International University of Leadership

… *Where Leaders Are Born!*

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Message from IUL Leading Board

Welcome to International University of Leadership!

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

IUL's innovative programs are designed for students and working professionals who desire to obtain high quality management and technology knowledge, skills, insights and become leaders and entrepreneurs.

With global competition and rapidly changing technology, lifelong learning is a necessity. Successful professionals need to continually update their skills and knowledge, or they risk falling behind.

IUL offers undergraduate, graduate and doctoral programs in Business. These programs focus on contemporary management and leadership, achieving a balance between theory and practical applications.

Our faculty members have extensive management and technology education experience as leaders, entrepreneurs, or working for and with major companies, nonprofit organizations, and government agencies.

Thank you for your interest, after you have looked through this catalog, contact us to find out how you can begin your education.

We look forward to helping you become the next leader of your community.

1. General Information

At IUL, we've been thinking ahead on an innovative idea: make higher education highly accessible for working students worldwide, allowing them to share their experiences, cultures and dedication to learning the skills of becoming a leader so they may create solutions for the future. Many of the conveniences of the 21st-century are all offered at IUL including evening and online classes, flexible scheduling, continuous enrollment, a student-centered environment, practitioner faculty, mobile technology, online library and international partners.

1.1 Governance

International University of Leadership is under the corporate control of American University of Leadership, Inc. American University of Leadership is a Private "S" for profit Florida Corporation in Orlando, FL.

1.2 Mission

"International University of Leadership is an academic institution of higher learning that supports, educates and fosters practical experience in men and women from all walks of life."

It is our commitment to provide quality education to undergraduate and graduate programs in business, entrepreneurship and management. Our unique approach prepares students of diverse backgrounds to become global leaders with leadership skills and innovative solutions. We support our students by enhancing their career prospects and development through a deeper, broader and more diverse understanding of current and future issues.

International University of Leadership programs employ traditional, applied, and adult-learning pedagogies that are delivered through traditional and distance methodologies in a learner centered environment of mutual respect. Our institutional identity and program success are the result of integrating knowledge in a learning environment that nurtures real-world immersion, life-long learning skills, and cross-cultural diversity.

1.3 Vision

International University of Leadership's vision is:

- To be among the top international universities and leading schools in the world by inspiring students to face local, national and global challenges.
- To be recognized as a progressive and connected community for thought leadership at the international business stage, globally renowned for excellence in education and research.
- To expand education to different parts of the world and serve its diverse people, especially minorities and geographically undereducated and low-income populations.
- To be a concerted scholarly community distinguished by partnerships with international institutions and organizations, to cross inter-institutional boundaries and offer our students the best educational experience and most innovative instruction possible.
- To graduate leaders who value interdependence and global competence, who will be productive citizens with a great sense of social responsibility and skills to build a sustainable community.

1.4 Stated Values

- To facilitate cognitive and affective student learning-- knowledge, skills, and values -- and to promote use of that knowledge in the student's workplace.
- To develop competence in communication, critical thinking, collaboration, and information utilization, together with a commitment to lifelong learning for enhancement of students' opportunities for career success.
- To provide instruction that bridges the gap between theory and practice through faculty members who bring to their classroom not only advanced academic preparation, but also the skills that come from the current practice of their professions.
- To provide general education and foundational instruction and services that prepares students to engage in a variety of university curricula.
- To be organized as an international institution in order to foster a spirit of innovation that focuses on providing academic quality, service, excellence, and convenience to the working adult.

1.5 Facility

International University of Leadership is located at **7380 W Sand Lake Rd, Suite 500, Orlando, FL 32819**. Tel: 407-801-5140, Email: info@iulf.education website: http://iulf.education.

Facility Description: The Sand Lake building offers lovely lake views and is located in the popular and flourishing area of southwest Orlando, just minutes from the city's International Drive and many Bus routes.

The office includes staff quarters, two meeting rooms, one video conference room, a lounge, reception, a 24h/7 cafeteria, a copy room, a business lounge, private bathrooms and extra elevators and stairs in the back of the plant.

Location is secured by camera and security officer at the main entrance and floor entrance, with building card and PIN entrance for access outside of office hours.

Wi-Fi access is open for personnel and visitors throughout the facility while personnel have their secured Wi-Fi access.

The building is in full compliance with all required safety, fire and sanitization departments with disability access throughout and free three-stories parking garage.

Articulation Agreements

The University holds articulation agreements with international schools and organizations, for an updated list please click here: https://www.iulf.education/about-iul/articulation-agreements/

1.6 Licensure

The University is fully licensed by the Commission for Independent Education, Florida Department of Education. Additional Information regarding the institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL, 32399-0400, Toll-free telephone number (888)224-6684.

The University is authorized by the Commission for Independent Education, provider of the State License, to operate as a Higher Education Institution and enroll students from the State of Florida including International students in accordance with the provision.

Credits hours earned at the International University of Leadership may not necessarily be accepted for transfer to another institution, and may not be recognized by employers, students should check with transferring institutions/employers if licensed programs are acceptable.

2. Academic Information

2.1 Academic Programs

Undergraduate and Graduate programs at International University of Leadership are concentrated in the field of Business. For the Undergraduate programs, students are required to complete a program in General Education and fulfill the requirements for degree completion and graduation, which are described in greater detail in the programs section of the catalog.

2.2 Technology Requirements

Students will be required to understand the operations of computers, such as personal computers, mainframe computers, tablets and mobile based applications to follow and complete program requirements for degree completion.

To successfully follow and complete the program at any level, students are requested to have access of a computer with the following specifications:

a) A reliable computer running preferably Windows 7 (or higher) or Mac OS X 10 (or higher), web camera and speakers.

b) Reliable Internet connection with compatible web browser for class attendance, participation, examinations and assignments posting.

2.3 University E-Library

Completion of any business program at the University requires sufficient reading resources in program content, which the open internet cannot provide through browsing Google, Yahoo or any other search engine.

As busy working professionals, students and faculty members know how difficult it can be to travel to a distant library and match their schedules to library building hours. To accommodate student and faculty needs, the International University of Leadership offers its library services online to matriculated students. This distribution of course related content and information is well suited to the needs of today's "knowledge workers" and offers a functional version of the types of information systems our students and faculty will be expected to use throughout their careers.

The e-Library provided by the University with its endless collection of scholarly articles, textbooks and course content is available to all students and faculty.

Support is provided by a professional librarian to students and faculty. The university issues students' access to the library as well as contact information of the Librarian.

The library is accessible 24/7 from any location around the world that is connected to the internet. Availability to the Library is through a safe and secure password protected login.

The electronic libraries provide students with the required level resources for degree completion. Master level students have access to a more in-depth e-library with enough resources exceeding the requirements of the baccalaureate level, pushing them to go further in their research and encouraging them to develop their intellectual quota. IUL has partnered with the Library and Information Resources Network, which meets all the above descriptions.

2.4   Curriculum

The University and the Curriculum Advisory Committee oversees development, review and upgrade of its degree programs annually. Programs are created by professionally qualified experts and centrally managed for efficiency. Programs at all levels are deployed by experienced faculty members to deliver course content aligned with program objectives and outcomes.

At various stages of program delivery, individual faculty members then have the responsibility to expand and enhance the curriculum by augmenting it with current resources and practices. Through academic freedom, faculty members utilize the set curriculum and provide added value through research, praxis, and the quality review process.

2.5   Definition of a Unit of Credit

The University follows regular universal practice, providing courses and programs credit hours for successfully completed unit. Furthermore, credit is awarded for assessment of a course, program and outcomes. The University measures its programs through Semester Credit Hours.

Definition of one learning credit hour- 1 Cr
Academic Engagement (theory, didactic)   15 hours
Preparation Time   30 hours

A typical 3 semester credit hour course will require of 45 hours in total (15 hours* 3 credits) of instruction and academic engagement. Additional 90 to 100 hours of course preparation, assignments completion, research and other courses related activities are expected from the student. Each one (1) credit hour of a lecture requires two (2) contact hours of outside course work.

For a typical three (3) semester credit hour lecture course, students are expected to complete course work equating at least 90 contact hours of outside course work.

2.6   Academic Calendar

International University of Leadership has a hybrid calendar that joins both the term and non-term format of learning.

The undergraduate program operates following a semester calendar, where the student is permitted to enroll into a maximum of 6 to 8 courses/semester full time, and summer session maximum course allowed load is 4 courses.

The graduate studies (MBA) including the Doctoral studies (DBA), are provided with open enrollment every 2 months. This open enrollment system permits graduate students to enroll into 2 courses every two months for the MBA, as well as 1 course/2 months for the DBA programs. This calendar allows the adult student to balance their career, family, and education requirements.

Program		2024-2025
Bachelor	Fall 2023	09/02/2024 - 01/31/2024
	Spring 2024	02/17/2025 - 06/13/2025
	Summer 2024	06/23/2024 - 07/25/2025

Program		2024-2025
Master and Doctorate	Session 1	09/02/2024 - 10/20/2024
	Session 2	11/04/2024 - 12/29/2024
	Session 3	01/06/2025- 03/02/2025
	Session 4	03/10/2025 - 05/04/2025
	Session 5	05/12/2025 - 07/06/2025

Office Hours

University Administration is available Monday through Friday from 9:30AM to 4:30PM by Phone or Appointment. Additionally, the email server is on duty 24/7 and questions may be addressed from international students during the off hours by e-mail.

Faculty members are available for students following their schedules posted on their course profile, courses syllabi and posts in their class announcements.

Vacation Calendar

*All dates below apply to the academic calendars above.

Last Thursday of November	Thanksgiving
December 21–January 1	Winter Break
March 17 – 21	Spring Break
Last Monday of May	Memorial Day
July 4th	Independence Day
First Monday of September	Labor Day
August	Summer Break: University Closed- Administration working PT

2.7   Student services

International University of Leadership provides students with necessary services, such as academic advisement, financial advisement, and placement services, by phone, email, through our website, or by appointment in our main office.

Students who require personal advice, the administration can recommend university counselors or outside agencies for support.

The university also offers placement assistance through the use of recruiting agencies and international school in partnership with IUL, the University's lead job website, identifying employment opportunities and advising students on appropriate means of attempting to realize these opportunities.

The University does not guarantee employment or salary upon completion of its program(s).

3. Financial Information

3.1 Tuition and Fees

IUL offers quality education for affordable tuition.

Programs	Tuition/Credit	Program Cost
Undergraduate Programs		
In State Students	$100	$12,000
Out of State/International Students	$150	$18,000
Graduate Program		
In State Students	$150	$7,200
Out of State/International Students	$200	$9,600
Doctorate Program		
In State Students	$250	$15,000
Out of state/ International Students	$300	$18,000

*Special International Students: Students transferring from an Institution holding an articulation agreement with IUL, will pay their tuition according to the instate fees. For a list of the institutions please visit our website at: https://www.iulf.education/about-iul/articulation-agreements/

3.2 Fees

Fees	Cost
Application fee	$25
Program Registration	$125
Administrative fee for monthly payments	$25
Inactive student Fee/semester	$ 30
Change-of-Program Fee	$ 50
Returned Check Fee	$ 50
Transcript Fee	$ 10
Graduation Processing Fee	$ 80
Commencement Fee	$ 175
Replacement Diploma Fee	$ 100
Reinstatement fee	$ 100
Postal charges: US National	$20
International	$200

All fees are non-negotiable and non-refundable to a maximum of $150 when combined

- E-library and Proctored examination fees are included in the Tuition fees.
- Textbook(s) must be purchased by students separately and are not included in course tuition, a reasonable estimate is $1500-$1700 for the undergraduate programs and $900 to $1200 for the Master's programs.
- Tuition is due at least one week prior to the start of each course or program, it can be paid with a Visa, MasterCard, Bank Wire, Check or PayPal.
- Student must allow two weeks for processing receipts which are requested to be sent by mail or fax.

- Student continues payment at the above tuition rate until end of program.
- Students must be continuously enrolled in a course or pay the inactive fee every semester to avoid the reinstatement fee.
- All Student accounts that are past due will be restricted from taking additional courses. Accounts that are past due and unresponsive will be sent to an outside collections' agency. In this event, the student is responsible for any collection fees over and above their past balance on their account.
- All returned payment checks are subject to a $25 penalty fee.

3.3   Scholarship and Grants

Scholarships and grants are made to support a student's education. This "gift money" does not need to be repaid. IUL scholarships are from within as well as from outside civic private organizations and foundations based on student academic interests, financial hardships, outstanding academic record or parents'/self-employment.

Scholarship Application Deadlines
- July 15th for Fall Entry
- December 15th for Spring entry

3.3.1   The IUL Grant

Amount: 100% program tuition covered
Funded by: International University of Leadership, Inc
Quantity: 1 scholarship per year
Programs: Bachelor and Master of Business Administration
Description: This grant is designed to assist exceptionally needy students
Documentation Requirements: ID, official Financial Statements of applicant or parents if dependent, Current business records if any, Income statements from employer or unemployment letter, other documents can be provided as deemed necessary to proof financial hardship.
Conditions: Eligible students must be continuously enrolled, students who withdraw will no longer be eligible for the Grant.

3.3.2   The Education Scholarship

Amount: 40% pardon of program tuition
Funded by: AULM Africa
Quantity: 2 scholarships per year
Programs: Bachelor, Master and Doctorate of Business Administration
Description: The Education Scholarship is designed to assist working adults seeking higher education by providing additional financial support from partners, private organization or foundations and is available for students from developing countries.
Documentation Requirements: Student must be at least 19 years of age, show proof of employment insufficient to cover the full tuition.

Conditions: The student must be enrolled full time

3.3.3 The President Scholarship

Amount: 20% pardon of program tuition
Funded by: IUL President
Quantity: 3 scholarships per year
Programs: Bachelor, Master and Doctorate of Business Administration
Description: This Scholarship is open to new students, it is based on a combination of Financial hardship, Merit, and Economical issues of country of residence if applicable.
Documentation Requirements: Official Transcripts, Resume, Proof of social/community involvement, Financial documentation.
Conditions: Student must maintain a cumulative GPA of 3.0 and be continuously enrolled; withdrawing from school or not starting classes in the first semester will result in ineligibility.

3.4 The Scholarship Application Process

Many students find it helpful to discuss their personal situation with one of our officers to plan ahead and arrange funding for their education through one or more applicable scholarships.
Process is as follow:
1.   Go to the university website and download the scholarship application available in the website or through the link: https://www.iulf.education/financial-aid/scholarship-application-form.pdf
2.   Fill out truthfully your application and attach proof of eligibility and any other documentation that can help your case.
You may type in your responses on the form and print it, or you may simply print the form and write in your answers. Remember, you must sign, date and mail the form to the address provided.
3.   In addition to the scholarship specific documentation, the following below records should accompany your form as applicable, if student is dependent then parents' documentation applies:

- Driver's license or passport
- Proof of residency
- W-2 forms (US citizens and residents) and other yearly records of money earned
- Records of child support (if applicable)
- Study or other need-based work programs
- Records of student grant, scholarship and financial aids
- Current business records if any
- Current official bank statements (last 3 months)

4.   Administration reviews student scholarship package and responds within 2 weeks to applicants.
5.   If approved, students will be informed through email and must agree by signing on the scholarship approval letter within 5 business days, failure to return your approval automatically transfers the offer to the next applicant in the waiting list.

3.5   The Scholarship Withdrawal and Reentry Policy

Scholarship recipients who decide to withdraw from the university will forfeit any undisbursed Scholarship funds earned prior to their withdrawal. However, if they reenter a program (and otherwise qualify) they will begin earning funds after completing their first term back at the university

3.6   The Private Educational Loans

Not all students are eligible to get grants and scholarships; some may need to participate in private funding and loan programs. Such students need to research and choose from a variety of private lenders who make educational loans to students.

The terms, loan limits and eligibility criteria vary between lenders, and the University can assist in reviewing a student's private loan options if needed.

3.7   The University's Payment Plans

For all students who prefer to pay out of pocket, there are several payment plans available. Payment plans are discussed during meetings where the student is evaluated, privately and impartially, to determine the dollar amount that they and their family can be expected to contribute to their education.

This amount is then compared to associated cost of education, including tuition, fees, housing, meals, transportation, certain living expenses, books and supplies.

Payment arrangements must be made prior to the start of the term/semester. This means that students on a tuition payment plan must make their first payment before the term begins. The University does not charge interest rates on its payment plan, however there is a fee of $25 that is added to the monthly amount.

Students utilizing employer or other third-party tuition reimbursement plans must provide a letter of contract on file that has been approved by the University for delayed payments.

3.8   Refund Policy

If a student is terminated or cancels enrollment for any reason, the following refund policy will apply:

A student may request cancellation in any manner: fax, email, mail or in person methods are preferred.

Enrollment Cancellation:

- All monies will be refunded if the school does not accept the applicant or if the student cancels within five (5) business days after signing the enrollment agreement and making initial payment.
- Cancellation after the fifth (5th) business day, but before the first class, results in a refund of all monies paid, except for the registration fee. IUL provides additional consideration for students that have had extenuating circumstances, such as a student illness or accident, death in family, or other circumstances beyond the student's control.

Withdrawal:

- A student may withdraw from one or more courses during a term and not be withdrawn from the University if the student is attending at least one course within the term or has registered for a course in a subsequent term within 30 days from the last scheduled date of the term. A student who withdraws from all of his or her courses in a term will be responsible for any charges that may accrue on their account due to the withdrawal.

- Cancellation after attendance has begun, through 40% completion of the program will result in a Pro Rata refund computed on the number of hours completed to the total program hours.
- Cancellation after completing more than 40% of the program will result in no refund.
- The refund is calculated based on the postmarked date that a student's cancellation is received by the University.
- Refund payments will be made within 30 days of termination of students' enrollment or receipt of the refund request.

