



2018 – 2019
CATALOG

VOLUME 3

Effective date July 1st, 2018

5201 Blue Lagoon Drive, Suite 800

Miami Florida 33126

305-716-4026

www.adenuniversity.us

TABLE OF CONTENTS

CONTENTS

1	INSTITUTIONAL OVERVIEW	5
1.1	ABOUT US	5
1.2	MISSION	5
1.3	VISION	5
1.4	OBJECTIVES	6
1.5	OWNERSHIP	6
1.6	LICENSURE INFORMATION	7
1.7	ADDRESS	7
1.8	ACADEMIC PROGRAMS	8
	1.8.1 Master's Degree Programs	8
	1.8.2 College Credit Certificate Programs	9
1.9	ORGANIZATIONAL INFORMATION	
9		
	1.9.1 Administrative Staff	9
	1.9.2 Faculty	11
2.	ACADEMIC OVERVIEW	13
2.1	ADEN UNIVERSITY LEARNING MODEL	13
2.2	ASSESSMENT AND QUALITY ASSURANCE (QA)	15
2.3	ACADEMIC POLICIES	15
	2.3.1 Academic Term	15
	2.3.2 Definition of Unit of Credit	15
	2.3.3 Credit for Prior Learning	16
	2.3.4 Teach-Out Programs	
16		
	2.3.5 Grades	16
	2.3.6 Class Attendance and Repeated Courses Attempts	18
	2.3.7 Withdrawal Policy	18
	2.3.8 Leave of Absence	21
	2.3.9 Readmission	21
	2.3.10 Academic Standing	21
	2.3.11 Graduation Requirements	22
	2.3.12 Graduation Honors	24

3.	STUDENT SERVICES	24
3.1	ACADEMIC ADVISING	24
3.2	STUDENT ORIENTATION COURSE	25
3.3	OFFICE OF THE REGISTRAR	26
3.4	ADEN VIRTUAL ACADEMIC COMMUNITY	26
3.5	TECHNICAL SERVICES AND SUPPORT	27
3.6	ONLINE LIBRARY RESOURCES	28
3.7	CAREER SERVICES	28
3.8	EMPLOYMENT PLACEMENT SERVICES	28
4.	STUDENT RIGHTS AND RESPONSIBILITIES	29
4.1	GENERAL INFORMATION	29
4.2	NON-DISCRIMINATION POLICY	31
4.3	NON HARASSMENT POLICY	31
4.4	CONDUCT CODE	33
	4.4.1 Prohibitions	34
	4.4.2 Prohibition against “Hazing”	34
	4.4.3 Compliance with Local, State and Federal Law	34
	4.4.4 Computer Access and Utilization of ADEN University Resources	35
	4.4.5 Misrepresentation and Falsification	35
	4.4.6 Drug-Free Schools and Communities Act	36
4.5	INTELLECTUAL PROPERTY AND COPYRIGHT VIOLATIONS	36
4.6	DISCIPLINARY SANCTIONS	37
	4.6.1 Behavioral Warning	38
	4.6.2 Behavioral Probation	38
	4.6.3 Temporary Suspension	38
	4.6.4 Disciplinary Sanction	38
	4.6.5 Disciplinary Warning	38
4.7	APPELLATE PROCESS	39
4.8	PRIVACY OF THE STUDENT (FERPA)	40

5.	ADMISSION TO ADEN UNIVERSITY	42
5.1	ADMISSIONS REQUIREMENTS FOR DEGREE SEEKING STUDENTS	42
5.2	ADMISSIONS REQUIREMENTS FOR NON-DEGREE SEEKING STUDENTS/ COLLEGE CREDIT CERTIFICATES.	43
5.3	LANGUAGE OF INSTRUCTION	43
	5.3.1. Spanish Program Admission Requirement	44
	5.3.2 English Program Admission Requirement	44
5.4	TECHNICAL REQUIREMENTS	45
5.5	TECHNOLOGICAL COMPETENCIES	46
5.6	TRANSFER OF CREDITS	46
	5.6.1 Maximum Transfer Credits Accepted from other institutions by Program	49
	5.6.2 Challenge examinations and prior learning	49
6.	COST OF ATTENDANCE AND FINANCIAL POLICIES	50
6.1	TUITION AND FEES	50
6.2	REFUND POLICY	51
6.3	PAYMENT METHODS	52
6.4	STUDENT FINANCIAL ASSISTANCE	53
6.5	FINANCIAL ASSISTANCE POLICY	53
7.	ACADEMIC PROGRAM AND COURSES DESCRIPTIONS	58
7.1	MASTER'S DEGREE PROGRAMS	58
7.2	COLLEGE CREDIT CERTIFICATE PROGRAMS	72
7.3	COURSE NUMBERING SYSTEM	76
7.4	COURSE DESCRIPTIONS	76
	- EXECUTIVE MASTER OF BUSINESS ADMINISTRATION COURSES	
	- GLOBAL MASTER OF BUSINESS ADMINISTRATION COURSES	
	- CORPORATE COMMUNICATION COURSES	
	- HUMAN CAPITAL MANAGEMENT COURSES	
	- MANAGEMENT OF EDUCATIONAL INSTITUTIONS COURSES	
	- MARKETING AND SALES MANAGEMENT COURSES	
	- OPERATIONS MANAGEMENT COURSES	
7.5	WORKSHOPS	104
8.	ACADEMIC CALENDAR	105

9	OTHER INFORMATION	108
9.1	ACCREDITATION STATUS	108
9.2	EFFECTIVE DATE	108

1. Institutional Overview

1.1 About Us

ADEN University (ADENU) is an institution of higher education founded in Miami, Florida, USA in July 2016. ADENU was created in an international environment to fully capitalize on its network of global marketplace experience. The University offers students access to professionals who operate in the world of business and administration. These individuals share their knowledge and acumen collaboratively with students in all programs offered at ADEN.

The University focuses on creating a culture for our students conducive to academic and professional development. The goal is to enhance students' abilities to reach professional goals and career objectives with an emphasis on the U.S. and global markets. All academic programs are offered 100% online and delivered in either English or Spanish.

