty, staff, and administrators to uphold the highest standards of integrity, honesty and personal responsibility. To provide a quality academic experience, the University is committed to continually assessing and re-evaluating every aspect of its academic model. The University endeavors to build an institutional culture grounded in candor, transparency, and best professional practices.

Students are prohibited from misrepresenting information or falsification of any documentation or information submitted to **Panamerican University** for the following purposes including but not limited to grading, admission, accommodation, graduation, and/or financial assistance.

22.6 Drug-Free Schools and Communities Act

Panamerican University is committed to promoting a drug-free learning environment. The University has a vital interest in maintaining a safe and healthy environment for the benefit of its employees and students. The use of performance-impairing drugs can impair judgment and increase the risk of accidents and injuries.

Amendments of 1989 (Public Law 101-226), all students and employees are advised that individuals who violate Federal, State or Local laws and campus policies are subject to university disciplinary action and criminal prosecution. The possession uses or distribution of a controlled substance or dangerous drugs, or any drug unlawful to possess, except as expressly permitted by law, is a violation of law and of campus policy. Penalties may include required participation in and completion of appropriate rehabilitation programs in addition to federal, state and local sanctions.

Students should be aware there are significant psychological and physiological health risks associated with the use of illicit drugs and alcohol. Physical addiction, loss of control and withdrawal syndrome as well as serious damage to vital organs of the body can result from drug and alcohol abuse.

22.7 Intellectual property and copyright violations

The follow acts constitute grave violations of integrity and honesty:

- a) Any violations of the Copyright Law of the United State of America and Related Laws Contained in Title 17 of the United State Code.
(<http://www.copyright.gov/title17/92chap1.html>)

- b) Plagiarism: The practice of taking someone else's work or ideas and passing them off as one's own. (www.oxforddictionaries.com)
- c) Assisting others in acts of academic dishonesty.

Plagiarism is a form of academic dishonesty. **Panamerican University** has adopted the following anti- plagiarism procedure which establishes a process for dealing with charges of academic dishonesty:

1. The instructor notifies the student in question of any charge of academic dishonesty.
2. The charge is submitted in writing by the faculty member to the Academic Coordinator.
3. The Academic Coordinator, after a full review, sends the student and the instructor notification of the findings with regard to the subject charge.
4. The Academic Coordinator maintains a database of academic dishonesty charges.

The following are the sanctions to be imposed in response to occurrences of academic dishonesty:

1. The first offense will result in a failure (a grade of zero will be recorded) of the assignment in which the academic dishonesty occurred.
2. The second offense will result in failure of the class in which the academic dishonesty occurred.
3. The third offense will result in expulsion or permanent dismissal from **Panamerican University**.

Please see the University's Appellate Process (Section 21.9 of this Catalog) for information on the appeal process for charges of academic dishonesty.

22.7.1 Disciplinary Sanctions

Any violation(s) of the academic or the conduct standards can result in the application of the sanctions as outlined in this catalog. The appropriate University official administratively would suspend the student during the pendency of the disciplinary action until resolution of any violation of the standards. Any violation is subject to disciplinary action up to and including expulsion from the institution. A violation of the conduct code and/or the policies and procedures of the institution may lead to one or more of the following sanctions. **Panamerican University** reserves the right to impose additional sanctions, not specifically listed below, if needed.

22.7.2 Behavioral Warning

If a student fails to abide by the Code of Conduct, he/she will be placed on behavioral warning for the remainder of his/her time at **Panamerican University**.

22.7.3 Behavioral Probation

Students who continue to display unsatisfactory behavior are placed on behavioral probation. If additional unsatisfactory behavior should occur during the remainder of the program, the student will be dismissed from the University, and will be ineligible for re-entry to **Panamerican University**.

22.7.4 Temporary Suspension

A temporary suspension from the University may be initiated by the Director of Student Services during the investigation of the alleged conduct code violation. This temporary suspension shall last no more than one full academic term of 8 weeks

22.7.5 Disciplinary Sanction

Disciplinary sanction provides notice to the student that his/her behavior is in violation of university policies.