Sample Refund Calculation:

John Doe is from Florida, he registers for 1 course at the Bachelor's program, equivalent to 3 Credit Hours to last 15 weeks at 3 learning hours per week. He pays a registration fee of $150 and a tuition fee of $450.

John changes his mind and withdraws from school during week 3, he is entitled to a prorated refund except for the registration fee.

Each week is equivalent to $450/15= $30, John consumed 3 weeks meaning 3*30= $90.

Joe will get a refund of $450-$90= $360 within the next 30 days.

Other Circumstances:

- If for unseen reasons the University is permanently closed or no longer shall offers instruction, the school, at its option:
  - ➢ Provide a full refund of all monies paid.
  - ➢ Provide for completion of the course.
- Applicants denied admissions by the University are entitled to a refund of all money paid except for non-refundable registration fees, after the allowable five business days.
- If the student or the University cancels this agreement the rules for cancellation and refund above will apply.
- Students who wish to continue their education at other schools must not assume that credits earned at the University will be accepted by the receiving institution. Transfer of Credits from IUL is at the discretion of the receiving institution.
- Students can use the university placement assistance services as described, but IUL does not guarantee employment upon completion of programs.

Payments:

Tuition can be paid by major debit and credit cards, US issued bank check, PayPal or bank wire.

IUL offers monthly payment plans at an additional $25 per month, with balance paid prior to graduation according to a schedule detailed in the university enrollment agreement.

Before mailing in your payments, please check with the admission office to get the correct forms and amounts.

Office of the Admissions

International University of Leadership

7380 W Sand Lake Rd, Suite 500, Orlando, FL 32819. Tel: 407-801-5140 or Email: admission@aulm.us

4. Policies and Procedures

To ensure that IUL students have the best education possible, we have established the academic policies and procedures outlined below.

4.1 Registration

Students are required to register for classes either through the internet or in person.

4.2 Student's Qualification

Students with disabilities typically find that the online is a better option and is very inclusive, but all applicants with or without a disability must be qualified students who are able to meet the essential elements of the degree program including being able to use a computer, to read, and interact with the community for research purposes.

4.3 Transfer of Credit Hours Policy

Transfer in: Applicants who have prior education at an appropriately licensed institution may transfer a specified maximum of credit-hours towards their degree requirements. (Please check the Admission requirements for the appropriate number of credits allowed for transfer per program). The decision to award transfer credit is made by the Admissions Committee and approved by the Chief Academic Officer of the University.

Transfer out: Students who wish to continue their education at other institutions must not assume that credits earned at the University will be accepted by the receiving institution. Students will be provided by the University administration official transcripts of courses passed and other supporting documents including the cumulative credit hours.

Transfer of Credits hours from IUL is at the discretion of the receiving institution, it is the student's responsibility to confirm whether or not credits will be accepted by another institution of the student's choice.

4.4 Attendance

Delivery of classes and programs requires that students attend their sessions and discussions. Attendance is mandatory.

Special instructional activities may be scheduled at specific times convenient to both students and faculty members.

Students who do not attend regularly any of their registered classes during the term, will be administratively withdrawn from the University and placed on probation or dismissed.

In the event that a student who has been absent for longer periods due to mitigating circumstances, should contact the professor for additional time to complete coursework, and provide to the administration justification for the absenteeism.

4.5   Assessment and Grading

Faculty members are assigned to teach and evaluate student performance based on their set curriculum, class preparations and assess students according to set learning outcomes. Grades are provided to students for successful completion of assignments, research and examinations.

Exams and continuous evaluations:

To evaluate its students, IUL adopts the continuous monitoring system, which means that the student should:

- Attend classes, work on practical exercises and case studies,
- Do individual and group researches,
- Pass midterm, final exams, and/or projects for each course,
- Other methods of assessments are further used at the graduate and doctoral levels.

Undergraduate and Graduate Course Assessments

Students and faculty can review course assessments grading scales and format by clicking on the latest edition of the university policies- Grading Policies and Regulations and Grading Rubric.

Undergraduate and Graduate Course Repeat Policy

Matriculated students may repeat any course taken at International University of Leadership for which no credit has been previously earned. In an effort to encourage academic exploration, the University permits students to repeat **three (3) courses at maximum for-credit during one academic year.**
Students are strongly encouraged to consult with an academic advisor to determine whether repeating a course is advisable or available during the semester. Repeating a course will incur additional cost per credit and may have an impact on financial aid, entrance to professional schools, immigration status, and other matters. A student may, with the instructor's permission, audit a course in which credit has previously been granted.

Repeating for-credit Courses

1.   A grade of C- or lower has been earned in the original course at the undergraduate level,
2.   A grade of B- or lower has been earned in the original course at the graduate level,
3.   The original and repeated course shall remain on the academic transcript. The higher of the two grades for the repeated course will be included in the G.P.A.; the lower grade will be excluded from the G.P.A.,
4.   Hours earned in repeated courses count only once toward degree requirements, unless the course has been designated by the department as repeatable,
5.   If the student earns the same or a lower grade in the repeated course, the grade from the original course will remain in the calculation of the student's G.P.A.; and the repeated course grade will not be included in the student's G.P.A.,
6.   No course substitution is permitted at undergraduate and graduate levels,
7.   Once approved, the student's decision to apply for course repeat, the policy is irrevocable.

After the student exceeds the parameters of this policy, the following Repeat Policy is in effect:

A student may repeat any course for which no credit has been granted. A student may repeat only once for credit a course in which credit has previously been earned. All grades are counted in the cumulative average, but the credit hours earned in the course will count only once toward graduation.

Program Progression Requirements

In order to graduate from any undergraduate business program, sufficient GPA is required, and low grades will hamper progression to higher years in the undergraduate programs. Some electives course as well as pre-requisites may need to be retaken for completion requirements.

For Undergraduate Programs: The D- grade, an average of 60% is the minimum satisfactory grade in a class.

Obtaining an F grade: a grade of less than 60% will require the student to retake the course.

Graduate and Doctorate programs: The B- grade, an average of 80% is the minimum satisfactory grade in a class.

4.6   Graduation and Commencement

Only students who have satisfactorily completed all academic and financial requirements will be considered for graduation.

Awarded degrees and requirements are the following:

- Bachelor of Business Administration: Student finished 120 Cr program with a CGPA above 2.0 and financial clearance.
- Master of Business Administration: Student finished 48 Cr program with a CGPA above 3.0 and financial clearance.
- Doctorate of Business Administration: Student finished 60 Cr program with a CGPA above 3.0 and financial clearance.

The University approves graduations in December and June with the annual commencement scheduled for end of June. Students, who complete their programs before June are invited to attend the graduation ceremony and participate in the annual commencement. The graduation date inscribed on a student's diploma is always the date that the university approves for such graduation event.

President and other noteworthy speakers are invited to attend and present students with a speech and encouraging stories of success and wisdom. Students must be within nine credits of completing all requirements by the end of the Fall session to be considered for participation in spring commencement ceremony.

4.7   Academic Records

The university recognizes great achievers and academic excellence during the academic year. Thus, students who have completed the minimum number of courses for the semester/year with overall GPA

that are listed as great achievers will be recognized during the graduation ceremony by the University President, Leading board members and distinguished guest(s).

Students will receive special recognition by the President and Dean for achieving:

- **President's List:** Matriculated students who achieve a cumulative grade point average of 4.00 with a minimum of 12 academic credits.
- **Dean's List:** Matriculated students who achieve a cumulative grade point average of 3.50 or better with a minimum of 12 academic credits.

Semester Grade Reports: grade reports may be accessed online through "SIS" IUL Student Information System.

Transcript Requests: Official or unofficial transcripts may be requested online.

Official Transcripts will be stamped: "Official in Sealed Envelope." If the envelope is opened, the transcript is no longer official. Official transcripts will not be issued to students with an outstanding financial obligation with the University. Various delivery options are available.

Unofficial Transcripts can be downloaded and printed online, the student needs to log in and access their home page in the "SIS".

Transcript Processing Hours: Monday-Friday 10:00 am to 3:00 pm Eastern Standard Time. All rush requests received after 3:00 pm will be processed the next business day (Excluding holidays). Please note that there is a fee for transcripts.

4.8 Alumni Association

The University Alumni Association, or IULAA, is the official body comprising alumni of International University of Leadership worldwide.

According to the Constitution of the IUL Alumni Association, any person who graduated from IUL is a member of the Alumni Association. Besides, any person who has made substantial contributions to the welfare of IUL, its alumni or the IULAA may be awarded an honorary membership to the Mu Eta Chapter of the Delta Mu Delta honorary Society after approval by the board of the association.

4.9 Honor Society

Students who attain high academic achievement at International University of Leadership may join the Delta Mu Delta Business Honor Society through membership with the local chapter "Mu Eta" in Africa. Mu Eta Chapter is dedicated to academic excellence in individuals committed to an exceptional standard of ethics and achievement within the Business field. Students who choose to join this society participate in an induction ceremony once they are formally accepted and receive lifetime membership as well as ceremonial cords and certificates (Gowns are optional) that are worn during commencement.

4.10 Student Code of Conduct

The conduct expected from IUL students is consistent with its stated mission, goals, and philosophy.

A detailed code of conduct is available for download online in the university website and disclosed in the student handbook available online and provided to students in campus.

Students should conduct themselves always in accordance with good taste and observe the policies and procedures regulations defined in the Catalog and the laws of the city, state, and national or international government.

Unsatisfactory conduct includes unethical behaviors such as cheating on assignments or exams, plagiarizing material, submitting the same or essentially the same papers for more than one course without the consent of all professors concerned, misappropriating library materials, uploading any material to the eLearning platform without permission, and destroying or tampering with computer files or software.

Other violations include knowingly or intentionally helping another person violates any part of this policy. As a result of such behavior, students will receive a zero for the work and, depending on the particular incident, may fail the course. A written report will be issued to the Academic Coordinator, and a copy of the report will be placed in the student's folder.

If the violation is such that it tempers with the running of the course and/or the eLearning platform, student will be immediately dismissed from the University.

Student Identity Verification Policy

In compliance with the provisions of the United States Federal Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-315, concerning the verification of student identity in distance learning, International University of Leadership has established and will periodically evaluate its process to confirm that a person who has accepted admission to the university is the same student that participates in, completes, and receives credit for the course. To authenticate identities, IUL will use one or more of the following methods for verification:

- A secure login with user name and password
- Photo ID verification
- Proctoring

4.11 Student Identity Verification Policy

In compliance with the provisions of the United States Federal Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-315, concerning the verification of student identity in distance learning, International University of Leadership has established and will periodically evaluate its process to confirm that a person who has accepted admission to the university is the same student that participates in, completes, and receives credit for the course. To authenticate identities, IUL will use one or more of the following methods for verification:

- A secure login with username and password
- Proctored examinations
- New or emerging technologies and practices that are effective in verifying student identification

All methods of verifying student identity must protect the privacy of student information in accordance with the Family Educational Rights and Privacy Act (FERPA) and any other applicable laws or regulations regarding the confidentiality of personally identifiable information, and the College's Privacy Policy.

Personally, identifiable information collected by the university may be used as the basis for identity verification. This information may include a combination of the following:

- Student ID number,
- Student Driver's License or passport,
- Student Birth Certificate,
- Last 4 digits of the student's Social Security Number,
- At least 2 other pieces of information such as the student's email address on file, date of birth, address, or username.

4.11.1 Identity Verification Process

Each student at IUL is assigned a unique username and password to log into the university learning management system (currently Claroline e-Campus). Students are responsible for providing their complete and true identity information in any identification verification process.

All users of the university systems: e-campus or SIS are responsible for maintaining the security of usernames, passwords, and other access credentials as required. An account is given to an individual for the exclusive use by that individual. Attempting to discover another user's password or attempts to gain unauthorized access to another person's files or mail is prohibited. It is against university policy for a user to give someone his or her password or allow others to use his or her account. Users are responsible for any and all users of their account. Users are responsible for all activity on their accounts.

Faculty: Faculty teaching courses through distance education methods hold primary responsibility for ensuring that students comply with the university identity verification policy. As technology and personal accountability are not absolute in determining a student's identity, faculty members are encouraged to design courses that use assignments and evaluations that support academic integrity.

4.11.2 Identification Verification for Proctored Examinations

Students taking the proctored examinations will be authenticated at the time of the exam at the testing center (any campus holding an MOU with IUL or by appointment with the enrollment officer or administrator), or via synchronous Video-Call. One valid form of identification, with photo, is required to pass the exam. If the first ID is questioned by the test administrator a second valid photo ID will be required.

4.12 Anti-Hazing Policy

International University of Leadership has an absolute prohibition on hazing. Hazing is defined as an action or situation created on or off campus which recklessly or intentionally harms, damages or endangers the mental or physical health or safety of a student for the purposes, including, but not limited to, initiation or admission into or affiliation with any organization operating within the University. Hazing includes, but is not limited to:

- Pressuring or coercing a student into violating University rules or local, state or federal law,
- Any brutality of a physical nature, such as whipping, beating, branding, forced calisthenics, exposure to the elements, forced/encouraged consumption of any food, liquor, drug, or other substance, or other forced/encouraged physical activity that could adversely affect the physical or mental health or safety of the student,

- Any activity that would subject the student to extreme mental stress, such as sleep deprivation, forced/encouraged exclusion from social contact, forced/encouraged conduct that could result in extreme embarrassment, or forced/encouraged activity that could adversely affect the mental health or dignity of the student,
- Any other activity which is inconsistent with the regulations and policies of the University.

It is not a defense to a charge of hazing that:
- The consent of the victim had been obtained;
- The conduct of activity that resulted in the death or injury of a person was not part of an official organizational event or was not otherwise sanctioned or approved by the organization; or
- The conduct or activity that resulted in death or injury of the person was not done as a condition of membership to an organization.

4.13 Students Integrity and Honesty Policy

International University of Leadership considers academic honesty to be one of its highest values. Students are expected to be the sole authors of their work. Use of another person's work or ideas must be accompanied by specific citations and references.

On joining the University academic community, students are expected to embrace the tenets of liberal learning – critical thinking, intellectual exploration, and academic honesty. Academic dishonesty, cheating, plagiarism, and other violations of academic integrity are causes for suspension or expulsion from the school.

Each incident will be reported in writing from the professor to the administration and may result in the following sanctions: First time: 1 semester Suspension, Second Time: Dismissal from the University. The administration office maintains a database of all offenses, including plagiarism, and a file of all charges.

4.14 Non-Discriminatory Policy

The University does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, student enrollment and admissions, hiring and firing of staff, selection of faculty, volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our students, faculty, staff, clients, volunteers, subcontractors, vendors, and clients.

4.15 Confidentiality and Student Privacy

IUL is responsible and accountable for protecting the privacy of students enrolled in its programs and as required by the Family Educational Rights and Privacy Act of 1974 (FERPA).

The purpose of our policy is to provide written procedures IUL takes to effectively provide this protection.

Procedures for Protecting Student Privacy

1. IUL protects the privacy of all its students through the strict adherence to the rules of FERPA. The official FERPA statement is available for student and public view through the IUL website. All IUL employees and faculty complete required annual training in FERPA rules and acknowledge by signing a Confidentiality Notice.

2. Students may wish to authorize consent to share student record information with another individual. In this case, a FERPA consent form must be on file and the person authorized consent
may only access information by providing an assigned password.
Consent only provides authorization to release information, not to take action on a student record. Students may also revoke the release of student record information.

3. Student Identity Verification
IUL students are assigned a secure, individual Student Identification Number (SID) and password upon enrollment.
These assigned identifiers are used to access the IUL ecampus to complete coursework and SIS Student Portal to access grades and related information. Students who contact the University by phone, chat or email must provide this information and a second source of personally identifiable information to discuss matters pertaining to their student records.

4. Information contained within the IUL Student Information System (SIS) is also viewed as sensitive, personally identifiable information and the University makes reasonable efforts to ensure all information contained within is secure from modifications or deletion by unauthorized personnel. In addition, employees who do not have a vested interest to perform a relative job function are not granted access to information contained in the SIS. Servers containing the SIS are located in a secure environment.

The Office of the Registrar is responsible for the privacy of all IUL student record information. Students who wish to discuss privacy of student records, FERPA, or wish to express concern may contact the office at registrar@iulf.education or dial 407-801-5140.

5.   Satisfactory Academic Progress
Satisfactory Academic Progress (SAP) is designed to monitor a student's progress through their program of study based on qualitative (cumulative grade point average) and quantitative (completion rate) achievement. In order to be considered to be making satisfactory academic progress toward a degree, a student must both maintain a minimum cumulative grade point average (CGPA) and a completion rate to ensure they can complete the program within one and half times the program length.

5.1   Evaluation of SAP
The minimum cumulative grade point average (CGPA) and completion rate required based on program and semester credit progression is as follows:

Undergraduate Programs

Semester Attempted Credits	Minimum Completion Rate (credits completed/Credits attempted)	Minimum CGPA
0 to 45	50%	2.0
45 to 90	67%	2.0
90 to 120/beyond	67%	2.0

Graduate and Doctorate Programs

Semester Attempted Credits	Minimum Completion Rate (credits completed/Credits attempted)	Minimum CGPA
0 to 18	67%	3.0
18 to 36	67%	3.0
37 or more	67%	3.0

5.2 Academic Warning for failure to meet SAP Criteria

At the end of each semester, if the student has less than the minimum acceptable cumulative grade point average and/or has not earned at least the percentage of attempted credits described in the chart above (required to complete the program within 150% of the program length), he/she will be notified and placed on Academic Warning for the following evaluation period (semester).

A student on Academic Warning continues to be eligible to receive financial aid funds scheduled. If a student fails to achieve satisfactory progress by the end of the warning period, the student will be dismissed from the program (unless the student files, and is granted, an appeal as defined below). If the student regains SAP by the end of the semester, they will be removed from Academic Warning.