1.2 Mission

ADEN University provides degree programs and executive education in English and Spanish to empower professionals with relevant knowledge and tools to face the challenges of global business. The internet and other technological communication tools are integral parts of our educational model opening access to a global community of students, teachers, and alumni.

1.3 Vision

ADEN University's vision is to be recognized as the benchmark for developing relevant

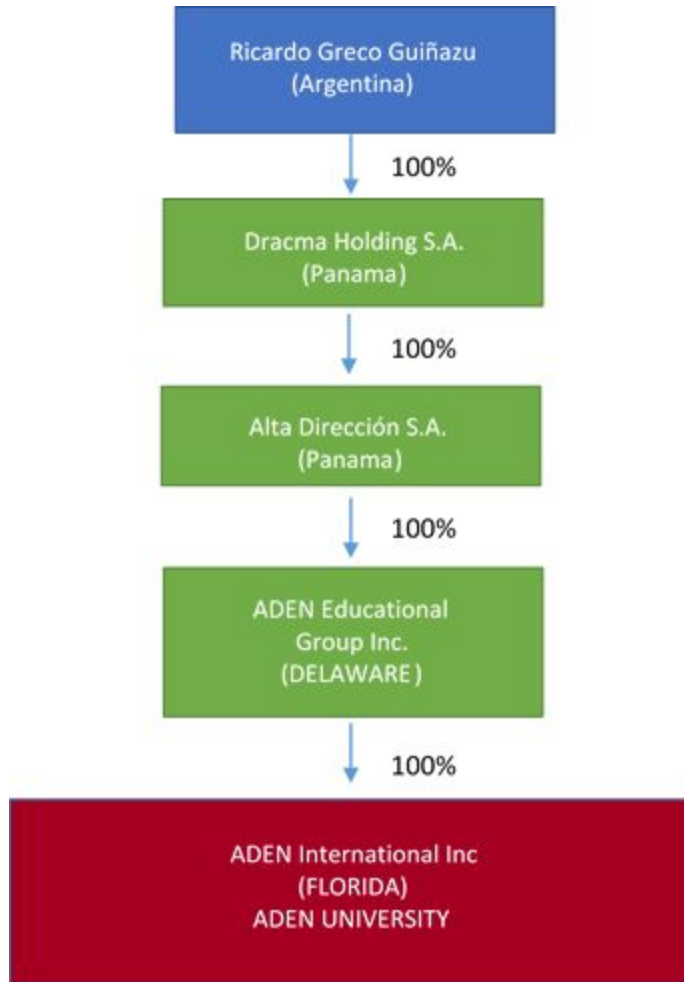
human talent in a global network capable of bridging business from the U.S. to Latin America and beyond.

1.4 Objectives

1. To provide access to quality and relevant executive education and degree programs.
2. To develop and promote an international college environment by means of the curriculum and diversity of nationalities of its students, faculty and staff.
3. Support academic activities and administrative process with suitable and effective technologies.
4. Ensure the financial viability of the institution.
5. Continuous improvement of the system of self-assessment and quality assurance.

1.5 Ownership

ADEN INTERNATIONAL, INC. (DBA) ADEN UNIVERSITY a Florida for-profit corporation is funded by its parent company ADEN EDUCATIONAL GROUP, INC a Delaware corporation. In turn, ADEN EDUCATIONAL GROUP, INC is funded by its parent company ALTA DIRECCION, S.A. a Panamanian corporation.



1.6 Licensure information

ADEN University is licensed by the Commission for Independent Education, Florida Department of Education, License #5480. Additional information regarding this institution may be obtained by contacting the Commission for Independent Education (CIE) at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399-0400. Toll free telephone number: (888) 224-6684.

1.7 Address

The administrative office of ADEN University is located at 5201 Blue Lagoon Drive Suite 800, Miami, Florida, 33126, with business hours Monday through Friday from 9:00 am to

5:00 pm (EST). Telephone number: (305) 716-4026.

Requests for meetings should be addressed to the Director of Student Services at sservices@adenuniversity.us or by mail directed to the University address. The University will respond within 72 hours proposing a date and time for the appointment. No classes are held at this location. All ADEN University course instruction and student support services are provided online.

The facility has over 2,000 square feet. This includes a private office with 3 workspaces, telephones, Wi-Fi internet broadband, visitor reception, 2 meeting rooms, cafeteria, copy center, phone answering service, visitor parking and other support services.

Since ADEN University is an online university, no classes are taught out of its administrative offices. However, the facility can accommodate training sessions in its conference room. There is a private office so prospective students can have face-to-face meetings with admissions personnel.

The student, faculty, and staff files are stored at this location. All student services are offered online, by phone or at the administrative offices. Students have 24/7 access to the ADEN Virtual Academic Community, a portal where they can contact the University with any questions or comments, access coursework, check their transcripts, take examinations and interact with their professors and classmates. The University online servers are maintained by ServerLoft based in Saint Louis, Missouri.

1.8 Academic Programs

ADEN University offers the following academic programs for the 2018 – 2019 academic year:

1.8.1 Master's Degree Programs

- Executive Master of Business Administration (EMBA)

- 39 Graduate-level semester credit hours – estimated completion time: 18 months
- Global Master of Business Administration (GMBA)
 - 35 Graduate-level semester credit hours – estimated completion time: 15 months
- Master of Science in Corporate Communication
 - 30 Graduate-level semester credit hours – estimated completion time: 12 months
- Master of Science in Human Capital Management
 - 30 Graduate-level semester credit hours – estimated completion time: 12 months
- Master of Science in Management of Educational Institutions
 - 30 Graduate-level semester credit hours – estimated completion time: 12 months
- Master of Science in Marketing and Sales Management
 - 30 Graduate-level semester credit hours – estimated completion time: 12 months
- Master of Science in Operations Management
 - 30 Graduate-level semester credit hours – estimated completion time: 12 months

1.8.2 College Credit Certificate Programs

- College Credit Certificate in Business Management
 - 17 Graduate-level semester credit hours – estimated completion time: 8 months
- College Credit Certificate in Executive Leadership
 - 16 Graduate-level semester credit hours – estimated completion time: 6 months
- College Credit Certificate in Global Business
 - 15 Graduate-level semester credit hours – estimated completion time: 6 months