22.7.6 Disciplinary Warning

Disciplinary warning provides notice to the student that his or her behavior does not meet the expectations of the standards of the University. A disciplinary warning is removed once the student resumes acceptable behavior.

23. Privacy of the Student (FERPA)

Students are provided specific rights pertaining to university educational records and personal information on file with Panamerican University under the conditions of the Family Educational Rights and Privacy Act of 1974 (FERPA).

The provisions of this law provide students the following privileges:

- Inspection and review of the student's educational records.
- Request the amendment to the student's records to ensure that they are not inaccurate, misleading, or otherwise in violation of the student's privacy or other rights.
- Consent to disclosures of personally identifiable information contained in the student's educational records, except to the extent that FERPA authorizes disclosure without consent.
- File a complaint with the U.S. Department of Education, under section 99.4 concerning alleged failures by the University to comply with the regulations of the ACT in the instance that a complaint cannot be resolved within the University.

It is the policy of **Panamerican University** to regard personal and academic information of each student as confidential. Student information is not released to a third party without the student's written permission.

Panamerican University may release student information if supported by appropriate permission. Requests by students to inspect, review, or amend must be submitted in writing and identify the following:

- The record the student wishes to inspect.
- The purpose of the disclosure.
- The records that may be disclosed.

- The party or class of parties to whom the disclosure may be made signature and date.

For requests to amend:

Students must clearly identify the portion of the educational record the student is requesting be changed. Specify why the record should be changed.

If the requested change is not approved, the student is notified electronically and in print. The following has been identified as "Directory Information" and may be released without the student consent:

Name, address, field of study, current employer, current employer location, job title, dates of attendance, degree and awards received, most recent previous school attended. All other personally identifiable information is considered non-directory information and is not released without written consent.

To revoke the release of Directory Information, students must advise **Panamerican University** in writing by contacting the Registrar's Office. The student's records are flagged "Privacy Hold".

FERPA allows schools to disclose student records without consent to:

- School officials with legitimate educational interests.
- Officials of another school, upon request, in which you seek or intend to enroll.
- Certain officials of the U.S. Department of Education, the Comptroller General, and state education authorities.
- Organizations conducting certain studies for or on behalf of the University.
- Accrediting organizations to carry out their functions.
- Appropriate parties in a health or safety emergency.
- Comply with a judicial order or a lawfully issued subpoena.

Panamerican University makes a reasonable effort to notify students of any order of a subpoena in advance of compliance. FERPA applies to the education records of students who are currently enrolled or who have been enrolled. The Act applies to all education records maintained by the Panamerican University and all persons acting for the Panamerican University, directly related to students. Any complaints regarding Panamerican University's compliance with FERPA may be directed to the Office of the Registrar or may file a complaint in writing to the Family Policy Compliance Office, at the following address:

Family Policy Compliance Office

U.S. Department of Education 400 Maryland Avenue, SW Washington, D.C. 20202-5920

24. Administration

María Isabel Nájera: Chancellor. MBA

Sergio Méndez: Provost and CMO. MBA

Jorge Carrillo: Dean, Admissions and Executive President, PhD

Beatriz Lazcano: Registrar. Bs Computer Science

Vicky di Colloredo-Mel's: Compliance and Administration. Bs. Computer Science

25. Faculty Listing

Alberto Alexander.

Ph D Business Administration and Marketing
The University of Kansas

Alicia Ancona

MBA, University of Texas in Austin
Bachelor in International Business, Tecnológico de Monterrey (México).

Arturo Perez Mendoza

Ph D in Economics, University of Minnesota, Twin Cities
Master in Economics, Colegio de México.
Bachelor in Economics, Universidad Autónoma de México.

Consuelo García de la Torre

Ph D in Administration, HEC Montreal University (Canada)
MBA, Universite de Louvain la Neuve (Belgium)
Bachelors in Psychology, Universidad Garciaso de la Vega (Peru)

Daniel Sabogal

Masters in Project Management, University of Quebec at Montreal.
Bachelors in Economics, Fundación Universidad Autónoma de Colombia.