5.3 Grading System

Letter Grade	Quality	Definition
A	4	Excellent
A-	3.67	
B+	3.33	
B	3	Minimum CGPA Graduate
B-	2.67	
C+	2.33	
C	2	Minimum CGPA Undergraduate
C-	1.67	
D+	1.33	
D	1	
D-	0.67	
F	0	Fail
I	0	Incomplete
P	0	Pass
W	0	Withdrawal
X	0	Ongoing
NC	0	No Credit

6. Grievance Policies

6.1 Academic Progress Appeals

A student may appeal the University's determination of dismissal due to failure to re-establish satisfactory progress by the end of the warning period to the Chief Academic Officer (CAO) based upon extenuating circumstances. These might include the death of a relative, an illness of or injury to the student or other extraordinary situations. The student's appeal must be received on or before the first Wednesday of the first week of the new semester for the student to be eligible to register for the following semester.

The appeal must contain:

1. An explanation of why the student failed to meet the SAP standards, and
2. A description of what has changed in the student's situation that will enable him or her to again meet the satisfactory progress standards. Supporting documentation must be submitted if applicable (i.e. Hospitalization).

The CAO and or Dean/Campus Director, will review the information submitted in the context of the student's entire academic record and notify the student of his or her decision within 48 hours. This decision is final. If the appeal is granted, then the student will be placed on probation for the semester. The terms may extend beyond one semester but must ensure the student will be able to complete the program within the maximum timeframe (1.5 times the program length) and with the required CGPA for graduation. A student on probation continues to be eligible to receive financial aid funds scheduled.

The student's progress will be evaluated based upon the academic plan. If the student is meeting the SAP standards, or he or she has met all the terms of the academic plan, the student will be eligible to remain in school. In all subsequent semesters, the student must again meet the SAP standards or the terms of the academic plan.

If the student fails to meet the terms of the academic plan at the end of any respective noted checkpoint of the plan, the student may be dismissed.

6.2 Academic Probation

6.2.1 Undergraduate

Students with a CGPA below 1.5 will be placed on probation. They will have one more semester to achieve the minimum standards required of 2.0. Students not meeting these requirements beyond the extra semester will be academically dismissed.

Students placed on probation will be notified in writing and will receive academic advising to assist them in grade improvement.

If the Office of the Registrar determines that it is ultimately impossible for a student to obtain the required 2.0 CGPA at the end of the maximum time frame the student will be academically dismissed and will not be permitted to reapply in the same program.

For students reentering in a different program, only courses that apply to the new program will be calculated toward their CGPA.

6.2.2 Graduate

Any student whose cumulative average has fallen below 3.0 will be placed on probation. The student will have two terms (equivalent of 4 months) to raise their CGPA to the required minimum of 3.0 and be taken off probation.

Failure to do meet SAP requirements will result in academic dismissal and students must reapply for admission according to the Reinstatement Procedures.

6.2.3   Procedure for Re-Establishing Satisfactory Academic Progress

A student who is placed on Academic Warning and re-establishes SAP at the end of the Academic Warning period will be removed from Academic Warning. A student who is placed on Probation and re-establishes SAP at the end of the Probation period will be removed from Probation.

The Effect on SAP for All Withdrawal, Incomplete, Repeated Courses, And Transfer Credits.

Withdrawals: If the student withdraws from a course during the first week for any given semester (e.g., student receives a grade of W for the course), the course credits are included in determining credits attempted for the purposes of establishing satisfactory academic progress completion rate. A withdrawal does not impact the CGPA.

Incomplete Grades: A grade of incomplete (I) is not an official final grade. An incomplete is counted in credit hours attempted; however, it is not included in the calculation of the GPA or total credit hours earned.

Transfer Credits: All accepted transfer credits count both as attempted and as earned credit hours for the purposes of establishing the satisfactory academic progress completion rate. In general, transfer credits may reduce the time to complete a degree program.

Repeated Courses: Students will only be allowed to repeat courses, as required by the University, due to academic problems or attendance violations. Undergraduate may take a course three times. Graduate students may repeat a course only twice. The higher of the two grades earned for a repeated course will be used in calculating the CGPA. Students who repeat a course will be charged the current tuition for the course and must assume the responsibility for all associated fees.

The effect on SAP for non-punitive grades and non-credit or remedial courses

IUL does not offer remedial courses. The grade assignment of "T" for transferring a course is a non-punitive grade that does not impact CGPA.

6.2.4   The effect on SAP when a student seeks to earn an additional credential

If a student seeks an additional credential, the credits and grades attempted in the original credential that apply to the new credential are included in the determination of a student's satisfactory academic progress, both in CGPA and completion rate, in the new program of study.

6.2.5   The effect on SAP for extended-enrollment status

A student who was withdrawn for failure to meet SAP standards and who is approved for re-enrollment by the University may choose to enroll without benefit of financial scholarships. The student may request a review of his or her academic record after any semester in which he or she is enrolled without receipt of financial scholarships. If SAP is re-established, financial scholarship eligibility may be regained for the subsequent semester of enrollment in the academic year.

6.2.6   The effect on SAP when student changes programs/re-admitted to same program.

If a student is re-admitted into the University or changes their program of study, the credits and grades that are applicable to the student's current program of study will be included in determining the student's satisfactory academic progress and the appropriate evaluation level for the student. Students are not permitted to change programs of study unless they are meeting SAP requirements in their original program of study.

6.2.7   Re-entry for students dismissed due to failure to meet SAP

Students who have been dismissed for lack of satisfactory academic progress may apply to be readmitted into the same program, if the curriculum is not changed, as the class schedule permits, after one semester. A detailed plan for meeting SAP must be submitted and approved by the CAO prior to reentry. Submission of a plan for meeting SAP does not guarantee reentry and will be determined on a case by case basis.

6.3   Academic Dismissal Appeals Procedures

In the event of dismissal, students may appeal the decision within 10 business days of notification of dismissal, by submitting a written appeal to the administration. The appeal should explain the circumstances that the student believes would affect his/her reinstatement.

The administration will review the student's appeal, the student's academic record, and the student's attendance record, and may call upon the student's instructors to determine relevant information.

Based on policies stated above, an ad-hoc committee will be established to review the case and make the final decision. If the committee decides to permit the student to enroll again, the student will be reinstated on an extended enrollment basis. The student will be notified in writing within 5 business days of the decision.

A student granted the opportunity to apply for readmission will need to address any outstanding balances and other obligations. If reinstated, the student will return on extended enrollment status.

In the case of unresolved conflict, the student can contact the Commission for Independent Education, Florida Department of Education, at 325 West Gaines Street, Tallahassee, FL, 32399-0400, toll free number (888)224-6684.

6.4   Reinstatement Procedures and Extended Enrollment Status

Students dismissed for failing to meet the satisfactory academic progress standards (all circumstances) may request continuance as an extended enrollment student. Upon approval, a student may take classes to meet the minimum satisfactory academic progress requirements.

To be reinstated to regular status, an extended enrollment student must seek to correct academic deficiencies by retaking courses they have failed. Once a student has met the minimum satisfactory

academic progress standards, they may apply for reinstatement as a regular student. The reinstatement cannot begin any sooner than the first day of the next class period.

Students who are readmitted must repeat the last course in which they were enrolled and that resulted in their dismissal from the University. The decision to readmit a student rest with the CAO. A student dismissed from the University a second time is ineligible for readmission.

6.5   Withdrawal
6.5.1   Withdrawal from a course

Before withdrawing from a course or from the University, a student should confer with an Academic Advisor and the Business Office to explain the reason for such a decision.

Students need to complete a withdrawal form to begin the official withdrawal process. This procedure will enable the University to prorate the fees assessed based upon the official date of withdrawal (University Refund policy applies).

Students withdrawing or administratively withdrawn before the last day to withdraw without academic penalty will receive a grade of "W" (withdrew).

Failure to follow these procedures may result in a failing grade in the course.

6.5.2   Withdrawal from the University

When a student is considering withdrawing from the University, the student should first talk with the academic advisor, Registrar, or the CAO. The student will be informed of the financial impact of withdrawal.

6.5.3   Determination of withdrawal date

Notification Given: When a student discusses withdrawal and/or brings the withdrawal form to the Registrar, the Registrar will note that date as the "Official Notification" date of withdrawal.

Notification Not Given: If a student fails to complete the withdrawal form and leaves during a course or between courses for which he/she is pre-registered, the student will be considered to have withdrawn without notification and the last day of attendance will be used as the official withdrawal date. If a student has withdrawn, the student's registration for future classes will be cancelled and the student will be considered withdrawn from the institution as of their last date of attendance.

6.6   Appeals Procedures
6.6.1   Grade Appeals Procedures

Grades are not negotiable is the official university policy. There should be no questioning of a faculty member's academic judgment on a grade. Justified human errors from faculty members are noted, through a formal request by a student and corrected in due time, but not in duress.

In registering for a class, students implicitly agree to allow the faculty member to make a qualitative judgment of their command of the subject matter, which will be expressed as a letter grade. Any questioning or appeal of a grade should therefore be limited to procedure, e.g., to computational errors or failures to follow grading policies set forth in the syllabi.

Any system of grade-appeal should protect the rights of faculty members as well as the rights of students. The results of any system of grade-appeal should not be binding upon the faculty member. Any decision to initiate a change of grade should remain the faculty members. Any procedural complaint regarding a change of grade must be initiated within four weeks of the beginning of the next scheduled term, not including summer sessions.

A student with a complaint must first discuss the matter with the faculty member. If the matter is not resolved at this level, the student may then take the matter to the chairperson of the department involved. The chairperson will discuss the case with the faculty member and may recommend that the faculty member review the grade. Upon the request of the student, the campus director or academic director will proceed in similar fashion. Should the student request it, the campus director will pass the matter on to the CAO.

This process of review gives the academic director and CAO the right to discuss the matter directly with the faculty member, and if they think it appropriate, request that the faculty member review the grade. Any recommendations made will not be binding upon the faculty member against whom the complaint is lodged. The decision to change a grade remains with the faculty member.

6.6.2 Final Grade Appeals by Student

The following policy addresses final course grade appeals only. This grade appeal policy does not address complaints about specific class assignment grades.

6.6.2.1 Informal Grade Appeal

If a student has a question or complaint about a final course grade, the student should first try to work out the issue with the instructor on an informal basis. This is usually done through the recommended channels of communication (an e-mail to a faculty member, through the university email account), and through the LMS portal in the forum section where usual communication occurs with the faculty member.

6.6.2.2 Formal Grade Appeal

Claims made at each step of the following process and the response to those claims must address the previous claims/response directly with documented evidence to support it as indicated and appropriate.

Step 1 of the Appeal: If the matter is not resolved amicably, the student can appeal the final course grade by notifying the instructor of the question/grievance in writing using the "Grade Appeal by Student" form via the student's university email address within 15 calendar days from the last day of the semester, as indicated on the Academic Calendar.

Supporting documentation must be included at this time. A copy of the appeal must also be forwarded to the Chief Academic Officer.

Step 2 of the Appeal: The Instructor must respond to the student in writing, via university email address, within 15 calendar days of receipt of the appeal with a grade change or an appropriate explanation of the original grade given. The instructor's response must directly address all claims made by the student

regardless of merit without supporting documentation, if warranted. A copy should be sent to the Chief Academic Officer.

Step 3 of the Appeal: If the matter is still not resolved, the student should appeal in writing, via Post University email address, to the President/CEO of the University. All supporting documentation, including any forms, etc., should be included. The President/CEO's response must directly address all claims made by the student, regardless of merit, with supporting documentation when warranted.

Step 4 of the Appeal: Having reviewed all supporting material, including the justification by the instructor, the President/CEO will respond to the student's concerns within fifteen (15) calendar days via Post University email.

Step 5 of the Appeal: If the student is still not satisfied, then they should appeal in writing to the Leading Board of the University in which the course is housed and represents the instructor being grieved. Campus Director should forward all supporting documentation, including notes from any meetings, with said student or instructor for his/her review.
The Leading Board should respond in writing, via Post University email address, to the student with his/her final decision within fifteen (15) calendar days of being notified. All grade change forms must be forwarded to the Office of the Registrar. The decision of the leading board is final.

6.6.3   Academic Dishonesty Appeals Procedures

Step 1: Within 10 days following notification of action for academic dishonesty, a student who wishes to appeal must first contact the faculty member of the class in which the incident occurred. The student should explain their reasoning for reconsideration. If the faculty member and the student agree to a resolution, the faculty member notifies the administration.

Step 2: If the problem has not been resolved and the student wishes to pursue the appeal, the student must complete and send the Academic Appeal Form to the CAO's office. The CAO will review the documentation and share his decision with the student and faculty.

6.6.4   Non-Academic Grievances

Non-academic grievances involve non-academic policies or practices of the University, employees, or students, such as online safety, disputes, student employment, censorship, or library policies/practices.
An attempt should be made to resolve matters informally through discussion between the parties involved. If matters cannot be resolved to the satisfaction of all parties, or if the student chooses to forego attempts of informal resolution, the following procedures shall apply.

6.6.4.1   Filing a Grievance

A student shall file a written grievance to the Student Services within 20 regular class days of the contested action, of the date the action became known to the student, or of the date that informal efforts at resolution are ended. The grievance should contain as much of the following information as possible. The remaining information must be submitted in writing as soon thereafter as possible. The

Student Services Coordinator or his/her designee will assist the grievant in obtaining necessary information.

1. The grievant's name, address, telephone number or other means by which s/he can be contacted,
2. The respondent's name, title (if any) and address (if known.),
3. Description of the contested action,
4. Date of contested action,
5. If a university policy, regulation or rule is at issue, a specific reference should be made to it, if known,
6. A statement of the harm suffered,
7. A statement of the remedy sought,
8. The names and addresses, if known, of grievant' s proposed witnesses,
9. Copies of supporting documentation, if any (e.g., papers, tests, etc.)

Students should maintain a copy of the grievance and all documentation for their use.

6.6.4.2   Transmission of Grievance

Upon receipt of a grievance, the Student Affairs department shall forward the grievance to the Vice-President by the end of the next working day. If the grievance involves the Vice-president, the grievance should be submitted to the President. The Student Affairs Committee maintains the official files and records of the proceeding.

Student Affairs Committee

The Student Affairs Committee will receive all grievances submitted, determine the assignments of such grievances for proper action and disposition, establish a calendar for hearings and notify the parties involved of their rights and responsibilities. The Student Affairs Committee will keep the President and the University community informed of operations of the hearing system.

The Student Affairs Committee shall consist of one faculty, one staff, one student, and the president designee. Student Affairs Committee responsibilities include:

1.   Upon receipt of a grievance, the Chair will immediately send a copy of the grievance and this Procedure to the respondent.

2.   Within 7 calendar days of receipt, the Student Affairs Committee will proceed as follows:

- Dismiss a case as inappropriately filed or clearly frivolous, providing written reasons.
- Seek the agreement of the affected parties to attempt informal resolution of the grievance by acting as neutral mediator.
- Hear a case which involves a time-sensitive emergency or which it considers minor in importance and make an appropriate determination.
- Assign the case to an appropriately constituted hearing panel: The determination of the hearing panel is final and binding upon the parties.

6.6.5 Other Grievances

Students may submit any grievance in writing directly to student services unless the grievance concerns this department, then they can submit to the Academic Coordinator. Students should expect a response in a timely manner.

In the event the response is not satisfactory they can submit in writing to the President.

In the event the conflict remains unresolved, students are advised to contact the Commission for Independent Education at 325 West Gaines Street, Suite 1414, Tallahassee, FL, 32399-0400, Toll-free telephone number (888)224-6684.

7.   Description of the eLearning methodology and Proctoring

e-Learning within International University of Leadership links students to a global environment which is essential for our programs. Our university's commitment to molding leaders and entrepreneurs who are trained within a culturally diverse community and who possess the skills to enter an international setting is made possible through the recent explosion of distance education.

IUL students are linked via distance education throughout the programming and ultimately through virtual teamwork within each course. As the workplace begins to evolve into a blended work environment to include both face-to-face and online employee interactions, students from around the world enroll in International University of Leadership inspired to experience the blending learning environment. e-Learning creates the virtual international classroom which supports the mission of the University.

As each student and professor joins IUL, they bring their individual strengths and backgrounds into the programs. Within the virtual walls of the university, students and professors initially are introduced to the vision of leadership. International leadership becomes the common thread that weaves through the tapestry of every experience within IUL. Whether it involves a professor who is a successful entrepreneur/leader or a graduate student who is just being introduced to the skills of managerial thinking, all become partners in their commitment to becoming global leaders of the future driven to explore innovative solutions to the world's problems.

The world's economic, education, and social problems must be the focus for the future so that communities around the world may remain committed to opportunity for all. This is the core spirit of the mission of IUL which pervades the organization far beyond a degree. It becomes a life long journey without borders.

IUL students trained in entrepreneurial leadership value the idea of making a meaningful contribution to the world, to seek multiple solutions and utilize opportunities and possibilities throughout the process. Dedication to not only improving each discipline but envisioning future possibilities across disciplines is at the heart of the mission of IUL. Graduates possess a drive to solve problems which bring communities around the world together. The mission of IUL is the stimulus to not only the programming within the graduates' studies, but it empowers the student to enter into the complexity of the world with the confidence that is needed to maximize solutions.

Professors at International University of Leadership will engage students interactively online stimulating their management, leadership and entrepreneurial development through projects to submit, case studies to develop or solve, research, and teamwork. Life experiences within the program allow the novice student to develop into an expert ready to face the world's challenges with pioneering problem-solving skills. The world and its need for innovative solutions to complex problems become the instructional materials for IUL students.