1.9 Organizational Information

1.9.1 Administrative Staff

President

Ricardo Greco Guiñazú

DBA, Swiss Business School

Dean

Roger LaMarca
DM, University of Phoenix

Assistant Dean

Laura Mendez
Master in Marketing and Sales, EUNCET, Universitat
Politécnica de Catalunya

University Registrar / Director of Student Services

Alex E. Collins
M.S. in Human Resource Development and
Administration, Barry University

Academic Coordinator

María Teresa Bistué
DBA, Swiss Business School

Director of Finance / CFO

Cruz González
Master's Degree, Accounting, University of Florida

Director of Admissions

Roberto García
MBA, Florida International University

Admissions Officers

Christian Hermida

Student Advisors

Belen Dicono

Briana Pavlich

1.9.2 Faculty

Baides, Néstor Raúl

DBA, International Marketing, Jaén University, Spain
MBA, National University, San Diego, CA

Bistué, María Teresa

DBA, Swiss Business School, Switzerland
MBA, Catholic University, Córdoba-Argentina

Carrillo Rivera, Jorge Miguel

PhD in Administration with Emphasis in Strategy, Concordia University
Master of Business Administration, Monterrey Institute of Technology and Higher Education

Courts, Bari

PhD, Capella University
MBA, University of Cincinnati

Cucchi, Daniel

DBA, Alta Dirección University, Panamá
MBA, Francisco de Vitoria University, Spain

Delfino, Marcelo Alejandro

Doctor of Economics. CEMA University, Buenos Aires, Argentina
MS, Economics and Finance, Warwick Business School, University of Warwick, United Kingdom
MS, Economics and Finance, CEMA University, Buenos Aires, Argentina

Falco, Alejandra Elena

PhD, in Business Management, Universidad del CEMA, Buenos Aires, Argentina
Master of Education, Universidad del Salvador, Buenos Aires, Argentina

Gnazzo, Liliana Elizabeth

DBA, University of Panama /Jaen University, Spain
Master in International Business, University of Lleida, Spain

Jacobs, Brent Anthony

DBA, Finance, Baker College
MS, Strategic Leadership, Walsh College

Jumper, Sharon

Juris Doctorate, Law, Wake Forest University,
Master of Public Administration Certificate, Walden University,
Master of Educational Technology and Instructional Design Certificate, University of Central Florida

LaMarca, Roger

DM, Organizational Leadership University of Phoenix
MBA, University of Phoenix

Lanati, Matilde Ines

DBA, Business, Swiss Business School, Switzerland
International EMBA, Business Administration, Francisco de Vitoria University, Spain
Master's Degree, Strategic Management & Marketing, University of Business and Social Sciences, Argentina

López, Pablo Marcelo

DBA, Alta Dirección University, Panamá
MBA, Instituto de Desarrollo Empresarial, Ecuador

Martínez Moll, Liliana

Doctor of Business Administration, Swiss Business School, Switzerland
Master of Business Administration, Francisco de Vitoria University, Spain
Master of Science in Human Resources, Swiss Business School, Switzerland

Moya de Jong, Rosario

Doctor in Business Administration, Swiss Business School, Switzerland
Master of Science in Human Resources, Swiss Business School, Switzerland

Nonaka, Miguel

Ph.D. Management, Université du Québec à Montréal, Canada
M.B.A Université du Québec à Montréal, Canada
M.B.A Universidad San Ignacio de Loyola, Peru

Parker, Larry

Doctorate in Organizations, Capella University
Master of Business, Liberty University

Perez Garcia, Victor Fabian

DBA, University Alta Direccion
MBA, Universidad de Lleida

Rabouin, Roberto Ruben

Doctor of Business Management, University of Jaén, Spain
Master of Sciences in Human Resources Management, Universite de Management,

Switzerland

Executive Master of Business Administration, with a concentration in Human Resources,
Francisco de Vitoria University, Spain

Master in Management and Strategic Marketing, U.C.E.S., Argentina

Rodriguez, Hernando Figueroa

Doctor of Business Administration, Atlantic International University

Master of Finance Specialist, Universidad de Los Andes

Schefer, Raymond

DBA, Swiss Management School, Switzerland

MBA, City University of Seattle, Campus Zurich, Switzerland- Switzerland

Scheinsohn, Daniel

DBA, Alta Dirección University, Panama

PhD in Marketing and Communication Sciences, Inter American University of Humanistic
Studies

MSc, Strategic Management, Swiss Business School, Switzerland

Smits, Karen

Ph.D., Social Sciences, VU University, Amsterdam, the Netherlands

Master of Science, Culture Organization and Management, VU University, Amsterdam, the
Netherlands

Wright, Brian

PhD, E-Commerce, NorthCentral University

MBA, E-Commerce, NorthCentral University

2. Academic Overview

ADEN University incorporates innovation, applied to education, knowledge and business. The Institution integrates and applies relevant education, adapted to the needs and aspirations of international business professionals. ADEN focuses on practice-based learning and the development of competencies and skills facilitating students' transition to the workplace.

2.1 ADEN University Learning Model

ADEN University delivers its educational programs by means of an online learning platform called ADEN's Virtual Community; it is available 24/7/365. The Virtual Community was developed following the best practices to achieve accessibility, usability, collaboration, security and measurable learning outcomes.

ADEN's Virtual Community is an online portal created to achieve the following: provide access to course content, deliver materials and evaluations, promote networking, record academic data, facilitate student services, and enable asynchronous and synchronous communication among students, faculty and staff.

Another component of our learning model is the process to select relevant courses and program content. We have identified two main goals for our programs: one is to encourage students to develop intellectual curiosity. The second goal is to be able to cultivate creative capacity for independent thought and action. In addition to these two goals, the programs are designed to focus on the global marketplace. Moreover, ADEN University seeks to provide graduates with the essential tools to interact with other members of society, adapt to change, and serve as business advocates.

ADEN employs a process to develop curriculum. In the initial step, several data gathering methods are used to identify unmet needs. These data drive the effective design of curricular content.