Emil Beraun

PhD Philosophy, Universidad Mayor de San Marcos

Flavio Solano

Ph D in Marketing, Texas A&M University
MBA, Tecnológico de Monterrey (México)
Bachelor of Science, Chemical Engineering, Tecnológico de Monterrey (México)

Francisco Contreras

Master in Energy Management and Renewable Sources, ITESM, México

Gerardo Molina

MBA, Tulane University

Giovanni Reyes

Ph D in Economics Development University of Pittsburgh
Masters in Economics and Finance

Guillermo Carrasco

Ph D in Management, Universidad Nacional Autónoma de México.

Master of Management and Finance, Universidad Nacional Autónoma de México.

Bachelor Degree in Chemical and Pharmaceutical Biologist, Universidad Nacional Autónoma de México.

Hector Rocha

MBA University of Phoenix

Bachelors in Business Administration, ITESM, México.

Henry Castillo

Master in Neuroscience, International University of Andalusia

Jorge M Carrillo

Ph. D. in Administration, Major: Strategy, Minors: International Business and **Organizational Behavior**. Concordia University (Canadá)

MBA, Tecnológico de Monterrey (México)

Bachelor of Science, Industrial and Systems Engineer, Tecnológico de Monterrey (México)

José Rocha

Ph D in Business Administration, Florida International University.

Master of Science Management of Technology, University of Miami.

MBA, State University of New York, Buffalo

Bachelor of Science in Information Technology. Tecnológico de Monterrey (México)

Jorge Román

Ph D in Administration, Lleida University, Spain.

MBA, Northeastern State University

María del Carmen Suárez

MBA Adolfo Ibañez School of Management, Miami Fl.

BA. In Administration, Instituto Tecnológico de Querétaro

María del Carmen Temblador

Ph D in Systems and Engineering Management, Texas Tech University.

Ph D in Engineering Sciences, major in Statistics, Tecnológico de Monterrey (México)

M.Sc. in Quality Management, Tecnológico de Monterrey (México)

M.Sc. in Operations Management, Tecnológico de Monterrey (México)

Bachelor of Science, Industrial and Systems Engineer, Tecnológico de Monterrey (México)

Rafael Montalvo

Master of Law, Universit'e Lyon II

Ricardo Thierry

Ph D in Interdisciplinary Engineering, Texas A&M University

MBA, Tecnológico de Monterrey (México)

Master of Science in Engineering, Tecnológico de Monterrey (Mexico)
Bachelor of Science, Industrial and Systems Engineer, Tecnológico de Monterrey (Mexico)

Richard Ramsawak

Ph D in Economics, Clark University, USA.
Executive MBA, University of the West Indies
M.Sc. in Economics, University of the West Indies
Bs C in Economics, University of the West Indies

Stephanie Lezama-Rogers

Doctorate in Business Administration, Grenoble Ecole de Gestion, France
M.Sc. Development Statistics, University of the West Indies
Bachelor of Science, Sociology, Minor Economics. University of the West Indies

Yvonne Crawford

Doctor in Arts ©, English Pedagogy, Murray State University
Master of Arts in Teaching English to Speakers of Other Languages, Hamline University.
Master of Arts in Sociology, Sam Houston State University.
Bachelor of Arts, Linguistics, The University of Texas in Austin.

26. Advisory Board

Carlos Mendez, Managing Director High Tech Telcom and Media (Miami)

Carlos Enrique González, Former President ITESM Mexico City Region

Consuelo García, PhD and Professor Emeritus Management EGADE, ITESM

Don Flippie, CEO Landscape Solutions (Miami)

Elliot Mason, CEO Run Addict. (Miami)

Gerardo Rocha, Ph D Associate Professor of Marketing and Analytics, Saint Thomas University (Miami)

Jose Luis Gonzalez Birlain, Crypto Catalyst, Design and Execution Bitso and Blockchain consultant.

María del Carmen Suarez, CEO, VAS Consulting (Miami)

Maria del Carmen Temblador, Ph D. Professor Emeritus Industrial Engineering ITESM.

Mercedez Vigon, PhD and Professor of Journalism and Media FIU (Miami)

Miguel Molina, Founder and CEO, Analytikus (Americas and Europe).