A description of the LMS

Once a student is registered, their only necessary equipment is a personal computer with internet access, a student can access the eLearning platform from anywhere in the world by login in at http://campus.iulf.education

To maintain privacy and security, each student is provided with a username and password which allows them to reach their own personal page within the system:

Procedures for distribution of materials:

Once the students log in their personal page, and open their course, they can see different web tools they can use to study. The main one they will use is the documents & links tab which contains their downloadable syllabus, lectures, audio or video streams and any other relevant learning materials.

Students will follow their syllabus to organize their weekly studies and will use the assignments tab to review deadlines, download exams, submit homework, case studies, or projects and upload their work.

Special instructional activities may be scheduled at specific times convenient to both students and faculty members, in which case the announcement tab is the tool used by the faculty to give directions.

If a student has a question related to the course, they can directly post it in the discussion posts where both the professor and fellow students can respond so that everyone benefits from the answer. If a student has a question not related to the course, they can directly email their professor through the address given in the syllabus, Skype-chat through the campus or call them as disclosed in the syllabus.

For all other matters or concerns the student can reach out the IT help desk through webmaster@iulf.education and for administrative issues admin@iulf.education or call the office during posted hours.

For technical issues with the platform, courses or downloads, students can first check the tutorial in the LMS, or they email the technical support team with their concerns, they will get a response within a matter of hours if not immediate.

7.1 Examination and evaluation of student work

Each student project, examination, or paper will be evaluated by the appropriate instructor, and the instructor's response to or evaluation of each is sent to the student within a reasonable time, usually one week after regular assignments, and two weeks after end of class for finals. All students will have a secure access to the IUL SIS system, where they track their progress, check their grades and download unofficial copies of their transcripts.

All assignments should be uploaded by the students in the assignments page in the platform using their access, this option is very secure for the student, so they track their work and receive immediate notification once a grade or evaluation is posted by the faculty.

7.2 Proctored Exams

Every student at International University of Leadership must take several proctored exams (an exam under the supervision of a proctor). A proctored course will be defined as "PA" in the curriculum description, course descriptions and course syllabus.

A student cannot complete the course unless the required proctored exam is successfully completed.
You may choose either an 'offline' proctor free of charge or online proctoring at home, using a webcam and a reliable high-speed internet connection.

Procedures and instructions regarding proctored exams ("The Proctor Process") are listed below.
Students are strongly encouraged to carefully read and follow the Proctor Process in order to avoid any misunderstandings.

Process

Students taking online courses with a required proctored exam(s) must take their exam(s) at the scheduled time and day as disclosed by the administration. Students can travel to any of the locations where IUL Enrollment officers are present or virtually through Live Video Medium. Students choosing the virtual proctoring service must schedule it in advance with the Administration.

Any student with extenuating circumstances must contact their instructor, in writing, explaining their situation and supplying any needed documentation, no later than 2-3 days (unless directed differently by their instructor) before the scheduled exam. It is the instructor's right to deny a student a make-up exam or the use of online proctoring.

Any student who requires a make-up proctored exam due to extenuating circumstances, must make arrangements with the academic director to take the exam on a different day.

7.3   Online Proctoring Requirements

Students opting to use the online proctoring service must supply all of the required items.

1.   State issued photo ID (i.e., driver's license, passport or identification card); non IUL student ID and credit cards are not allowed.

2.   A reliable computer running Windows 7 (or higher) or Mac OS X 10 (or higher) and a web camera, microphone and speakers.

3.   Sufficient Internet connection and a compatible browser.

4.   A secure testing environment that includes a private room without other people present and no posted exam materials.

5.   A mirror to show the testing environment.

Accommodations Statement: Any student whose disability falls within the American Disabilities Act (ADA) and requires accommodations should contact the administration. Requests for accommodations should be submitted to the eLearning director within the first two weeks of the course. Once the accommodation letter is received, the eLearning director will insure that the appropriate accommodations have been made for the testing. If the student has selected to the use of the online proctoring service, the same accommodations given for taking courses online will apply.

8.   Undergraduate Programs

8.1   Undergraduate Admission to the University

The University seeks students who have the ability to benefit and a desire for education in the field of business and management. The University is committed to a policy of equal opportunity in the recruitment and admission of students, and access to student financial assistance, other student services and activities.

IUL does not discriminate based on age, sex, race, color, religion, disability, sexual orientation, marital status, veteran status or any other basis as specified by national and international laws and regulations. The minimum requirement for the undergraduate programs is a high school diploma or its equivalent.

The following are documents needed to complete the application process:

1.   A complete IUL Agreement,

2.   At least one of the following: Copy of High School diploma, graduation certificate, official secondary school transcripts (or notarized academic records for foreign HS institutions) or exam results (GED),

3.   For transfer students: official transcripts from all post-secondary US institutions attended or notarized copies from Foreign Institutions,

4.   One of following evidences is required for the applicants whose English is not their native language:

- A high school diploma completed at an appropriately accredited/recognized high school (where the medium of instruction is English),
- TOEFL minimum scores of 500 (PBT, Paper Based Test) or 61 (iBT Internet Based Test), IUL's Institution Code is 7719. Or 6.0 on the International English Language Test (IELTS) or 44 on the PTE Academic Score Report,
- A minimum grade of Level 3 on the ACT COMPASS's English as a Second Language Placement Test,
- A transcript indicating completion of at least 30 semester hours of credit with an average grade of "C" or higher at an appropriately accredited college/university or licensed foreign university where the language of instruction is English,
- A transcript indicating a grade of "C" or higher in an English composition course from an appropriately Accredited college/university or a licensed foreign university,
- If the student is not able to provide any of the above language proficiency evidences, he/she may be admitted conditionally and attend an ESL language program as an additional prerequisite. However, the student will not be allowed to enroll for more than 30 credits unless they reach and complete the Advanced Level with a "C" average.

Once all required documents are received, student will be evaluated and notified as soon as the decision is completed: Student will receive an electronic email notification informing him/her of their full acceptance, conditional acceptance or denial of admission.

Students accepted will then be required to submit:

- A copy of their Identification card, Driver's license or passport,
- Payment of registration fees.

8.1.1 Credit Transfer Policy

Applicants who have prior education at an appropriately licensed institution may transfer a maximum of 90 semester credit-hours towards the degree requirements. In all courses offered for transfer credit, the applicant must have earned a grade of "D-" or better at an appropriately accredited institution or licensed foreign university. The decision to award transfer credit will be made by the Admissions Committee.

8.2 Programs Description

8.2.1 Bachelor of Business Administration

The Bachelor of Business Administration program is a 120 semester Cr/hours program, which aims at developing a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education. The program assists the student in understanding and developing the unique leadership qualities required for successfully managing business functions, an organizational unit or an enterprise.

8.2.1.1 Program Outcomes

The BBA program aims to:

- Produce up-to-date, assertive and effective executives for business and other organizations
- Prepare students for higher studies in business at home and abroad.
- Open more doors of opportunity: fulfill potential for high earnings, increased responsibility, and greater personal development.

The specific objectives of the BBA with concentration in Human Resources Management are:

- To prepare individuals to manage the development of human capital in organizations,
- To provide related services to individuals and groups.

Program includes instruction in personnel and organization policy, human resource dynamics and flows, labor relations, motivation and compensation systems, work systems, career management, recruitment and selection, managing employee and job training programs.

The specific objectives of the BBA program with concentration in Marketing are:

- To build the student knowledge of strategic marketing, product management, promotion, pricing, distribution, sales, and other essential marketing principles.
- The student will become a better marketer, strengthening his/her prospects and effectiveness.

This program is as beneficial for a new freshman as well as for experienced marketing professionals or entrepreneurs who want to solidify their knowledge and skills to help grow their business and or individuals who wish to enter the marketing field and need the marketing degree to open doors.

The objectives of the BBA with concentration in International Management are:

- To develop a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education.
- The program assists the student in understanding and developing the unique leadership qualities required for successfully managing business functions, an organizational unit or an enterprise.

8.2.1.2 BBA Curriculum - 120 Semester Credit hours

"PA" Proctored Assessment: *Courses with a "PA" code means students must pass the final assessment through proctored settings.*

General Education Courses		
CIS 100	Computer Science 1	3 Cr/h
COM 101	Communication 1	3 Cr/h
COM 102	Communication 2	3 Cr/h
COM 200	Communication 3	3 Cr/h
COM 300	Communication 4	3 Cr/h
ECO 100	Microeconomics	3 Cr/h
ECO 200-PA	Macroeconomics	3 Cr/h
ENC 101	English Composition 1	3 Cr/h
ENC 102-PA	English composition 2	3 Cr/h
ENC 201	Research and Writing 1	3 Cr/h
ENC 202	Research and Writing 2	3 Cr/h
LDR 200	Leadership and Innovation	3 Cr/h
MAT 100	College Mathematics	3 Cr/h
PSY 100	Psychology 1	3 Cr/h
STA 102	Statistics 1	3 Cr/h
Business Content Core Courses		
ACCT 100	Accounting 1	3 Cr/h
ACCT 200	Accounting 2	3 Cr/h
BUL 100	Business Law	3 Cr/h
CIS 300	Advanced Computer Science	3 Cr/h
FIN 100	Finance 1	3 Cr/h
FIN 200-PA	Finance 2	3 Cr/h
FIN 300	Money & Banking	3 Cr/h
GEB100	Introduction to Business	3 Cr/h
GEB 300	Small Business	3 Cr/h
GEB 356	International Business	3 Cr/h
ISM 300-PA	Management Information System	3 Cr/h
MAN 100-PA	Principles of Management	3 Cr/h
MAN 200-PA	E-Business	3 Cr/h
MAN 300-PA	Human Resources Management	3 Cr/h
MAN 305	Operations & Production Management	3 Cr/h

MAR 100-PA	Marketing 1	3 Cr/h
MAR 200	Marketing & Sales Management	3 Cr/h
STA 300	Advanced Statistics	3 Cr/h
Management Concentration Courses		
GEB 400	Entrepreneurship	3 Cr/h
MAN 400	Business Policy and Strategy	3 Cr/h
MAN 450	Project Management	3 Cr/h
MAN 410	Organizational Behavior in Business	3 Cr/h
Human Resources Management Concentration courses		
MAN 328	Staffing Organizations	3 Cr/h
MAN 330	Compensation Management	3 Cr/h
MAN 350	Training and Development	3 Cr/h
MAN 401	Labor Relations	3 Cr/h
Marketing Concentration Courses		
MAR 301	Marketing Management	3 Cr/h
MAR 305	Retail Management	3 Cr/h
MAR 410	Marketing Communications	3 Cr/h
MAR 450	Marketing Research	3 Cr/h
International Management Courses		
ECO 360	International Economics I	3 Cr/h
ECO 400	International Economics II	3 Cr/h
FIN 360	International Finance	3 Cr/h
MAR 400	International Marketing	3 Cr/h
Electives: student takes 3 courses from the following		
ACCT 300	The Tax System	3 Cr/h
ENC 300	Business English	3 Cr/h
ENC 350	Writing Internship Reports	3 Cr/h
FIN 350	Corporate Finance	3 Cr/h
	TOTAL	120 Cr/h

8.2.2   Bachelor of Science in Computer Science

The Bachelor of Science in Computer science offers students a versatile training in Computer Science: algorithms and programming, design, development and administration of Databases, analysis and design of information systems, computer networks, software engineering, data engineering, Business Intelligence, Web development, Artificial Intelligence, Big Data and Security… without forgetting basic training in Computer Architecture and Operating Systems, Compilation Techniques. The students also benefit from courses in General Education and Communication.

This degree allows three specialization options: Big data technologies, Web and mobile technologies, and Cyber Security. It is aimed at analytical driven individuals who possess strong critical thinking abilities and wish to harness the power of Information technology to transform the world. It prepares the next generation of global pioneers who can collect, manage, and analyze data to solve the most pressing challenges of businesses and institutions.

8.2.2.1 Program Outcomes

Upon completion of the Computer Science program, students will have opportunities for professional development and strong foundational skills in programming languages, software development, complex algorithms, database systems, and data structures. Students will be able to develop algorithms and implement those algorithms in a high-level computer language. Students will also be able to evaluate algorithms for complexity and efficiency. Students will have developed critical thinking and mathematical modeling skills that are vital for solving complex processes.

The specific objectives of the BSCS in Big Data Analytics:

- Students will apply machine learning technologies to real- world problems through datathons, big data challenges and applied class projects.
- Students will develop all the skills needed to transform industries and businesses through the power of data analytics and statistics.
- Develop the business intelligence and analytical capacities needed to approach and solve complex problems.
- Develop the necessary skills to design technologies and strategies and become an influential part of the strategic decision-making processes of companies and organizations.

The specific objectives of the BSCS in Web and mobile technologies:

- Equip students with the skills to design, develop and maintain secure and usable web and mobile applications that exploit the capabilities of the internet, IoT sensors in the handheld devices and Artificial Intelligence.
- Develop student skills and teach them how to use emerging technologies in mobile and web development/programming.
- Learn how to write intelligent mobile/web applications and gain expertise in systems design and analysis. Using tools such as React, Graphical databases, NodeJS etc.
- Students will be able to write scripting languages for developing dynamic, interactive and secure web and responsive mobile solutions.

The specific objectives of the BSCS in Cyber Security:

- Students will learn the operational procedures and technologies to design, implement, administer, secure, and troubleshoot corporate networks while applying cybersecurity principles operationally.
- Prepare students with the technical knowledge and skills needed to protect and defend computer systems and networks.
- To develop graduates that can plan, implement, and monitor cyber security mechanisms to help ensure the protection of information technology assets.

8.2.2.2 BSCS Curriculum

The BSCS is a 120 Cr program, where teaching is provided through Synchronous and Asynchronous lectures, practical zoom classes and supervisions.

Assessment is currently by coursework and two to three-hours examinations. Practical work is undertaken and assessed in all years of the degree program.

Year 1

Year 1 covers four topics within various courses including three compulsory Computer Science courses covering topics such as foundations of computer science, Java and object-oriented programming, operating systems, and digital electronics, graphics, interaction design and Mathematics

Year 2 and Year 3

Year 2 and 3 cover four more core topics within various courses including

- theory – including logic and proof, computation theory
- systems – including computer design, computer networking
- programming – including compiler construction, advanced algorithms
- applications and professionalism – including artificial intelligence, graphics, security

Student will undertake a group project which reflects current industrial practice.

Year 4

The fourth year is designed for any missing courses not completed as well as completion of the concentration courses, the suggestion is for two in each term as students will undertake a substantial research project due by end of year demonstrating their computer science skills. Projects are often connected with current research, and many utilize cutting-edge technology.

Successful completion of the full curriculum will qualify for the BSCS degree attainment at the end of the program.

GENERAL ED	
COM 101	Communication 1
COM 102	Communication 2
COM 200	Communication 3
COM 300	Communication 4
ECO 100	Microeconomics
ENC 101	English Composition 1
ENC 102	English Composition 2
ENC 201	Research and Writing 1
ENC 202	Research and Writing 2
ENC 350	Writing Internship Reports

LDR 200	Leadership and Innovation
MAN 410	Organizational Behavior
MAT 100	College Mathematics
PSY 100	Psychology 1
STA 102	Statistics 1
CORE COURSES	
ADM 200	Advanced databases management
AI 300	Artificial Intelligence
ALG 100	Algorithms and programming
ALG 200	Advanced algorithms and data structures
BDA 300	Big data analytics
CC 300	Cloud Computing
CPC 200	Compiler and Complexity
CSA 100	Computer architecture
CSI 200	Cryptography and IS Security
CSN 100	Computer networks
FPJ 200	Frameworks programming: Java & Java JEE
IOT 300	Internet of Things
ISD 100	Information systems and databases
MAD 400	Mobile application development
OOP 200	Object Oriented Programming (C#)
OSP 100	Operating systems and systems programming
OOP 400	Object Oriented Programming (UML)
PSP 100	Python Programming (supervised project)
SDM 200	Software Development methodologies
SEN 200	Software engineering
WED 100	Web development
Concentration 1: Big Data Technologies	
BDD 400	Big Data and databases NoSQL
BI 400	Business Intelligence
DTM 400	Data Mining and Text Mining
ML 400	Machine learning
Concentration 2: Web and Mobile App Technology	

ADM 400	Advanced Mobile application development
AMS 400	Architecture micro-services
AWP 400	Advanced web programming
WAD 400	Web Architecture and Distributed Systems
Concentration 3: Cyber Security	
BC 400	Block chains
NS 400	Computer network security
ISA 400	Information systems auditing
DSV 400	Data center & Servers virtualization

8.3   Course Descriptions
8.3.1   Pre-Requisite Courses and Sequencing

The undergraduate curriculum follows set guidelines for course sequencing. General education is usually given to students in the first year to gain general knowledge in science, mathematics, intro to business, psychology and social sciences. During the sophomore and junior years of studies, students are given introductory courses that must be taken in a sequence before actual business core courses are taken in the senior year.

Every course is noted as a "no prerequisite" or "with prerequisite" in the course syllabi. Students are made aware of the fact that is a course is not successfully completed, they may not be permitted to progress to the next level until the prerequisite is completed.

For a sample learning path that further describes pre-requisites order and course sequencing based on enrollment in the Freshman year without prior transfer courses, log in the website under Bachelor Program Description- Course sequencing.

8.3.2   Course Numbering System

100–300 Undergraduate General Education and Core Courses
301–499 Undergraduate upper level and Concentration Courses
Prerequisite: Before registering for a course, students must complete required pre-requisites.
PA: Courses with Proctored Assessment.

ACCT 100. Accounting 1
Provides an understanding of accounting concepts, assumptions, and principles. Covers analysis and recording of business transactions; the adjusting process; and the procedures to complete the accounting cycle. Progresses to illustrating merchandising operations and merchandise inventory accounting; covers internal control and cash; and explains accounting procedures for receivables.