In the second step, data is gathered from direct sources (surveys, interviews, and focus groups) and indirect sources (educational statistical reports, legislative documents, educational journals and magazines). The result is the selection of academic resources that are relevant, current and available through ADEN's online library. The needs analysis and scans of the academic environment plus effective selection of academic resources result in relevant, current, and appropriate, resources for to students, faculty, and staff.

The final and most important component of this learning model is our human capital: faculty and students. ADEN University strives to employ faculty members that can convey the appropriate

learning outcomes and instill the following values in our students:

- Dignity: A sense of pride in oneself; self-respect. ADEN recognizes the students' intrinsic value, freedoms, rights and responsibilities.
- Solidarity: Commitment to cooperate in the common good of society.
- Community: Develop a sense of membership among students, faculty members and staff.
- Pragmatism: Understand and uphold the virtues of knowledge, theory and truth with a practical approach.

In conclusion, our Institution's premise is that the learning model provides a one-stop system aligned with our mission to fully integrate learning, student services, and faculty/staff support.

2.2 Assessment and Quality Assurance (QA)

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

2.3 Academic Policies

2.3.1 Academic Term

ADEN University defines an academic term as a period of eight consecutive weeks as listed in the academic calendar. Students may not enroll in more than two courses per term. This helps them successfully navigate the rigorous academic demands.

2.3.2 Definition of Unit of Credit

Students at ADEN University are awarded semester credits based on the Carnegie Unit. In distance learning, courses are measured by the learning outcomes achieved through 45 hours of student work for one semester credit hour. Students are required to spend at least 15 hours of “Academic Engagement” and 30 hours of preparation for each credit hour awarded.

Example: A 3 credit hour course at ADEN University encompasses 135 semester hours. This includes 45 hours of academic engagement and 90 hours of preparation time in an eight-week term. Preparation for class typically involves homework, such as reading and study time, as well as completing assignments and projects.

2.3.3 Credit for Prior Learning

At present, ADEN University does not provide credit by examination, credit for prior learning, or life experience.

2.3.4 Teach-Out Programs

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

2.3.5 Grades

Approved by ADEN faculty and Academic Affairs in Fall 2018, the following grading scale for the courses is based on the results of the course assignments, exams and other criteria established at the discretion of the professor. Grading criteria for each course is clearly defined each course syllabus. The following chart identifies the general University grading scale, and its equivalent grade point average (GPA):

GRADING SCALE

Letter Grade	Grade Points	Numerical Grade
A	4.00	94-100
A-	3.70	90-93
B+	3.30	87-89
B	3.00	84-86
B-	2.70	80-83
C+	2.30	77-79
C	2.00	74-76
C-	1.70	70-73

X	Incomplete	
---	------------	--

ADEN University has incorporated in its e-learning environment different tools to prevent academic dishonesty. Anti-plagiarism software is used to analyze the assignments that students upload, compare them with databases on the Internet and determine their degree of originality. Additionally, ADEN uses software to verify the identity of students while they take online exams.

Student identification is done using a photo ID before taking a test and a webcam for the duration of the examination to detect any possible suspicious behavior. Verification of student identification is always mandatory prior to taking, during, and upon completion of any scheduled exam. In compliance with this regulation, ADEN University provides students with an application to be installed and activated for the duration of each exam. This application verifies the I.D. of the user and monitors their surroundings during the exam to ensure that testing regulations are being followed.

A student commits academic dishonesty by not independently completing the personal forums, the evaluations or the exams. Plagiarism occurs when the student presents work or an idea that belongs to someone else. Plagiarism can be avoided by correctly citing sources and making sure that work is comprised of at least 70% original concepts and materials from the participant.

For ADEN University's complete plagiarism policy, see section 4.5 of this catalog.

2.3.6 Class Attendance and Repeated Course Attempts

Class Attendance

ADEN University delivers its academic programs utilizing an online methodology.

Therefore, it is important that students stay connected to the platform to review the materials, participate in class activities, and actively participate in the forums and all other activities related to the University environment. Students may not be offline from the ADEN University academic platform for more than seven (7) consecutive days.

Repeated Courses Attempts

Students are required to maintain a 3.0 GPA throughout their program. Students who drop below 3.0 GPA may need to repeat a course (See section 2.3.10 Academic Probation). Students must have at least a 3.0 GPA to qualify for graduation. In the case of repeating a course, only the higher grade is used in computation of a cumulative grade point average at ADEN University. However, all attempts are noted on the transcripts. The repeated course appears with brackets on the transcript. No more than two (2) courses may be repeated in a graduate program. All attempts are noted on the transcript. No courses may be repeated for grade average purposes after graduation. All credits attempted are considered when calculating quantitative Satisfactory Academic Progress status.

2.3.7 Withdrawal Policy and Procedure

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

- All voluntary and involuntary withdrawals must abide by the Refund Policy.
- A student who voluntarily withdraws from all courses or the University during the first week of the term (Drop/Add period) is considered “canceled” and receives a full refund.
- A student who voluntarily withdraws from a course after the first week of the term and before the last week of the term is considered “Withdrawn” and receives a grade of “W” for that course. Any refund due to the student is subject to the terms of the

refund policy.

- A student who voluntarily withdraws from a course during the last week of the term receives a grade of “F” for the course. A student may not withdraw from a course after an “I” (incomplete) has been granted. If a University withdrawal is requested while a course is in incomplete status, the “I” grade converts into an “F”. (You may refer to the Incomplete Course Section of this catalog).
- The academic calendar provides important dates, including the drop/add period. Students should refer to this calendar before dropping a course.

The Office of the Registrar can be contacted by phone at 305-716-4026 or by email at registrar@adenuniversity.us.

A formal withdrawal from courses or from the University requires completing and submitting a Withdrawal Form to the Office of the Registrar. Withdrawals are effective the date the student officially notifies the Registrar of the intent to withdraw. This withdrawal date is be used to compute any applicable refund due to the student. All refunds are made in accordance to the University refund policy. The Office of the Registrar can be contacted by phone at 305-716-4026 or by email at registrar@adenuniversity.us.