ACCT 200. Accounting 2

Prerequisite: ACCT100

This course provides a framework for financial accounting concepts and practices used by internal and external users in businesses. Topics presented include the accounting cycle, financial reporting, financial statements analysis, ratio calculation and interpretation.

ACCT 300. The Tax System

Prerequisite: ACCT 200

This course will help students understand the economics behind taxation. Both theoretical and applied economic tools will be used to analyze various issues of tax policy. As great emphasis will be put on bridging the gap between theory and applied cases, students will be asked both to formalize tax issues and to discuss the complexity of real-life taxation.

ADM 200. Advanced databases management

This course covers advanced aspects of Database Management Systems including their architectures and their evolution. The sessions are organized into two elements. The first element is mainly devoted to PL/SQL, the object model, the object-relational model and the evaluation and optimization of queries. The second element is dedicated to advanced administration of Oracle DBMS, internal architecture, storage techniques and query evaluation techniques. Other important aspects such as maintenance, logging, recovery, security and data privacy are also taught in this course.

ADM 400. Advanced Mobile application development

Prerequisite: ADM200

This course will teach students how to set up a hybrid development environment, to develop a mobile application based on Ionic and Angular, master the productivity tools offered by Node, integrate a Mobile Backend and will conclude by students preparing the build and deployment of an application.

AI 300. Artificial Intelligence

This course consists of two elements: Functional Programming (with LISP) and Logic Programming (with PROLOG). It provides students with the basic elements of functional programming (everything is a function, everything is a list, everything is an expression, etc.) and logic programming (predicate logic, fact base and rule base, unification, resolution, backtracking, etc.). The second element offers students the elements of Artificial Intelligence: intelligent system and intelligent agent, ontology, knowledge base and knowledge representation, problem solving, reasoning, expert system, case-based system, natural language processing and multi-agent system.

ALG 100. Algorithms and programming

This course introduces computational thinking and programming. It covers two elements' Algorithms and C programming. In the first element of this course, students will explore the fundamentals of algorithms, and look into their description and analysis using pseudocode, going through variables, control structures and arrays.

The second element of this course will introduce students to the world of C programming, how to make simple computations, how to store values in variables and use logical statements and arrays in C and implement some fundamental algorithms to search and sort data.

ALG 200. Advanced algorithms and data structures
Prerequisite: ALG100
An overview of data structure concepts, arrays, stack, queues, trees, and graphs. Discussion of various implementations of these data objects, programming styles, and run-time representations. The course will also examine algorithms for sorting, searching, graph algorithms & some greedy algorithms.

AMS400. Architecture micro-services
Prerequisite: ADM400
In this course, architecture based on microservices will be studies, its use, its attributes and design. By developing and consuming REST services, setting up microservices using a Java framework and deploying microservices in Docker containers. Students will need to administer and monitor microservices at the end of this class.

AWP400. Advanced web programming
Prerequisite: WED100 and ADM400
This course further applies student learning about web programming by developing a multi-page web application (SIA/SPA), developing the Front-End of an application with generic Frameworks: Angular/React, implement server-side JavaScript processing and add a data persistence layer via a NoSQL approach.

BC400. Block chains
Prerequisite: DSV400
This course will allow students to know the concepts of blockchain technology, to differentiate between private, public, with/without crypto currency blockchains. Course will cover different consensus algorithms, write smart contracts in GO language, and integrate blockchain technology into the architecture of own IS.

BDA 300. Big data analytics
This course offers advanced lessons on the techniques of business analytics on big data as well as the techniques of visualization, analysis and interpretation of data. This course aims to introduce students to different concepts: web data analysis and data visualization through dashboards and KPIs. This course allows students to learn how data analysts describe, predict, and inform business decisions in the specific areas of marketing, human resources, and finance.

BDD400. Big Data and databases NoSQL
Prerequisite: BDA300
This course is designed to understand why the era of Big Data was born. It will help the student become familiar with the terminology and fundamental concepts behind Big Data problems, applications, and systems. It allows one to begin thinking about how Big Data could benefit one's business or career.
The course discusses Big databases and NoSql architectures by looking at different examples and introducing one of the most common frameworks that allowed for more accessible Big Data processing.

BI400. Business Intelligence
The Business Intelligence and Analytics Course provides a fundamental understanding of data management and data analytics. Gain skills in applying correct statistical techniques for decision making

and more importantly learning how to develop state-of-the-art predictive models and how to make decisions that optimize business objectives.

To become a specialist in Data analytics, the student has to explore new tools available in the market and hone the skills in the science of decision making.

This course will allow students to hone their skills in data discovery, predictive analytics, and data-driven decision-making.

BUL100. Business Law

Examines the legal environment of business and the basis of authority for government to regulate business. Covers the legal aspects concerning agency relationships, partnerships, and corporations. Focuses on several related areas in law: an agent's responsibility to its principal, a principal's responsibility to a third party, partners' responsibilities to each other and third parties, and internal and external legal considerations of a corporation.

CC300. Cloud Computing

This course covers the basics of cloud computing: what it is, what it supports, and how it is delivered. Students will look at storage services, cloud economics, managed infrastructure tiers, compare some of the cloud computing platforms and architectures, discuss the future of cloud computing, cloud computing deployment models and hosting scenarios.

CIS 100. Computer Science 1

This course introduces computer applications for use including a brief introduction to computer concepts, computer operating systems, software and hardware. It introduces the student to Microsoft Office, (Word, Excel, and PowerPoint) including Windows operating system and productivity tools for collaborative teamwork.

CIS 300. Advanced Computer Science

Prerequisite: CIS100

This course involves extensive work in computer software such as Microsoft Office, (Word, Excel, PowerPoint and Access).

COM 101 and COM 102. Communication 1 and 2

COM 102 Prerequisite: COM 101

Communication 1 and 2 represent a General Education foundation. In these classes, you will learn important concepts and skill sets that translate across disciplines. Both COM 101 and COM 102 provide information that is relevant to students of all majors and disciplines. Their goal is to introduce students to the foundations of communication, a skill we all use regardless of our career.

COM 200. Communication 3

Students will learn to write a variety of documents characteristic of the business world including letters, memos, short reports, and formal reports. The course will focus on techniques for writing clearly,

concisely, and persuasively. The course will also help students develop skills in presentations, Interviews, Speeches.

COM 300. Communication 4

Introduces students to the basic corporate communication, what it encodes and promotes, the external communications, media relations, external events, company profiling, and introduction to internal communication.

CPC 200. Compiler and Complexity

This course will cover a compiler for a programming language, teach students how to use compiler construction tools, such as generators of scanners and parsers and become familiar with compiler analysis and optimization techniques. This course will have students work on a software project.

CSA 100. Computer architecture

The computer architecture course introduces students to the design of computer systems and its components, work through different CPU design, ISA, and address as well as understand different memory management and I/O strategies and techniques.

CSI 200. Cryptography and IS Security

Prerequisite: CSA100 and CSN100

This course focuses on the fundamentals of information security that are used in protecting both the information present in computer storage as well as information traveling over computer networks. Interest in information security has been spurred by the pervasive use of computer-based applications such as information systems, databases, and the Internet.

CSN 100. Computer networks

Prerequisite: CSA100

The course aims at introducing four major concepts pertaining to computer networks: data communications, networking, protocols and standards, and networking models. The course will go through how computers networks work by understanding the data communication components and how different types of data can be represented, and how to create a data flow. Students will be exposed to different categories of computer networks, characteristics, and functionalities. They will also be exposed to the major Network models that serve to organize, unify, and control the hardware and software components of data communications and networking.

DSV 400. Data center & Servers virtualization

In this course, Server Virtualization is the main topic, its architecture, its actions - both in the datacenter and on desktop. Students will learn how companies are using tools to move applications running in physical hosts to virtual machines and will explore how to test and deploy server virtualization. This course will have a concentration project where students will build a server virtualization of their own.

DTM 400. Data Mining and Text Mining
Prerequisite: ML400

Data Mining studies algorithms and computational paradigms that allow computers to find patterns and regularities in databases, perform prediction and forecasting, and generally improve their performance through interaction with data. Student will learn the various techniques for analyzing text to extract useful insights and patterns to support decision making. They will also learn about text classification, detection of topics in documents, and methods to group them into similar topics.

ECO 100. Microeconomics

Examines economic decision-making process, theory of consumer behavior, economics of the firm, and market structure. Discusses major issues of welfare economics, comparative systems, and other microeconomics topics.

ECO 200-PA. Macroeconomics

Examines the relationships of aggregate economic activity, output determination, and national economic problems of inflation and unemployment. Considers the appropriate use of fiscal and monetary policy by the government to alleviate these problems. Discusses economic growth, economic development, and the effects of international trade

ECO 360. International Economics I.
Prerequisite: ECO200

This course is an overview of international trade theory. Topics include world trade, labor productivity, comparative advantage, the Ricardian model, The Hecksler-Olin-Samuelson framework, economies of scale, and imperfect competition in international trade, the theory of external economies, and international labor mobility.

ECO 400. International Economics II.
Prerequisite: ECO360

This course is a continuation of ECO 360 International Economics I. It expands the foundation in trade theory to cover international monetary economics. Topics include exchange rate determination, open economy macroeconomics, the international monetary system, global capital markets, and the economic development of underdeveloped countries.

ENC 101. English Composition 1
ENC102-PA. English Composition 2, Prerequisite: ENC101

Introduces practice and applies structure through the development of a wide range of topics dealing with literature, economics, health care, and life-style. Reading, exercises, writing are integral aspects of these courses.

ENC 201. Research and Writing 1
ENC 202. Research and Writing 2, Prerequisite: ENC201
These writing courses introduce students to discourse, research, and research writing for the purpose of proposing solutions to problems and have the opportunity to enter into important discussions and ultimately create a digital portfolio that enables them to publish and share their research and writing.

ENC 300. Business English
Business English is a necessary course to go on with other classes. Students are now expected to be able to not only speak easily but also write with the necessary knowledge, following international writing guidelines and with confidence. Special emphasis will be placed upon business writings and team development. The learner will demonstrate understanding of the critical importance of business English within the dynamic, complex, and evolving nature of the industry.

ENC 350. Writing Internship Reports
This special writing course introduce students to writing specific reports, including Internship and job-related reports.

FIN 100. Finance 1
Serves as a foundation course in business finance. Provides a conceptual framework for the financial decision-making process and introduces tools and techniques of finance including financial mathematics, capital budgeting, sources of funds and financial analysis. Topics include acquisition and use of short-term and long-term capital; financial markets, financial control; time value of money; cash, operation and long-range budgeting; and cost of capital.

FIN 200-PA. Finance 2
Prerequisite: FIN100
With the balance sheet as a reference point, this course provides an introduction and overview of the acquisition, financing, and management of business assets.

FIN 300. Money and Banking
Prerequisite: FIN200
Discusses the role of financial institutions, the banking system, the Federal Reserve System, and the nature and effectiveness of monetary policy tools.

FIN 350. Corporate Finance
Prerequisite: FIN200
Studies the financial management of the business firm, primarily corporations. Topics covered include the financial goals of the firm, its economic and legal context, valuation of financial securities, analysis of financial statements, and the efficient management of capital resources and investments within the risk-return trade-off. Topics are explored in theory, using analytical techniques, and through financial markets and institutions.

FIN 360. International Finance.

Prerequisite: FIN200

This advanced course covers the processes and complexities of international business finance. Topics covered include international financial management, measuring and managing foreign exchange exposure, financing the global firm, foreign investment decisions, managing multinational operations, international portfolio theory, currency risk management, and interest rate risk management.

FPJ 200. Frameworks programming: Java & Java JEE

This course focuses on the fundamentals of Java programming. Java is one of the most in-demand object-oriented programming languages and the foundation of the Android operating system. In this course, students will get to know the history of Java and learn the basics of java programming, they will learn to create conditional statements, functions, loops and arrays to process information and solve problem. This course is also intended to help students gain an in-depth understanding of the concepts of Multithreading, Java collections, Graphical interfaces and Networking.

GEB 100. Introduction to Business

Provides a foundation in business operations through a survey of major business functions (management, production, marketing, finance and accounting, human resource management, and various support functions).

GEB 300. Small Business

Provides the basic principles of operating and managing a small business. Topics include buying, merchandising, pricing, promotions, inventory management, customer service, location decisions, and planning. Reviews strategic planning considerations relative to operating a small business.

GEB 356. International Business

Examines the international business environment and presents strategic management considerations for international business operations. Exercises strategy formulation by analyzing the major environmental factors affecting global operations, the impact of economic integration, and the influence of government trade policy. Examines the range of market entry strategies and discusses considerations for operations management, financing, and human resource management to support international business. Presents strategy evaluation approaches to assess the effectiveness of company operations.

GEB 400. Entrepreneurship

Explores the concepts and applications of sustainable business including creating, leading, and managing business enterprises. Examines approaches for leading entrepreneurs, individuals and companies. Analyzes innovation issues including creating and realizing value, prioritizing opportunities, and managing the innovation process

IOT 300. Internet of Things

The Internet of Things is transforming our physical world into a complex and dynamic system of connected devices on an unprecedented scale. Clearly, IoT-enhanced systems have many advantages

such as ubiquitous network connectivity, real-time response, better situational awareness, and process optimization. This course will provide an overview of the exciting and relevant technical areas essential for computer science students to scale up the concepts around the IoT and allow integration with the different skills acquired in their engineering curriculum.

ISA 400. Information systems auditing

This course will cover the general framework for IT risks and control. By Identifying the unique elements of computer environment and discussing how they affect the audit process, students will be able to describe the controls and audit issues related to computer operations, understand the audit objectives and procedures used to test data management controls as well as confer the stages in the Systems Development Life Cycle and describe the change management controls.

ISD 100. Information systems and databases

«Information Systems and Databases» course offers students an introduction to Database systems with a focus on the relational analysis and design. It also covers the MERISE Method and its various components and models. In this course, students also learn basic SQL «Structured Query Language», which is shown as an industrial variant for practical database querying and transformation.

ISM 300-PA. Management Information Systems

Covers structures and concepts of management information systems. Emphasizes the importance of integrated information as used in the decision process and the information flows associated with each decision point in a business structure. Enables development of a philosophy of information systems administration.

LDR 200. Leadership and Innovation

This course explores innovation theory and practice in relation to theories and processes of change. It includes the opportunity to explore leadership techniques relevant to change management, entrepreneurship and innovation.

MAD 400. Mobile application development

The course will cover the notions of mobile programming under Android and the constraints of using mobile resources, to present the specificities of mobile systems and the resulting software needs.

MAN 100-PA. Principles of Management

The course highlights the development of management principles and their integration into modern management theory. Provides a survey of fundamental management concepts and techniques. Emphasis is placed on the roles, the environment, and the primary functions of the manager (planning, organizing, leading, controlling), as well as the skills required, and various techniques used to perform these functions.

MAN 200-PA. E-Business

Examines the development of electronic commerce, the basic technologies used to conduct e-business, and the various forms of electronic business. Presents marketing models used in e-business strategy.

Examines the processes for business-to business and business-to-consumer transactions. Reviews the electronic commerce infrastructure, designing and managing online storefronts, payment options, security, privacy, and the legal and ethical challenges of electronic business.

MAN 300-PA. Human Resources Management

Analyzes the major human resource management functions in organizations. Presents the various components of the human resource management process (planning, recruitment, selection, training/development, compensation, performance appraisal, labor relations, employee relations), and the associated activities to perform these functions. Highlights the human resource management responsibilities of all managers. Emphasizes job analysis considerations, the supporting role of human resource management to strategic planning, and the major government legislation affecting human resource management.

MAN 305. Operations & Production Management

Presents production and operations concepts and the techniques used in their management. Examines the interaction of the operations functions with other primary functions such as marketing and finance. Analyzes the primary areas of process and product design, manufacturing, allocation of scare resources, e-commerce, and quality management principles.

MAN 328. Staffing Organizations

Prerequisite: MAN300

Examines the role of staffing to support an organization's strategy and improve productivity. Reviews the key legal compliance issues associated with staffing organizations. Emphasis is placed on HRM planning, job analysis, effective recruitment strategies, developing selection processes, and formulation of staffing plans. Provides considerations for employee retention.

MAN 330. Compensation Management

Prerequisite: MAN300

Introduces and analyzes the basic concepts of compensation administration in organizations. Provides an intensive study of the wage system, methods of job evaluation, wage and salary structures, and the legal constraints on compensation programs.

MAN 350. Training and Development

Prerequisite: MAN300

Presents the concepts of learning (cognitive and behaviorist), principles of instructional design, and the relationship of motivation and learning. Analyzes the phases of the training process model and the activities associated with each phase. Reviews how to develop viable training programs to fit a variety of organizational requirements for both employee and management training and development.

MAN 400. Business Policy and Strategy

Provides an opportunity for students to integrate management principles, techniques, and theories by applying previously acquired knowledge of all business functional areas to analyze, develop, and implement business strategy. Utilizes cases from a variety of organizations, with emphasis on problem identification, analysis, and decision making on strategic issues.

MAN 401. Labor Relations

Prerequisite: MAN300

Presents the principles of labor-management relations and basic requirements of federal labor laws. Examines the role of the Federal Labor Relations Authority, the Federal Mediation and Conciliation Service, and other third parties. Includes the topics of union representation rights and obligations, employee rights, organizing, election procedures, unfair labor practices, collective bargaining negotiations, mediation impasses, grievances, and arbitrations.

MAN 410. Organizational Behavior in Business

Presents the fundamental concepts of organizational behavior. Emphasizes the human problems and behaviors in organizations and methods of dealing with these problems. Focuses on motivation, informal groups, power and politics, communication, ethics, conflict resolution, employment laws, technology and people, and managing change.

MAN 450. Project Management

Presents the fundamentals of the project management process and examines application of the process. Reviews the stages and activities in the project life cycle, the organization for project management, and various project control and evaluations processes. Introduces considerations for negotiation and human resource management concerns in project management

MAR 100-PA. Marketing 1

Introduces basic marketing principles and concepts. Emphasis is placed on the development of marketing strategy and the major components of the marketing mix, (product, price, promotion, and distribution). Reviews the critical environmental factors of markets, domestic and international, and customer behavior characteristics that affect marketing operations. Highlights the integration of marketing with other functions in a business organization.

MAR 200. Marketing and Sales Management

Prerequisite: MAR100

Provides a survey of the principles of advertising and sales management as critical components of marketing. Reviews the social and economic significance of advertising, ethical considerations, and how advertising influences buyer behavior. Examines the development and execution of advertising strategy including media planning, formulation of advertising campaigns, budgeting, and assessment. Presents the concepts of personal selling, building customer relationships, and ethical considerations in selling.

Examines the development and execution of a sales strategy including buyer analysis, presentation and sales activities, and managing the sales force.

MAR 301. Marketing Management

Prerequisite: MAR100

This course provides an in-depth treatment of marketing management principles, strategies, and practices. Emerging trends in the field are given comprehensive treatment. Topics covered include: reverse marketing, experiential marketing, Internet marketing, customer relationship management, global marketing, brand marketing, market oriented strategic planning, consumer and business markets, market segmentation and target marketing, product life cycle, new product and service development, brand strategy, pricing and pricing strategies, integrated marketing communication, promotional strategies, sales force management, and total marketing management.

MAR 305. Retail Management

Prerequisite: MAR200

Retailing. Topics covered include strategic planning, identifying target customers, choosing a retail location, pricing, store image, and other factors in managing a retail business.

MAR 400. International Marketing

Prerequisite: MAR100

This advanced course covers the processes and activities of international marketing, with emphasis on export development and management. Topics covered include concepts of international marketing and export management, the international environment, export market selection, market entry strategies, export entry modes, product and pricing decisions, export financing payment methods, promotion and market communications, export order and physical distribution, and the organization and planning of international marketing activities.

MAR 410. Marketing Communications

Prerequisite: MAR301

Advertising and marketing communications tools that support sales efforts of the firm. Topics covered include: the integrated marketing, marketing mix, marketing planning, the legal environment, advertising, promotion, and public relations.

MAR 450. Marketing Research

Prerequisite: STA102

Key concepts, techniques, tools, issues and terminologies of marketing research. Topics covered include: purpose and uses of marketing research, online marketing research, marketing research process, ethics in marketing research, marketing research problem and objectives definition, research design, designing data collection forms, secondary data and online databases, qualitative data collection methods, survey data collection methods, measurement in market research, quantitative data analysis, and interpretation of data analysis results. The use of SPSS is integrated into the course.

MAT 100. College Mathematics

Emphasizes representations and operations of high degree polynomials and rational expressions, functions, and the graphing of linear functions. Methods of solving linear and quadratic equations are discussed. Graphs, rational, logarithmic, and exponential functions.

ML 400. Machine learning

This course covers advanced concepts of machine learning, where students will understand and apply ensemble learning (e.g., bagging, boosting, and stacking) as well as deep learning techniques.

NS 400. Computer network security

Security is vital in computing this course will teach about the core principles and concepts of a security network, ranging from appropriate password creation to complex network security principles. An advanced practical skill set in assuring network security against all threats including - advanced hackers, trackers, exploit kits, Wi-Fi attacks and more. Students will need to discover security vulnerabilities across an entire network and must be able to configure firewalls on all platforms including Windows, MacOS, and Linux for all types of attack scenarios.

OOP200. Object Oriented Programming (C#)

This course will introduce several programming paradigms including Object Oriented Programming, Generic Programming, Design Patterns. To show how to use these programming schemes with the C# programming language to build programs.

OOP 400. Object Oriented Programming (UML)

Prerequisite: OOP200

This course covers all the fundamentals of object-oriented design, analysis and programming with UML (Unified Modeling Language). You will learn how to analyze and design classes, and their relationships. You will also learn to use common UML diagrams such as use-case, class, activity & other diagrams. The diagrams will be created through a free tool.

OSP 100. Operating systems and systems programming

This course presents the basic elements that make up an operating system (processes, input/output, memory, files, etc.). The problems of management of these elements by the operating system are explained: how do the processes share access to the processor? How do they synchronize and what mechanisms allow them to exchange data? How are memory and I/O managed?
The objective is to acquire technical skills related to the operation of an operating system (process scheduling, synchronization, communication...).

PSP 100. Python Programming (supervised project)

This course is an intermediate-level course in Python. Students are expected to be comfortable with Algorithmic. Topics covered will include lectures on the Python language and development environment as well as coverage of some select Python modules that demonstrate the versatility of the Python language.

PSY 100. Psychology 1

Introduces psychology as a human and scientific endeavor. Includes examination of concepts and methods in learning, motivation, development, personality, and social behavior.

SDM 200. Software Development methodologies

This course covers the fundamentals of software engineering, including understanding system requirements, finding appropriate engineering compromises, effective methods of design, coding, and testing, team software development, and the application of engineering tools.

SEN 200. Software engineering

This course will cover the use of engineering approach to computer software development process. It will present software engineering concepts and principles within the software development life cycle (SDLC). The course will also cover the 5 major steps for SDLC: Requirements gathering, requirements analysis, design, implementation and Testing.

Students work in teams on projects for real clients. This class will include a feasibility study, requirements analysis, object-oriented design, implementation, testing, and delivery to a potential client.

STA 102. Statistics 1

Concentrates on the art of describing and summarizing data. Includes the topics of experimental design, measures of central tendency, correlation and regression, and probability and chance variability. Demonstrates statistical applications to a wide variety of subjects, such as the social sciences, economics, and business.

STA 300. Advanced Statistics

Prerequisite: STA102

Concentrates on understanding and utilizing theoretical distributions, samples, statistical procedures for testing hypotheses, time series, analysis of variance (ANOVA), sampling techniques and sampling error, ANOVA and the Latin Square design, and multiple factor analysis.

WAD 400. Web Architecture and Distributed Systems

Prerequisite: AWP400

This course will cover the concepts of web technologies, familiarize students further with developed infrastructures and services of the Internet, as well as discover new client-side and server-side technologies. Students will learn about new architectures and their security.

WED 100. Web development

This course will cover the essentials of web development application and its architecture. It will provide a practical understanding of web page designing techniques, embedded dynamic scripting on both client and server-side web page development.

The course will also cover several technologies such as Hypertext Markup Language (HTML), Cascading Style Sheets (CSS) and JavaScript.

9. Graduate Programs

9.1 Admissions to Master of Business Administration

The University seeks to enroll students who have a desire for education in the field of business and management. The University is committed to a policy of equal opportunity in the recruitment and admission of students, and access to student financial assistance, other student services and activities. IUL does not discriminate on the basis of age, sex, race, color, religion, disability, sexual orientation, marital status, veteran status or any other basis as specified by national and international laws and regulations.

Admission to the program requires a minimum of a bachelor's degree earned at an appropriately accredited University or licensed foreign university.

The following are documents needed to complete the application process:

1.   A completed IUL Agreement,

2.   A current resume,

3.   Official transcripts from all post-secondary institutions attended (Notarized copies will be accepted for Foreign Institutions),

4.   Two Recommendation letters (optional but preferred),

5.   Official GMAT test scores (optional). IUL's Institutional Code is R0K,

6.   Official GRE scores (optional). IUL's Institutional Code is 7517,

7.   One of following English test scores or records is required for the applicants whose English is not their native language.

- TOEFL minimum scores of 530 (PBT, Paper Based Test) or 71 (IBT Internet Based Test). IUL's Institution Code is 7719. Or, 6.5 on the International English Language Test (IELTS) or 50 on the PTE Academic Score Report (DBA applicants: a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 80 on the Internet Based Test (IBT), a 6.5 on the International English Language Test (IELTS), or 58 on the PTE Academic Score Report),

- A minimum grade of Level 3 on the ACT COMPASS's English as a Second Language Placement Test,

- A transcript indicating completion of at least 30 semester hours of credit with an average grade of "B" or higher at an appropriately accredited college/university or licensed foreign university where the language of instruction is English,

- A transcript indicating a grade of "B" or higher in an English composition course from an appropriately Accredited college/university or a licensed foreign university,

- If the student is not able to provide any of the above language proficiency evidences, he/she may be admitted conditionally and attend an ESL language program as an additional prerequisite. However, the student will not be allowed to enroll for more than 30 credits unless they reach and complete the Advanced Level with a "C" average.

Once all required documents are received, student will be evaluated and notified as soon as the decision is completed: Student will receive an electronic email notification informing him/her of their full acceptance, conditional acceptance or denial of admission.

Students accepted will then be required to submit:

8. A copy of their Identification card, Driver's license or passport
9. Payment of registration fees

Please note that any Document not in English should be accompanied by a certified translation.

9.1.1 Credit Transfer Policy

Graduate students are permitted to transfer up to 12 semester credit hours of graduate-level course work to the MBA program. In all courses offered for transfer credit, the applicant must have earned a grade of "B-" or better at an appropriately licensed institution. The decision to award transfer credit will be made by the Admissions Committee.

9.2 Program Description

The Master of Business Administration (MBA) program promotes learning to synthesize the depth of management within a technology-driven world. Course content reflects current business practice in class organizations. Courses balance nurturing of an appreciation for the role of theory in effective management with practical, how-to insights. While the emphasis in the program is directed toward managing in a technology-driven world, management competencies that apply to all business operations are covered.

The program provides an ethical and legal foundation for the student's behavior in commerce and it gives the student insights into recognizing inappropriate behavior in others. It imbues the student with detailed knowledge of managing both projects and operations. It describes how effective managers lead—how they make decisions to motivate others and how they organize efforts to tap into human capabilities most effectively.

Students are required to complete 48 semester credit-hours for program completion with options to choose between concentrations, such as: Project Management, Human Resources, Marketing and Communications, Information Systems, Quality Management, Finance, International Business, Leadership and Sustainability and Healthcare Management.

9.2.1 Program Objectives and Outcomes

The MBA Program objectives are:

- **Value Creation** - Graduates will be able to identify customer needs and participate in the process of developing products and services to meet these needs. · Graduates will understand production models and distribution systems, and their role in the value creation process.
- **Business Environment** - Graduates will have an appreciation of the multicultural, political, environmental, legal and regulatory setting of the organization.
- **Ethics** - Graduates will possess a thorough understanding of business ethical situations, the laws regarding corporate governance, and the role of their personal integrity and values.

- **Management** - Graduates will possess leadership skills, understand group and individual dynamics, and be able to work in teams. · Graduates will appreciate the importance of ethnic, cultural and gender diversity in the organization.
- **Communication** - Graduates will enhance verbal, written and presentation communication skills.
- **Decision Analysis** - Graduates will have well-developed problem-solving skills including the ability to analyze uncertain situations, utilize facts and evidence in drawing conclusions, apply decision making theories, and adapt and innovate in new settings.
- **Technology** - Graduates will be able to use information technologies as they influence the structure and processes of organizations and economies, and as they influence the roles and techniques of management.
- **Strategic Planning -** Graduates will understand the business as an integrated system; the relations between the functional areas and long-range planning, implementation and control.

The MBA program outcomes are:
1. Students will possess knowledge of current theory and techniques of the major business disciplines (i.e. the MBA core courses).
2. Students will exhibit the leadership capacity and teamwork skills for business decision making.
3. Students will understand the ethical implication of business decision making and recognize ethical dilemmas.
4. Students will demonstrate the ability to communicate effectively.
5. Students will demonstrate critical thinking skills.
6. Students will have an understanding of global perspectives.

Overall the MBA degree program offers students a professional degree that prepares them to lead, motivate, control and manage all kind of enterprises.

9.3   Curriculum

MBA courses are 3 Credits each, students must reach 48 credits to complete the program.

PQ: Prerequisites – Before registering for a course, students must have successfully completed all required pre-requisites for that course.

PA: Proctored Assessment - Courses with a "PA" code means students must pass the final assessment through proctored settings (proctoring policy applies).

Core Courses

ACCT501	Accounting for Decision Making and Control
BUL501	Business Law and Ethics
COM501-PA	Communication
ECO501	Business and the International Economy
FIN501	Financial Decision Making
GEB501	Managing Innovation

LDR502-PA	Leadership and Organizational Behavior
MAN501	Project Management
MAR501	Marketing and Sales
MAR502	Operations, Logistics, and Supply Chain Management
MNA501-PA	Strategic Human Resource Management
QMB501	Quantitative Methods for Decision-making

Concentration in Management-PQ: Core Courses
GEB520	Globalization and Emerging Markets
GEB536	Technological Entrepreneurship
ISM501	Information Systems Management
MAN520	Risk and Quality Management

Concentration in Project Management-PQ: Core Courses
FIN522	Project Finance and Budgeting
MAN520	Risk and Quality Management
MAN536	Planning and Control
MAN580	Business Policy and Strategic Planning

Concentration in Human Resources Management-PQ: Core Courses
MAN520	Risk and Quality Management
MNA520	Selection and Placement
MNA536	Compensation and Rewards
MNA580	Change Management

Concentration in Marketing and Communication-PQ: Core Courses
MAR503	Consumer Behavior
MAR536	Integrated Marketing Communication
MAR520	International Marketing
MAR580	Marketing Research

Concentration in Information Systems Management-PQ: Core Courses
ISM502	Strategic Planning for Information Systems
ISM520	Decision Support Systems
ISM536	Client/Server Computing
ISM580	Information Network Security

Concentration in Quality Management-PQ: Core Courses
QMB502	Total Quality Management
QMB520	Quality planning
QMB536	Quality Auditing
QMB580	Cost of Quality

Concentration in International Business-PQ: Core Courses

GEB520	Globalization and Emerging Markets
GEB580	International Business Strategy
FIN502	International Finance
MAR520	International Marketing

Concentration in Finance-PQ: Core Courses

FIN502	International Finance
FIN520	Corporate Finance
FIN536	Corporate Investment Analysis
MAN520	Risk and Quality Management

Concentration in Healthcare Management-PQ: Core Courses

HSA501	Health Care Organizations
HSA502	Health Care Infrastructure
HSA520	Health Care Finance
HSA536	Health Care Strategic Management

Concentration in Leadership and Sustainability-PQ: Core Courses

LDR520	Sustainable Development
LDR536	Modes of governance for sustainable development
LDR580	Cross Cultural Management and fields of applications
MAN520	Risk and Quality Management

Concentration in Sport Management-PQ: Core Courses

MAR536	Integrated Marketing Communication
SPM501	Sports Operation and Facility Management
SPM520	Sports Entrepreneurship and Development
SPM536	Sports Events and Sponsorship Management

Concentration in Hospitality Management-PQ: Core Courses

HFT502	Hotel & Restaurant Management
HFT520	Hospitality Communication and event management
HFT536	Tourism & International Travel Management
LDR520	Sustainable Development

9.4   Graduation Requirements

Students who have successfully completed all academic and financial requirements in the program will be considered for graduation. The University approves graduations in December and June.

The University holds its annual commencement in late June; the actual date is published on the university website.

Students who completed requirements and graduated before June, are still invited and encouraged to participate in the annual commencement. The graduation date on a student's diploma is always the date that the university approves for his or her graduation.

9.4.1   Course Description

- **Course Numbering System:** 500–699 Graduate Courses
- **PQ: Prerequisites** – Before registering for a course, students must have successfully completed all required pre-requisites for that course.
- **PA: Proctored Assessment** - Courses with a "PA" code designation, indicate that students must pass the final assessment through proctored settings (proctoring policy applies).

ACCT501. Accounting for Decision Making and Control

Covers the creation, use, and interpretation of internal accounting data and information. Emphasizes the managerial functions of cost control and reporting, budgeting, profit planning, and projections used in decision making and control.

BUL501. Business Law and Ethics

This course will introduce you to the laws and ethical standards that managers must abide by in the course of conducting business. Laws and ethics almost always shape a company's decision-making process.

COM501- PA. Communication

Introduces students to four core principles that undergird the study and practice of communication, communication literacy, research inquiry, theories and concepts, and community engagement.

ECO 501. Business and the International Economy

This course introduces tools for studying the economic environment of business to help managers understand the implications for their companies.

An examination of both the gains and problems arising from regional global integration covers: International trade, Foreign direct investment, Portfolio capital, and Global environmental issues.

FIN501. Financial Decision Making

Presents the processes for analyzing a firm's financial condition, developing alternatives, and making business finance decisions. Exercises the analysis of current financial and operational data, and the projection of these data forward to support decision making under varying assumptions. Reviews means of managing working capital including sources of short-term financing of operations.

Examines methods used to raise external capital including initial public offerings, seasoned equity offerings, public and private debt, private equity, and venture capital. Analyzes causes of financial distress and a firm's response to these situations.

FIN502. International Finance-PQ: Core Courses

Presents international financial tools, applications and concepts used in formulating effective financial management strategies. Examines international financial relationships and transactions among firms, foreign exchange rate foreign determination and forecasting exchange risk and exposure, balance of payment accounting, evolution of the international monetary system. Analyzes special topics such as working capital management strategies, capital budgeting, cost of capital and optimal capital structure in the context of international operations.

FIN520. Corporate Finance-PQ: Core Courses

Develops a framework for analyzing corporate financing and investment decisions. Applies with techniques for evaluating capital investments, capital structure and dividend decisions and with the interaction between investment and financing decisions. Topics covered include mergers and acquisitions, leasing, working capital management and a more rigorous analysis of cost of capital, risk and return and corporate liabilities.