Drop / Add Period

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

Incomplete Course

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

any of the following:

- Death of an immediate family member
- Illness or injury to student
- Illness or injury to an immediate family member
- Involuntary work schedule change or transfer
- Jury duty or direct involvement with a current legal action
- Student called to active military duty

Incompletes must be requested by the students via email to their instructor. Requests should be made prior to the last week of the term (except in the case of a medical emergency). Incompletes are awarded only due to extenuating circumstances which prevent a student from completing a course in the normal timeframe.

Approved incompletes allow a student a maximum of an additional 30 days to complete the course and earn a grade. The grade of “I” is assigned and it remains in the student academic records until the student completes the pending assignments and a grade is posted or until the end of the 30 days. The remaining incomplete assignments is awarded a grade of zero and averaged into the final grade if the student has not submitted them within the additional 30-day window. Faculty must receive approval from the Dean or from the Academic Coordinator prior to granting an incomplete and recording a grade of I in the academic system.

Involuntary/Administrative Withdrawal from the University

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

2.3.8 Leave of Absence

Students may request a leave of absence due to health concerns, a serious family emergency, required military service (call to active duty), extenuating job circumstances, or critical life circumstances that prevent them from being able to take courses for an extended period of time. A formal request, along with documentation of the situation, must be submitted to the Office of the Registrar for consideration at registrar@adenuniversity.us. A student may be in a leave of absence status for a maximum of 180 days.

2.3.9 Readmission

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

2.3.10 Academic Standing

If a student receives a semester GPA below 3.0 or their cumulative GPA falls below 3.0 the student is placed on academic probation.

a) Good Standing

Good standing is defined as having a semester and cumulative GPA above 3.0.

To remain in good Academic Standing as a degree seeking student one must take and successfully pass at least 12 semester credit hours per year. Exceptions to this minimum credit per year requirement may apply due to limited course availability (toward completion of a program) or in cases where a student needs less than 12 credits to complete his/her degree program.

b) Probation

If a student receives a semester GPA below 3.0 or their cumulative GPA falls under 3.0 the student is placed on probation. A student on probation for more than one term is only allowed to enroll in a maximum of one (1) class in the subsequent session.

c) Academic Suspension

A student, who remains on academic probation for a maximum of two consecutive academic semesters, is required to have his or her academic record reviewed by the Academic Coordinator. Based on this review, the Academic Coordinator may suspend the student for a period of 1 academic term.

d) Academic Expulsion

ADEN University reviews the academic history of any student who is suspended for a second time during his/her enrollment. At that time, the University may decide to expel the student based on his/her academic history.

2.3.11 Graduation Requirements

Executive Master of Business Administration Degree Requirements

To obtain the Executive Master of Business Administration Degree a student must fulfill the following graduation requirements:

- Successful completion of the program requirements for the issuance of the degree.
- All information required for admission and the transfer of credits has been accepted by ADEN University.
- Successful completion of the required number of credits per program.
- A minimum cumulative grade point average (CGPA) of 3.00 for the degree program.
- Students must have satisfied all financial obligations with ADEN University.

Global Master of Business Administration Degree Requirements

To obtain the Global Master of Business Administration Degree a student must fulfill the following graduation requirements:

- Successful completion of the program requirements for the issuance of the degree.

- All information required for admission and the transfer of credits has been accepted by ADEN University.
- Successful completion of the required number of credits per program.
- A minimum cumulative grade point average (CGPA) of 3.00 for the degree program.
- Students must have satisfied all financial obligations with ADEN University.

Master of Science Degree Programs

To obtain an M.S Degree a student must fulfill the following graduation requirements:

- Successful completion of the program requirements for the issuance of the degree.
- All information required for admission and the transfer of credits has been accepted by ADEN University.
- Successful completion of the required number of credits per program.
- A minimum cumulative grade point average (CGPA) of 3.00 for the degree program.
- Students must have satisfied all financial obligations with ADEN University.

College Credit Certificate Programs

To obtain a College Credit Certificate (CCC) a student must fulfill the following graduation requirements:

- Successful completion of the program requirements for the issuance of the certificate.
- All information required for admission and the transfer of credits has been accepted by ADEN University.
- Successful completion of the required number of credits per program.
- A minimum cumulative grade point average (CGPA) of 3.00 for the degree program.
- Students must have satisfied all financial obligations with ADEN University.

2.3.12 Graduation Honors

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

- With a GPA between 3.5 and 3.699, ADEN University confers the degree with Honors or Cum Laude.
- With a GPA between 3.700 and 3.899, ADEN University confers the degree with Great Honors or Magna Cum Laude.
- With a GPA of 3.90 or above, ADEN University confers the degree with Highest Honors or Summa Cum Laude

3. Student Services

3.1 Academic Advising

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

What to expect from Academic Advising:

Orientation

The academic advisor sets up an orientation meeting with new students via telephone, Skype or other remote real-time communication system. All new students must complete this

orientation before starting their first course. The Orientation meeting is designed to facilitate the students' transition to the University and familiarize him/her with the organization and operation. The orientation meeting includes the following:

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

Ongoing Advising

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

3.2 Student Orientation Course

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

- Introduction to ADEN University, its policies and procedures
- Introduction to the online learning environment
- Introduction to the testing and grading process
- Introduction to student success strategies: study skills, note taking strategies, memory

devices, and more

3.3 Office of the Registrar

The Office of the Registrar processes and maintains all academic student records.

The Registrar's office hours are Monday through Friday from 9:00AM to 3:00PM (Eastern Time). Inquiries may be made via email at registrar@adenuniversity.us

3.4 ADEN Virtual Academic Community

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

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

- **Personal Data:** All active students have access to their personal data card and can modify their information if necessary to keep it updated.
- **Academic Card:** Students can access their academic record to check their current academic status, and are able to print unofficial transcripts (with no fee involved). The Academic Card features a list of the courses and programs a student has completed and/or is currently enrolled in, with their corresponding recorded grades.
- **Graduate Programs:** This section features a description of ADEN's programs,

outlining the admissions process and graduation requirements.

- Online exams: Through ADEN's virtual community students can access and take exams.
- Supplemental course materials: Are available for the course(s) in which the student is currently enrolled.
- Contact with Faculty and Academic Advisor: Students can contact their instructors and academic advisor via e-mail using this feature.
- Library Online Resources: Student can access the ADEN's Online Library Resources 24/7.
- Interest Groups: This resource enables students to interact with one other, their instructors, and University administrators in discussions organized by different subject areas of interest.

3.5 Technical Services and support

The technology tools used by the Institution are user-friendly, reliable, and secure. To offer the best in service excellence, the University has established technical support to serve students, faculty, and staff. This service is available by email at techsupport@adenuniversity.us. Response time for technical request issues is 24 hours or less. Students are also encouraged to check the technical issues FAQ section of the Institution's solutions website. Additionally, technical support issues may be addressed directly with ADEN University staff by phone at 305716-4026, Monday through Friday, from 9:00 AM to and 5:00 PM (Eastern Standard Time).

3.6 Online Library Resources

Subscription services are provided by EBSCO "Business Source Complete" (English) & e-libro (Spanish). In addition, students have an index of general and program specific

websites compiled by the University librarian and faculty members. It is found in the ADEN Virtual Academic Community. These sites provide open-access academic journals and reference materials for student use. ADEN University employs a full-time librarian to ensure sufficient resources are available to students and to monitor usage of library resources.

The librarian is available via e-mail to assist students, faculty, and staff with projects or assignments through the ADEN University library resources (found online through the University learning platform). More information about EBSCO "Business Source Complete" (English) and elibro (Spanish) can be found at <https://www.ebsco.com/> and <http://elibro.com/> respectively.

3.7 Career Services

ADEN University is committed to the success of each student and graduate. The Academic Department has staff to provide career services through the ADEN University's Career Center. The Career Center provides a variety of services, information, and presentations to ADEN University students and graduates. This includes career coaching/career related information matching the degree programs currently offered, assistance in the development of necessary career tools relating to desired careers, career planning resources, and employment placement services.

3.8 Employment Placement Services

ADEN University provides placement services at no additional cost to students. The Career Center is available during regular business hours offering employment placement assistance to current students and graduates. However, ADEN University does not promise or guarantee job placement. Among the services offered by the online career center are the following:

- Resume development
- Interviewing guidelines and simulated interview
- Career search guidelines, tips, and coaching
- ADEN University maintains a database of local employers to assist students and alumni develop relationships that may lead to job openings and opportunities.

The Career Center schedules an interview with students prior to the completion of their program to design a career advancement plan and expose them to available resources. In addition, the Center can provide letters of recommendation upon the student's request.

4. Student Rights and Responsibilities

4.1 General Information

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

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

An ADEN University student is responsible for, but not limited to, the following:

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

4.2 Non-Discrimination Policy

ADEN University admits students of any race, color, sex, age, marital status, non-disqualifying disability to the extent of the law, religion or creed, national or ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school, and does not discriminate in administration of its educational policies, admissions policies, or other school-administered programs.

4.3 Non-Harassment Policy

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

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

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

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

- Offensive or degrading remarks, verbal abuse, or other hostile behavior such as

insulting, teasing, mocking, degrading or ridiculing another person or group.

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

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

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

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

If any of our students or employees believes that he or she has been subjected to harassment, he or she has the right to file a complaint, either orally or in writing by contacting the Director of Student Services at studentservices@adenuniversity.us.

4.4 Conduct Code

The Conduct Code of ADEN University seeks to enhance the skills and education of its students by providing qualified faculty, on-line resources and support to deliver academic excellence. The ADEN University Conduct Code explains and defines the student's rights and responsibilities while enrolled.

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

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

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

4.4.1 Prohibitions

Students must avoid any kind of misconduct while they are enrolled at ADEN University.

Students are required to maintain a professional, respectful attitude and conduct while utilizing the academic resources of ADEN University and participating in institutional activities, functions, or programs of study.

4.4.2 Prohibition against “Hazing”

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

4.4.3 Compliance with Local, State and Federal Law

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

4.4.4 Computer Access and Utilization of ADEN University Resources

Students must obtain access to the systems and educational tools pertinent to their program.

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

4.4.5 Misrepresentation and Falsification

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

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

4.4.6 Drug-Free Schools and Communities Act

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

and increase the risk of accidents and injuries.

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

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

4.5 Intellectual property and copyright violations

The follow acts constitute grave violations of integrity and honesty:

- a. Any violations of the Copyright Law of the United State of America and Related Laws Contained in Title 17 of the United State Code.
(<http://www.copyright.gov/title17/92chap1.html>)
- b. Plagiarism: The practice of taking someone else's work or ideas and passing them off as one's own. (www.oxforddictionaries.com)
- c. Assisting others in acts of academic dishonesty.

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

1. The instructor notifies the student in question of any charge of academic dishonesty.
2. The charge is submitted in writing by the faculty member to the Academic Coordinator.

3. The Academic Coordinator, after a full review, sends the student and the instructor notification of the findings with regard to the subject charge.
4. The Academic Coordinator maintains a database of academic dishonesty charges.

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

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

Please see the University's Appellate Process (Section 4.7 of this Catalog) for information on the appeal process for charges of academic dishonesty.

4.6 Disciplinary Sanctions

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

4.6.1 Behavioral Warning

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

4.6.2 Behavioral Probation

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

4.6.3 Temporary Suspension

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

4.6.4 Disciplinary Sanction

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

4.6.5 Disciplinary Warning

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

4.7 Appellate Process

Problem Resolution and Grievance Procedures:

Many questions or concerns that you may have can be resolved simply through discussion. You should observe the stated steps in seeking a resolution.

Retaliation against any student using this complaint process is strictly prohibited. A complaint of retaliation is promptly investigated, constitutes separate charges, and is handled in the same manner as discrimination and other grievance complaints.

Step 1: Discuss your issue with the appropriate faculty member or, appropriate administrator.

Step 2: If you are not satisfied with outcome of the discussion, you can request your complaint be filed with the Director of Student Services.

Step 3: If you remain unsatisfied or the complaint remains unresolved, you can file a grievance with the Academic Coordinator. In cases of dismissal from ADEN, appeals should be sent to the University President.

All appeals must be sent within 72 hours from the receipt of the written resolution. A written response to the appeal is provided in a reasonable time. The appeal decision is final. The University will maintain records of all complaints and their resolutions for a period of no less than 3 years.