FIN522. Project Finance and Budgeting-PQ: Core Courses

Projects as businesses and project managers as CEOs. Finance and investment tools for selecting projects. Developing charts of accounts for organizing financial data. Using financial metrics to improve project decision making.

FIN536. Corporate Investment Analysis-PQ: Core Courses

Provides a rigorous treatment of the principles of investments, investment management and asset pricing. Analyzes asset allocation, asset pricing models, international diversification, active portfolio management, performance evaluation, and other pertinent topics. Approaches the analysis from the perspective of individual investor, corporate financial manager, and the investment manager.

GEB501. Managing Innovation

Managing Innovation (MI) introduces you to the critical elements of designing and developing innovative products and services, how these can be configured, and how the results are managed. These elements include the pivotal roles played by experimentation, prototyping, and learning; product/service development process design and improvement; the understanding and integration of customer needs; development strategy and project management; and the powerful challenge of designing and managing development networks.

GEB520. Globalization and Emerging Markets-PQ: Core Courses

The focus of this course is the behaviors and functions required for successful business management in today's challenging global environment. Topics covered include: globalization, social responsibility and ethics, cultural styles, cross-cultural markets, negotiations, international alliances, control

systems for global operations, international organizations, cultural shock, diversity, global labor relations, leadership and motivation in a multicultural context.

GEB536. Technological Entrepreneurship-PQ: Core Courses

Organizing business activity to take advantage of high tech opportunities. Launching a new high-tech venture. Writing a business plan. Raising capital. Understanding e-business opportunities.

GEB580. International Business Strategy-PQ: Core Courses

Examines the international business environment and presents strategic management considerations for international business operations. Exercises strategy formulation by analyzing the major environmental factors affecting global operations, the impact of economic integration, and the influence of government trade policy. Examines the range of market entry strategies and discusses considerations for operations management, financing, and human resource management to support international business. Presents strategy evaluation approaches to assess the effectiveness of company operations.

HFT502. Hotel & Restaurant Management-PQ: Core Courses

This course examines the lodging and restaurant structures. Topics include hotel and restaurant operations, reservation systems, staffing, housekeeping, security, marketing and menu strategy related to management responsibilities. Students will have insight into effective and efficient operations and ways in which to gain a competitive advantage in the marketplace.

HFT520. Hospitality Communication and event management-PQ: Core Courses

This course addresses the event, meeting and convention management segments of the hospitality industry. It covers two important areas: customer service, and 'behind the scenes' staff and management interaction. Various event model structures are examined, enabling students to explore issues related to sponsorship, venues, staffing, finance, exhibit coordination, contracted services, legal implications, and marketing.

HFT536. Tourism & International Travel Management-PQ: Core Courses

Tourism Management introduces the many interdisciplinary aspects of the growing tourism industry, with emphasis on managerial challenges and responsibilities for both domestic and international tourism. Provides an overview to the broad subject of international travel and tourism. Aspects covered include the travel industry, government roles and policy, tourism development, selling travel, transportation, and hospitality-related services.

HSA501. Health Care Organizations-PQ: Core Courses

This course provides an overview of the various aspects of healthcare organizations. Specific areas covered include the transition and development of the industry, organizational design, oversight and management roles and responsibilities of various types of healthcare institutions and professionals, evaluating the purpose and clinical performance of physicians, nurses, clinical support and community health services and the organizations functions of financial and human resource

management, information services, customer services and marketing and strategy.

HSA502. Health Care Infrastructure-PQ: Core Courses

Addresses the U.S. health care system and the factors which shape it. Introduces students to the historical development, structural organization, delivery, and financing of the health care system. The course also examines the roles of various institutions and professional groups in the provision of health services.

HSA520. Health Care Finance-PQ: Core Courses

This course will provide students with theory, tools and practical experience in health care financial management. It examines payment sources and reimbursement arrangements; the public and private financing of health care service organizations from both a theoretical and practical perspective, and discusses emerging trends in the health care industry that affect financial decision-making.

HSA536. Health Care Strategic Management-PQ: Core Courses

Examines the strategic management process and implementation of successful strategies in health care organizations. This course is the capstone course for this concentration. Analytic, integrative, and decision-making skills will be exercised through the use of case analysis and decision making.

ISM501. Management of Information Systems-PQ: Core Courses

This course covers the managerial issues related to Information systems management and shows how to analyze computer-based information systems for business applications. It teaches also managerial skills in using decision-support applications to improve business competitiveness.

ISM502. Strategic Planning for Information Systems-PQ: Core Courses

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

ISM520. Decision Support Systems-PQ: Core Courses

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

ISM536. Client/Server Computing-PQ: Core Courses

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

ISM580. Information Network Security-PQ: Core Courses

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

LDR502- PA. Leadership and Organizational Behavior

A review of the history of management thought. The role of vision, leadership, and values in organizations. Teams and teambuilding. Conflict management. Organizational design.

LDR520. Sustainable Development-PQ: Core Courses

This course provides an overview to the central problems related to the sustainable development. It will enable students to critically think about the meaning of sustainability and how to face the different challenges related to it, locally, nationally and globally.

LDR536. Modes of governance for sustainable development-PQ: Core Courses

This course gives a governance perspective on sustainable development. In fact, new governance approaches such as regimes, networks and partnerships play a crucial role to create a more sustainable world. Also, the student will get the importance of the relations between public administration, market parties, nongovernmental organizations and civilians and how they are necessary for governance to achieve sustainable development.

LDR580. Cross Cultural Management and fields of applications-PQ: Core Courses

The objective of this course is to examine different cultures in different regions of the world. Students develop skills to work as a multinational group and as leaders of those groups.

MAN501. Project Management

Applies the structure for project management and develops the skills needed to manage projects of all sizes. Topics include the project life cycle, project team, project identification, evaluation and selection, project organization, project planning, negotiation and conflict resolution, and human resource management.

MAN520. Risk and Quality Management-PQ: Core Courses

Risk identification, risk impact analysis, risk response planning. Mitigating risk. Risk management techniques, such as Monte Carlo simulation. Defining quality. Total quality management (TQM). Quality control. The ISO 9000 perspective on quality.

MAN536. Planning and Control-PQ: Core Courses

An in-depth examination of scheduling and cost management issues. Work breakdown structure construction. Scheduling with PERT/CPM, Gantt charts, milestone charts.
Parametric and bottom-up cost estimation. Use of the S-curve for cost control. Life-cycle cost estimating. Integrated cost/schedule control using the earned value technique.

MAN580. Business Policy and Strategic Management-PQ: Core Courses

Students apply their business knowledge by analyzing a number of case studies.
Students review current thinking on strategic management and carry out a strategic planning analysis.
A principal goal of this course is for students todemonstrate that they integrate the knowledge they gained in their MBA course studies.

MAR501. Marketing and Sales.

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

MAR502. Operations, Logistics, and Supply Chain Management.

This course covers the set of activities that creates goods and services through the transformation of inputs into outputs. OM is one of the three major functions of any organization (manufacturing or service), the other two being financing/accounting and marketing.

MAR503. Consumer Behavior-PQ: Core Courses

Analyzes the concepts and principles of consumer behavior in relation to marketing decision making. Examines the psychological processes of consumer decision making and how they impact purchasing decisions and customer satisfaction. Emphasis will be placed on consumer behavior and the different marketing approaches and their implications on marketing strategy.

MAR520. International Marketing-PQ: Core Courses

Reviews the organization for international marketing, foreign demand analysis, product development and policies, trade channels, promotion policies, pricing, and legal aspects. Emphasis is on development of effective international marketing strategy addressing the major global market areas (Europe, Africa, Asia, and the Americas).

MAR536. Integrated Marketing Communications-PQ: Core Courses

Examines the formulation of integrated marketing communication strategies to achieve marketing objectives. Analyzes the use of advertising, sales promotion, public relations, sponsorships, and other communication resources to promote sales, position products, develop brand equity, and support marketing. Examines the use of traditional and nontraditional media.

MAR580. Marketing research-PQ: Core Courses

Examines the concepts for conducting marketing research projects to enable effective marketing decision making. Applies both qualitative and quantitative research techniques, questionnaire design, research design, different types of surveys, test marketing, and other aspects of the research process. Emphasis will be placed on designing and implementing a marketing research project.

MNA501- PA. Strategic Human Resource Management

Analyzes the processes by which the human resource is managed in light of its strategic importance. Examines the relationships between the traditional human resource functions and the various

business functions so that efficiency and effectiveness are balanced and optimized. These processes and relationships are reviewed in light of both the domestic and global environments now and in the future.

MNA520. Selection and Placement-PQ: Core Courses

Examines a modern philosophy and approach to motivating the workforce in light of the strategic importance of so doing. Examines the traditional compensation philosophies and technical processes, but also builds and expands on this traditional view of compensation as it explores other motivating elements, such as performance management and feedback, professional development, and career opportunities, that will combine with the traditional compensation elements to best motivate and retain the most talented and fitting assets so that the organization's competitive footing is elevated.

MNA536. Compensation and rewards-PQ: Core Courses

Examines the modern philosophy and approaches to compensation in light of the strategic importance of doing so. Analyzes compensation strategies and the associated technical processes. Explores the compensation elements of motivational concepts and presents performance management and feedback processes that when integrated with the compensation strategy motivate and retain the most effective and efficient workforce so as to enhance a firm's competitiveness.

MNA580. Change Management-PQ: Core Courses

Challenges of globalization, new technologies, industry restructuring, increased public scrutiny, and other pressures on today's businesses require change skills throughout the organization - for improvement and renewal as well as turnaround and transformation, for cost-reduction and consolidation as well as innovation and growth. Stakeholder demands for performance improvement, accountability, and competitiveness increasingly require organizational cultures that are change-ready and change-adept.

QMB501. Quantitative Methods for Decision-making.

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

QMB502. Total Quality Management-PQ: Core Courses

An introductory course in the theory and practice of total quality management (TQM). The three core values of TQM include customer orientation, high levels of employee involvement across the enterprise, and a focus on continually improving processes. Particular emphasis will be placed on the requirements for successful implementation of TQM in a wide range of organizations.

QMB520. Quality Planning-PQ: Core Courses
Procedures utilized to organize and implement the quality function including planning, budgeting information and test procedures, customer complaints and Quality Function Development.

QMB536.Quality Auditing-PQ: Core Courses
Interpreting the effectiveness of an organization's quality system through proper information handling. Emphasis on analysis of prevention, appraisal and failure costs and quality systems audit.

QMB580. Cost of Quality-PQ: Core Courses
This purpose of this course is to describe the concept of identifying the cost of poor quality; that is, the costs of finding and correcting defective, non-valued added work. Specifically, students will learn how to quantify quality problems, identify major opportunities for cost reduction, and establish financial controls on sources of poor quality.

SPM501. Sports Operation and Facility Management-PQ: Core Courses
This course provides students with an understanding of the requirements and complexities involved in planning and managing major sports events and facilities in relation to their social, cultural and global environment. Featured topics include the analysis of goals and resources, the development of the revenue streams, design and coordination, scheduling and operations, staff management and the implementation of action plans.

SPM520. Sports Entrepreneurship and Development-PQ: Core Courses
This course emphasizes major management principles that affect businesses in the field of sports, And the qualities and skills that a manager needs in order to run a sports business effectively. Legal issues, types of sporting organizations and an overview of starting or acquiring a Sports business.

SPM536. Sports Events and Sponsorship Management-PQ: Core Courses
This course introduces the principles of sports sponsorship, then illustrates and teaches how to apply the concepts to real situations. Students learn about the issue of sponsorship by critically examining various sports events and sponsorship responsibilities, including planning, processing, sales strategizing, activating and evaluating.

10. Doctorate of Business Administration

10.1 Admission to the DBA Programs

The University seeks students who have a desire for education in the field of business and management. The University is committed to a policy of equal opportunity in the recruitment and admission of students, and access to student financial assistance, other student services and activities. IUL does not discriminate based on age, sex, race, color, religion, disability, sexual orientation, marital status, veteran status or any other basis as specified by national and international laws and regulations.

Admission to the program requires a minimum of a master's degree earned at an appropriately accredited University or licensed foreign university.

All applicants must meet the following admission requirements:

1.   A complete IUL Agreement
2.   A current resume
3.   Official transcripts from all post-secondary institutions attended (Notarized copies will be accepted for Foreign Institutions)
4.   2 Recommendation letters -IUL Recommendation Forms are preferred
5.   A letter of intent to join the DBA program.
6.   Proof of a minimum of three years' professional experience
7.   One of following English test scores or records is required for the applicants whose English is not their native language.

- TOEFL minimum scores of 530 (PBT, Paper Based Test) or 71 (IBT Internet Based Test). IUL's Institution Code is 7719. Or, 6.5 on the International English Language Test (IELTS) or 50 on the PTE Academic Score Report (DBA applicants: a minimum score of 550 on the paper-based Test of English as a Foreign Language (TOEFL PBT), or 80 on the Internet Based Test (IBT), a 6.5 on the International English Language Test (IELTS), or 58 on the PTE Academic Score Report);
- A minimum grade of Level 3 on the ACT COMPASS's English as a Second Language Placement Test;
- A transcript indicating completion of at least 30 semester hours of credit with an average grade of "B" or higher at an appropriately accredited college/university or licensed foreign university where the language of instruction is English
- A transcript indicating a grade of "B" or higher in an English composition course from an appropriately Accredited college/university or a licensed foreign university
- If the student is not able to provide any of the above language proficiency evidences, he/she may be admitted conditionally and attend an ESL language program as an additional prerequisite. However, the student will not be allowed to enroll for more than 30 credits unless they reach and complete the Advanced Level with a "C" average.

Once all required documents are received, student will be evaluated and notified as soon as the decision is completed: Student will receive an electronic email notification informing him/her of their full acceptance, conditional acceptance or denial of admission.

Students accepted will then be required to submit:

8.   A copy of their Identification card, Driver's license or passport

9.   Payment of registration fees

Please note that any Document not in English should be accompanied by a certified translation.

10.1.1 Credit Transfer Policy

Up to 9 credit hours of Doctorate level course work may be transferred toward the program. In all courses offered for transfer credit, the applicant must have earned a grade of "B-" or better at an appropriately licensed institution. The decision to award transfer credit will be made by the Admissions Committee.

10.1.2 Program Description

The Doctorate of Business Administration (DBA) program at IUL is a professional doctoral program intended for executives, managers, leaders, entrepreneurs and educators who want to expand their knowledge, skills, and abilities. Graduates possess the knowledge and experience to assume advanced positions in the managerial, consulting, educational or research markets.

A combination of analytical, practical, and research-based approaches is used to equip graduates with an understanding of advanced thought and practices, as well as a theoretical, philosophical, and real-world understanding of business administration practices.

10.1.2.1 DBA Outcomes

The program will imbue the student with in-depth knowledge of managing organizations, programs, and projects. It will push them to become effective managers and leaders; they will learn how to make decisions, and how to motivate.

Every student who chooses to enter the program must make a commitment to the program to make a significant contribution to the intellectual knowledge base of the University. They may do this by their participation in courses, by their research, by their publications, and by their attendance at seminars, colloquia, and professional meetings.

Pursuit of the DBA involves four main components:

1.   **Coursework –** Completion of courses in the Doctoral Program,

2.   **Comprehensive Examination:** After the completion of all core coursework included in the doctoral program of study, the student is required to pass a comprehensive examination administered by the program department. The examination is in written format and scheduled three times a year at the beginning of each Semester,

3.   **IRB Protocol Submission:** Prior to initiating scholarly research, doctoral candidates must submit a protocol for approval. This protocol is a federal mandate for all scholarly research conducted by an educational institution, protecting the rights and welfare of people involved in research and reviewing all proposals for research conducted,

4.   **Dissertation:** concludes the program with a significant scholarly research project, which students must present and defend.

As the global information economy evolves, organizations are becoming increasingly complex and innovative, with organizational models and practices becoming crucial for successfully addressing this

complexity. Consequently, leadership in this environment requires higher, more sophisticated levels of knowledge and skills.

The DBA program is designed to serve this need by providing doctoral-level education to professional practitioners in business and management.

Upon completion of the DBA program, well defined students are ready to enter the international business world and successful employment, publications of scholarly papers, professional research and teaching at institutes and Universities.

Doctoral program outcomes

1. Demonstrate advanced knowledge and competence in the latest academic theories, concepts, technology-enabled opportunities, financially justified analysis, research operations and market-based economy in a global field of business administration,
2. Demonstrate integration from business and non-business disciplines to generate novel ideas, strategies, and practical approaches to address business issues faced by senior leadership in organizations,
3. Demonstrate effective research skills including formulation of research problem; integration of previous publications into an appropriate literature review; design of a research study; data analysis; ability to summarize and present the results,
4. Generate, evaluate, and assess the ethical obligations and responsibilities of business for the purpose of responsible management,
5. Demonstrate an ability to address complex industry challenges using the frameworks of industry rules and regulations that build prescriptive conclusions and real-world experience and knowledge.

The Dissertation outcomes

The dissertation is the final scholarly product of the program. This document must complete the proposed research study, presenting detailed results and analyses. The dissertation must present a careful synthesis and evaluation of the work done and the findings obtained. All claims must be warranted, and limitations admitted. Suggestions for future research in the field that build on the instant research are required to demonstrate the fruitfulness of this research.

The capstone project outcomes are:

1. Concept paper – Demonstration of students' ability to articulate a research study.
2. Quality review methods – Demonstration of students' ability to conduct a review of the alignment of methods, design and question in the dissertation study.
3. Defense – Demonstration of students' ability to present and defend their research and findings.

10.1.3 Curriculum

The DBA program contains courses that are 3 and 6 credit hours each. Program completion requires successful completion of all prescribed courses, completion of research related courses and presenting the final dissertation before a chair/mentor and committee. The entire program is 60 semester credit hours in duration and usually takes 3 years to complete.