Note: If the student files a complaint through an outside agency or with a University executive, the complaint is directed to the Dean. External agencies generally expect you to have exhausted ADEN University's complaint resolution process first. If your complaint is the subject of a formal external inquiry or legal action, the application of steps 1 through 3 of ADEN University's grievance/appeal process will be suspended until the external inquiry or action is completed.

The Dean serves as an impartial representative of ADEN University that is not directly involved in the issues of the complaint and makes every effort to complete investigations and provide a response regarding the complaint within 5 business days from the date the complaint is received, or contacts the complainant to report the status of the investigation.

Appeals of a disciplinary action are addressed to the President.

Students who feel that their grievance had not been resolved to their satisfaction may notify

to the Commission for Independent Education at 325 W. Gaines Street, Suite 1414, Tallahassee, Florida, 32399-0400, Or Telephone: 850-245-3238 (fax), Or Email: cieinfo@fldoe.org.

4.8 Privacy of the Student (FERPA)

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

The provisions of this law provide students the following privileges:

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

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

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

- The record the student wishes to inspect.

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

For requests to amend:

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

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

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

To revoke the release of Directory Information, students must advise ADEN University in writing by contacting the Registrar’s Office. The student’s records is flagged “Privacy Hold”.

FERPA allows schools to disclose student records without consent to:

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

ADEN University makes a reasonable effort to notify students of the order of a subpoena in advance of compliance. FERPA applies to the education records of students who are currently enrolled or who have been enrolled. The Act applies to all education records maintained by the ADEN University and all persons acting for the ADEN University, directly related to students.

Any complaints regarding ADEN University's compliance with FERPA may be directed to the Office of the Registrar or may file a complaint in writing to the Family Policy Compliance Office, at the following address:

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

5. Admission to ADEN University

5.1 Admissions Requirements for Degree Seeking Students

All students wishing to be considered for admission to an ADEN University program must complete the ADEN University Application and send the required documentation. For detailed information about the requirements for your program of choice, please refer to the dedicated program section found in Sections 7.1 and 7.2 of this Catalog.

An applicant may request consideration for transfer credits as per the Transfer Policy (refer to Section 5.6 Transfer of Credits of this Catalog for details) for equivalent graduate level coursework successfully completed previously at another institution.

Additional Documents that may enhance your application to the University:

- A) Available test scores The Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE). Minimum scores for both tests GMAT and GRE are shown below.

B) The Test of English as a Foreign Language (iBT TOEFL) scores. The test must be taken at an official testing center with official results sent directly to ADEN University from the Educational Testing Service. Students must attain a score of at least 71.

ADEN University reserves the right to deny admissions to any applicant based on their overall application.

5.2 Admissions Requirements for Non-Degree Seeking Students / College Credit Certificates

Admission Requirements:

1. Bachelor's Degree required for credit to apply
2. Proficiency in the language of instruction. Students must pass the ADEN entry language exam with a score of B1.

Students who wish to enroll in individual courses must complete an Application. During the application process, they are given the opportunity to select non-degree seeking status. There are no pre-requisites for non-degree seeking students. However, students are responsible for having the pre-requisite knowledge for any course in which they enroll. Every student must download or request the ADEN University Catalog during the application process. Students also have access to download an electronic copy from the ADEN University website.

5.3 Language of instruction

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

STUDENTS SHOULD BE AWARE THAT COMPLETING A COURSE OR PROGRAM IN A LANGUAGE OTHER THAN ENGLISH MAY REDUCE EMPLOYABILITY WHERE ENGLISH IS REQUIRED.

5.3.1. Spanish Program Admission Requirements

Applicants who wish to complete their program in Spanish are required to possess the required academic documentation from a country where Spanish is the principal language of instruction. All transcripts must be evaluated according to the policies described on the Foreign Transcript Evaluation section of this Catalog. Undergraduate programs completed in a foreign country must be comparable to a program in the United States education system. Applicants must therefore have his/her courses evaluated and official copies of the evaluations sent directly to ADEN University. Foreign transcript evaluations are accepted from any agency that is a member of the National Association of Credential Evaluation Services (www.naces.org). The agencies recommended by ADEN University are: Educational Perspectives (<http://www.edperspective.org/index.php>) and Josef Silny and Associates (<http://www.jsilny.com/>). Students are encouraged to check directly with the agencies for current prices and requirements.

5.3.2 English Program Admission Requirements

Non-U.S. native speakers may wish to complete their program in English. Non-native English speakers may have earned a degree from an accredited institution where English is the principal language of instruction. These applicants, must demonstrate University-level proficiency in English through one of the following:

a) **Internet-based TOEFL (iBT)**

Prospective students who take the TOEFL iBT must score 71 or higher to gain admission to the University. For information about this test, applicants can check the TOEFL website:

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

b) **International English Language Test (IELTS)**

Prospective students who take the International English Language Test must score 6.5 or higher to gain admission to the University. For information about this test, applicants can the

website: <http://www.ielts.org/>

c) **PTE Academic Score Report**

Prospective students who take the PTE Academic Score Report must score 50 or higher to gain admission to the University. For information about this test, applicants can the website: <http://pearsonpte.com/TestMe/Pages/TestMe.aspx>

5.4 Technical Requirements

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

Minimum Hardware Requirements.

- Processor: 1.6GHz or faster Operating System: Windows Vista, or Windows 7 or 8
- Memory: 1GB of RAM or greater 40 GB Hard drive (or equivalent storage medium) CD/DVD-ROM.
- Broadband Internet connection 256kbps or faster
- Display setting capable of at least 1024x768
- Internet Explorer 6 or higher
- Adobe Flash Player 9 or higher
- Adobe Acrobat Reader 9 or higher
- Webcam with minimum resolution of 640 x480

Apple Macs

Macs are capable of navigating ADEN's web-based applications. However; however, ADEN cannot guarantee full functionality. The student is ultimately responsible to remedy any incompatibilities between the Mac platform and the ADEN University online learning environment.

5.5 Technological Competencies

All students are required to have certain computer competencies before entering the program. The program is delivered utilizing online delivery requiring student familiarity and competencies in the following areas.