PQ-Prerequisites: Before registering for a course, students must have successfully completed all required pre-requisites for that course.

PA-Proctored Assessment: Courses with a "PA" code means students must pass the final assessment through proctored settings.

COMP-Comprehensive Examination: After the completion of all core coursework included in the doctoral program of study, the student is required to pass a comprehensive examination administered by the program department.

DBA Curriculum
Core Courses: 45 Credits

AUL700-PA	Leadership Development	3
AUL702	Entrepreneurial Case studies	3
AUL704	Cross Cultural Management	3
AUL706	Management of Change	3
AUL708-PA	Planning for Organizations	3
AUL710	Entrepreneurial Consulting Project (I and II)	6
AUL712	Entrepreneurship and Innovation	3
AUL714	Gender and Management Styles	3
AUL716	E Portfolio Planning	3
AUL718	International Environments Systems Perspectives in Global Organizations	3
AUL720	Opportunity Analysis	3
AUL722	Research Instruments Qualitative and Quantitative	3
AUL726	Global Entrepreneurial Leadership (I and II)	6

Comprehensive Examination- PA (Pass or Fail)

Scholarly Research Project Courses- 15 Credits

AUL724	Team Research Project (I and II)	6
AUL728	Independent Study (I and II)	6
AUL730	Dissertation Continuance	3
	Total credit hours	60

10.1.4 Comprehensive Examination

After the completion of all core coursework included in the doctoral program of study, the student is required to pass a comprehensive examination administered by the program department. The examination is in written format and scheduled three times a year at the beginning of each Semester.

COMP Policy:

Detailed COMP policies can be found in IUL website under policies or by clicking here: https://www.iulf.education/policies/comp-policy/ Student should be ready to spend at least 4 hours on the examination and will need to comply with all proctoring policies as published in the website.

Student should fill out the COMP Application form published in IUL website under Doctorate program.

COMP Grading Rubric

The following scoring rubric will be applied to the Exam.

- **Pass** - Candidates scoring above 80/100, equivalent of a B- grade
  Once passed, student is in candidacy status: Transcript is annotated as follows: DOCTORAL COMPREHENSIVE EXAMINATION PASSED [date of candidacy]
- **Fail** - Candidates scoring below 80/100, fail the exam but may retake it in the next session. On the second failure of the comprehensive examination, the Academic director will notify the CAO to authorize a third try.
  Doctoral students are allowed to take the Comprehensive exam three times, a third failed examination will annotate the transcript as follows: DOCTORAL COMPREHENSIVE EXAMINATION FAILED [*date of third failure*]

10.1.5 Program Dismissal Due to COMP Failure

In the event of failure, a student will be afforded another opportunity to retake each section (online, written, or oral) of the exam after additional study of three months. If a student does not pass the comprehensive examination after all three (3) re-attempts have been exhausted the following measures will be enforced:

1. The student will be notified in writing that they are being dismissed at the end of the current semester due to failure to pass the comprehensive examination. Notification of dismissal should occur as soon as possible,

2. The student may appeal the dismissal to the Department Chair within 14 business days of receiving the notification,

3. As noted in the IUL Student Handbook, "At each stage of the appeal, the student must provide a written justification for the appeal and an explanation of the desired resolution; reviewers at any stage of the appeal may request appropriate additional documentation from any party to the appeal,"

4. Final measure for the appeal is to schedule an ad-hoc committee of qualified faculty members, to conduct an oral examination of the comp exam, on campus or online. If a student does not pass the oral comprehensive examination, he/she will be asked to drop out of the program and

will be given transcripts for courses passed/completed in the Doctoral Program. This measure applies to IUL and partnering university students. There will be no further appeals accepted by the failing student,

5. The Line of Authority for these appeals is as follows:

        a. Department Chair,

        b. Dean,

        c. Chief Academic Officer,

        d. University President.

10.1.6 Doctoral Dissertation

The dissertation outcomes are:

1. **Concept paper** – Demonstration of students' ability to articulate a research study.

2. **Quality review methods** – Demonstration of students' ability to conduct a review of the alignment of methods, design and question in the dissertation study.

3. **Defense –** Demonstration of students' ability to present and defend their research and findings. Students are advised to download and read the DBA manual available in our website under Doctorate program.

10.1.7 Dissertation Committee

When students successfully complete all core courses, they will be assigned a Dissertation chair/mentor and a Committee to oversee the entire process. Similar to an Advisory Committee, this committee will comprise at least three faculty members with appropriate terminal degrees.

Students may request substitutions or additions to this committee, which must be approved by the CAO and program director. Students work closely with their dissertation committee members through the remainder of their doctoral program.

Doctoral Candidates have the opportunity to nominate one member of the dissertation committee for regular interaction. Selection of a nominee is solely at the discretion of the IUL administration. The University will provide compensation to the local faculty members directly: the student will not bear any additional financial burden for his/her services.

10.1.8 IRB - Human Subjects Research Review and Approval Committee

The University is responsible for the rights and welfare of human subjects involved in scholarly research. The Human Participants Committee are responsible and bound by Federal and state regulations mandate that research involving human participants must be reviewed and approved by an Institutional Review Board. The "Federal Wide Assurance" (FWA) for the International University of Leadership (IUL) is: IORG0010147, expires 04/24/2022, which is approved by the Office for Human Research Protections (OHRP) at the Department of HHS.

The IRB Committee is responsible for providing guidance and oversight for the human participant protection program during implementation of the IRB and for helping to maintain compliance with applicable laws, regulations, and policies during doctorial research.

A dissertation is automatically considered to be adding to generalizable knowledge because the University intends to disseminate its contents for the use of others. Therefore, students completing a doctoral dissertation that involve the use of human subjects must submit an IRB application for review and approval. If a student's doctoral project meets the federal definition of research and involves human subjects as defined by federal guidelines, a review is needed.

The entire scope of activities and policies related to the Institutional Review Board (IRB) may be found in the IRB Policies Manual in IUL website. Prior to the initiation of any human research activity, candidates are required to submit an IRB protocol application, and the IRB committee will review and decide based on its published process.

Once the application is reviewed and approved, student moves on to the Research phase.

10.1.9 Special Research Policies

The next major step toward the doctoral degree is for students to develop expertise in their chosen area of concentration. Students build a general reading list covering the major topics relevant to the concentration and an in-depth, specialized reading list relevant to their specific research interests.

Dissertation Proposal

The critical work product of the Special Topics in Research component is a formal written proposal for dissertation research. This proposal must include a clear statement of the problem to be researched and a survey of the relevant literature. The proposal must specify the research methods, data collection, and data analysis techniques in detail. The methods to be employed must be appropriate, reliable, and appropriate for the measures taken.

Dissertation Research

Students begin the final research phase of their doctoral studies, by cooperating with their chair, librarian, and members of the committee. They conduct their research project and develop their dissertation, achieving the highest levels of scholarship. The dissertation must include original research that is focused either on expanding the methodological scope of the content area, developing new theories, or confirming theoretic models. Research methods that may be employed include field experiments, surveys, and case studies.

Dissertation

The dissertation is the final scholarly product of the program. This document must complete the proposed research study, presenting detailed results and analyses. The dissertation must present a careful synthesis and evaluation of the work done and the findings obtained. All claims must be warranted, and limitations admitted. Suggestions for future research in the field that build on the instant research are required to demonstrate the fruitfulness of this research.

Dissertation Defense

An oral examination of the doctoral candidate will be conducted by the dissertation committee. The final document must be delivered to the committee at least 30 days prior to the scheduled defense. It is

expected to be ready for publication in camera-ready or desktop publishing format. The candidate may be directed to rework portions of the dissertation and repeat this examination until it is approved by a majority of the dissertation committee.

Publication

After the dissertation is approved by the Dissertation Committee, the student must arrange one soft copy to be provided to the publishing website of IUL at http://iulpress.org. IUL will work closely with students to possibly gain publication of the main work in a peer reviewed, scholarly or other journal or publication of a book, as appropriate.

10.2 DBA Course Descriptions

The DBA may not be completed in less than three years. The maximum time allowed is seven years. For optimal benefit, IUL encourages doctoral students to complete the program in three years.

DBA Course Descriptions

> **Course numbering system**: 700–730 Doctorate Courses
> **Prerequisites**: Before registering for a course, students must have successfully completed all required pre-requisites for that course.
> **PA: Proctored Assessment**- Courses with a "PA" code means students must pass the final assessment through proctored settings.
> **Comprehensive Examination or COMP:** After the completion of all core coursework included in the doctoral program of study, the student is required to pass a comprehensive examination administered by the program department.

Core Courses- 45 semester credit hours
AUL 700-PA Leadership Development, 3 Credits

The objective of this course is to assist students with identifying and cultivating leadership qualities in organizational settings and encourages them to strengthen "leadership" within themselves. Leadership qualities of entrepreneurs in the fields business, education, and social service are examined as students take a multidisciplinary approach to the subject.

AUL 702 Entrepreneurial Case studies, 3 Credits

The objective of this course is to build on the knowledge and practical consulting skills learned through case study development. In this case students are assigned a team project in the international setting where the course is taking place. The team is now real, and the students must develop innovative solutions while working face to face with the stakeholders in the project.

AUL 704 Cross Cultural Management, 3 Credits

The objective of this course is to examine different cultures in different regions of the world through the use of case studies of entrepreneurial leaders. Student teams are assigned an article for review and

presentation to the group. They develop skills to present the information in an effective and innovative manner using power point and discussion activities.

AUL 706 Management of Change, 3 Credits
This course examines a general theory of change and its possible applications. Students will extend their existing plans from the previous course by outlining a successful implementation of the planned change.

AUL 708-PA Planning for Organizations, 3 Credits
This course provides an overview of traditional approaches to strategic planning and examines their strengths and limitations. Students will begin to develop a strategic plan that is relevant for their selected organization by tracing the organization's historical development and measuring its economic objectives.

AUL 710 Entrepreneurial Consulting Project (I and II), 6 Credits
Students learn how a consulting business operates through hands-on experience as part of a virtual consulting team. Selected projects that benefit communities throughout the world are solicited prior to the course, and then virtual teams carry out the project design from beginning to end. The course is often offered in multiple sections to accommodate several team projects.

AUL 712 Entrepreneurship and Innovation, 3 Credits
Students are introduced to the concept of entrepreneurial thinking and the role that it plays in our economy and society. Student suggestions for creating innovation and change in their local community or workplace are incorporated into class projects.

AUL 714 Gender and Management Styles, 3 Credits
Early socialization of gender identity has cultural ramifications that play a large role in management styles and leadership positions throughout the workplace today. Students gain an understanding of this socialization process and learn how men and women communicate differently through verbal, written and non-verbal communication and problem-solving approaches. They also learn how to assess and develop their own communication style.

AUL 716 E Portfolio Planning, 3 Credits
Students use technology to create visual and narrative explanations of their professional skills and leadership abilities through the development of an e-Portfolio. Students then assess their current career and develop a plan to expand their potential over the next decade by conducting a "what if?" analysis.

AUL 718 International Environments: Systems Perspectives in Global Organizations, 3 Credits
This course identifies major issues in regions throughout the world and analyzes their impact on the region's economy. Case studies illustrate examples of situations where local issues played a major role and had an economic impact. Innovative leaders are identified along with the new solutions they implemented.

AUL 720 Opportunity Analysis, 3 Credits

This course introduces students to strategic thinking about complex problems. Designed for a multidisciplinary audience, students work together to identify opportunities and analyze their potential in each other's workplaces and communities.

AUL 722 Research Instruments—Qualitative and Quantitative, 3 Credits

The course introduces students to advanced principles of research. Students learn to distinguish between quantitative and qualitative research paradigms and are encouraged to use these paradigms to develop and test survey instruments for their dissertations or entrepreneurial ideas.

AUL 726 Global Entrepreneurial Leadership (I and II), Prerequisite: AUL 710, 6 Credits

Students first identify global entrepreneurial leaders to gain an awareness of various styles and strategies used in business, education and social service settings worldwide. They then compare and contrast these lessons with someone from their own community. Lastly, they develop their entrepreneurial leadership skills through global networking.

COMP Exam- PA

After the completion of core coursework included in the doctoral program of study, the student is required to pass a comprehensive examination administered by the program department. Students should schedule to take their Comp Examination as soon as they can. Comp Examination is scheduled three times a year at the beginning of each Semester.

Scholarly Research Project Courses- 15 Credits

AUL 724 Team Research Project (I and II), 6 Credits

A virtual team is used to complete a specific research project as defined by the professors. Students sharpen their research skills and team building strategies.

AUL 728 Independent Study (I and II), Prerequisite: AUL 722, 6 Credits

Students work independently to develop a creative, practical solution to a problem faced in their workplace or community after conducting research on both the problem and solution alternatives. Students may develop an entrepreneurial opportunity into a business plan or write an in-depth case study about an entrepreneurial venture, including financial data.

AUL 730-PA Dissertation Continuance, Prerequisite: AUL 728, 3 Credits

The objective of this course is designed for students to complete their capstone project and finalize the dissertation defense.

10.3 Graduation Requirements

Students who have satisfactorily completed all academic and financial requirements in the doctoral program will be considered for graduation. The University approves graduations in December and June. The University holds its annual commencement end of June. Students, who graduated before June are still invited and encouraged to participate in the annual commencement. The graduation date on a student's degree is always the date that the university approves for his or her graduation.

11. University Administration
11.1   IUL Leading Board Members
Dr. Samuel Waldron, Chair
Dr. Emil Gjorgov
Dr. Jeremy Cripps
Dr. Houssain Kettani
Dr. Anass Lahlou, CEO
Dr. Judy Bullock

11.2   University Staff
Chair of the Board of Directors: Dr. Samuel Waldron
Chief Executive Officer: Dr. A Lahlou
Chief Academic Officer: Dr. Emil Gjorgov
Chief Operations Officer: Dr. Ounsa Achour
Academic and Business Advisor: Dr. Jose L Otero
Director of Marketing: Mrs. Salma Lahlou
Director of Information Technology: Mrs. Zineb Zagdouni
Operations Director and Registrar: Mrs. Salma Achour
Enrollment Director: Mrs. Meriem Ait Bacha
Librarian: Mrs. Lisa K. Acuna

11.3   University Faculty

Achour Leila, Area of Specialization: Management and Communication
MBA in Project Management from PIIMT, BBA in Marketing and Communication from IIHEM.

Achour Ounsa, Area of Specialization: Management
Doctor of Business Administration from AUL, MBA concentration in Healthcare Management from University of Phoenix, Bachelor of Science in Biotechnology from George Mason University.

Benelallam Imade, Area of Specialization: Information Systems, Computer Science and eBusiness
PhD in Information Systems from Mohamed V University.

Belhiah Hassan, Area of Specialization: Linguistics, Writing and English
PhD in Linguistics from the University of Wisconsin, MA in English from the University of Wisconsin.

Cripps Jeremy, Area of Specialization: Accounting
Ph.D in Accounting from Union Institute & University, Cincinnati, Ohio

El Aarroumi Asma, Area of Specialization: Sciences of Management
PhD in Sciences of Management from University Hassan I Settat

El Handri Kaoutar, Area of Specialization: Big Data and Cloud computing
PhD in Computer Science, Laboratory Research in Computer Science (LRI-IPSS) Mohammed Fifth University

El Mjati Nabil, Area of Specialization: Information Systems and Computer Science
Master of Business Administration in Information Systems Management from PIIMT, Bachelor of Arts in Computer Science from University of North Texas.

Gjorgov Emil, Area of Specialization: Behavioral Sciences and Management of Information Systems
Ph.D in Behavioral Science, from Open Society University EuroBalkan, Skopje, N. Macedonia, and M.A. in Communications from University American College Skopje, N. Macedonia

Gjorgova Gordiana, Area of Specialization: English Composition, Writing, Curriculum Design
PhD and MA in Philology from University of Sts. Cyril and Methodious.

Hasbaoui Anouar, Area of Specialization: Finance & Accounting
PhD in Economics and Management from Hassan I University, MBA in Finance from University of Texas

Jawahir Qarafi, Area of Specialization: IS, Algorithms and Data
Masters in Data Engineering and Knowledge Management, School of Information Science, Morocco

Lahlou Anass A. Area of Specialization: Entrepreneurship, Innovation and Leadership
Doctorate of Business Administration, PIIMT, Master of Business Administration from Strayer University.

Makdoun Ibtissam, Area of Specialization: Computer Networks and Software Engineering
PhD in Data Analysis and Information Systems DAEC

Mouti Jalal, Area of Specialization: Management and Innovation
Master of Art in Leading Innovation and Change from York St Joh University.

Otero L. Jose, Area of Specialization: Business, Education and Psychology
Doctorate of Business Administration, AUL, EDs and MsEd, Queens College, BPS in Psychology, Empire State college.

Rainer Robert, Area of Specialization: Business Law and Psychology
Juris Doctor, Suffolk Law School
Bachelor of Arts in Philosophy and Psychology from Brandeis University

Salemi Ahmed, Area of Specialization: Marketing and Sales
Doctorate of Business Administration, Specialized in Sales Training from IUL. Master of Business
Administration in Integrated Marketing Communication from Oklahoma City University

Sardi Lamyae, Area of Specialization: IS, Programming
Master's degree – Computer Networks, Telecommunications and Multimedia. ENSIAS.

Spencer Nadia, Area of Specialization: Accounting
Master of Business Administration from Keller Graduate School of Management, Bachelor of Science
in Business Administration, Accounting Major from University of Central Florida

Taylor Wilson Kim, Area of Specialization: Communication
Master of Science in Corporate Professional Communications from Radford University
Bachelor of Science in TV/Radio Communications from Radford University

Waldron Samuel, Area of Specialization: Management and Finance
Doctorate of Business Administration from Bernelli University, M.B.A. from Long Island University.