- Ability to use a web browser to access course and program material on the Web.
- Ability to use word processing and spreadsheet programs such as the ones provided by the Microsoft Office Suite.
- Ability to correspond with University staff, students, and faculty using email and the Web.
- Ability to use appropriate antivirus utilities so that files transmitted and received are virus free.

5.6 Transfer of Credits

Students transferring to ADEN University must meet the regular admission requirements of the Institution. Students should notify Admissions of their desire to have their previous courses considered for transfer credit by ADEN University. Applicants with previous graduate studies must submit prior university transcripts, as well as, a course syllabus for each course the applicant wishes to transfer. If the applicant studied at a foreign institution, he/she must also submit a course by course certification from a professional foreign credentials evaluation agency. All official documents in a language other than English must be officially translated for full consideration. The applicant may choose to use any agency that is a member of the National Agency of Credential Evaluation Services (NACES.) A list of member agencies may be found at: <http://www.naces.org/memberstranslate>.

The applicant is responsible for all fees associated with the course by course certification, evaluation, and translations conducted by third parties.

ADEN University has specific policies regarding the transfer of credits and accepts those credits deemed equivalent for purposes of issuance of a degree. The acceptance of any

credits is solely at the discretion of ADEN University administration. ADEN University examines each of the courses taken and completed by the applicant in conjunction with the student's selected program of study.

There is a limit to the number of credits a student can transfer to keep the essential structure of the programs.

Procedure to be followed by applicants when requesting credit transfer at ADEN University
Additionally, students must comply with the following:

- Submit all official transcript(s) from previous institution(s) from which you wish to have transfer credits considered in the original language with an official English translation.
These documents must be evaluated by a NACES _ member evaluation agency.
- The minimum acceptable grade for transfer of prior coursework is a letter grade of "B" or its equivalent.
- ADEN considers equivalent coursework completed successfully from post baccalaureate university level institutions and other institutions at the appropriate educational level.
- Course and program of study description certified by the originating Institution (for example, Catalog, program guide, or an official letter from the institution verifying its validity.)
- Provide copies of original course syllabi and/or course content documents for full evaluation to assist ADEN University in determining the level of content match to the equivalent course at ADEN. The content match between the two courses must be at least 75% to be considered for the awarding of transfer credit.

- Additional documents may be required at the discretion of ADEN to fully evaluate your transfer request.

- All previous coursework must have been completed within the past ten (10) years. For coursework older than 10 years, challenge exams may be requested. The approval of and administration of such exams is at the discretion of the Academic Dean of the School of Business and the subject area faculty. ADEN University reserves the right to review each individual transfer situation based on its merits that may include, but are not necessarily limited to, relevant professional application of previous university level studies. In any event, ADEN University has the final decision in approving transfer credit.

- Students may appeal the decision of transfer credit approval as per the following:
 - a. Students may appeal a decision with respect to a denial of a request for transfer credit via the appeal process:
 - b. The student must petition the Registrar in writing within ten (10) days of the ruling on a credit transfer request.
 - c. The Registrar reviews the petition and may request additional documentation and/or an interview with the student to assist in the appeal process.
 - d. The Registrar shall upon receipt of the appeal and all supporting documentation render a response to the appeal request within fifteen (15) days.
 - e. The final authority on transfer credit belongs to the Academic Coordinator.
 - f. A final response to an appeal shall be rendered within thirty (30) days of receipt of the appeal request.

NOTE: Transfer credits to and from ADEN University are accepted solely at the discretion of

the receiving institution. It is the student's responsibility to confirm whether credits from ADEN University are accepted by another institution. No guarantee of transfer of credits is made or implied by ADEN. Credits from courses with a C grade or below are not accepted by ADEN. For possible transfer credits from another institution we only consider courses with a grade B or higher.

5.6.1 Maximum Transfer Credits Accepted from other institutions by Program

- EMBA: A maximum of 9 semester credit hours from a Master's degree program.
- GMBA: A maximum of 6 semester credit hours from a Master's degree program.
- All other Master's Programs: A maximum of 6 semester credit hours from a Master's degree program.
- Certificate Programs: No transfer credit is accepted.

ADEN University reserves the right to make the final determination of the number of transfer credits that are accepted. In all cases, at least 75% of the degree program course credits must be completed at ADEN University.

5.6.2 Challenge examinations and prior learning

ADEN University does not have challenge examinations and does not recognize prior learning/experience for transferability of credits.

6. Cost of Attendance and Financial Policies

6.1 Tuition and Fees

Tuition and fees must be paid in full on a per term basis. Students are not allowed to register until all financial obligations are met for previous academic terms.

Program Tuition / Cost Per Credit Hour (Credit hour costs do not include fees.)
 Please refer to table below for a breakdown of fees. The tables in Section 6.5 of this Catalog list the breakdown of total costs including fees.

\$16,800.00 / \$430.77 per credit (for 38 credits + \$430.74 for one credit)
 EMBA - Executive MBA (39 credits)

\$13,000.00 / \$371.43 per credit (for 34 credits + \$371.38 for one credit)
 GMBA- Global Master of Business
 Administration (35 credits)

\$9,700.00 / \$323.33 per credit (for 29 credits + \$323.43 for one credit)
 All other Master's Degree programs (30 credits)

\$7,323.00 / \$430.77 per credit (for 16 credits + \$430.68 for one credit)
 College Credit Certificate in Business Management (17 credits)

\$5,173.00 / US \$323.31 per credit (for 15 credits + \$323.35 for one credit)

College Credit Certificate in Executive Leadership (16 credits)
 \$4,850 / \$323.33 per credit (for 14 credits + \$323.38 for one credit)

College Credit Certificate in Global
 Business (15 credits)

Registration Fees:

Registration Fee (Non-refundable One-time charge)	\$100.00
---	----------

Special Fees & Other Fees:

Graduation Fee	\$100.00
Return Check Fee	\$35.00
Official Transcript	\$10.00 (Each copy)
Learning materials	Included in the cost of tuition

6.2 Refund Policy

Students may withdraw from ADEN University for any reason. The student is responsible for contacting the Office of the Registrar to complete a Withdrawal Form as outlined in the Withdrawal Policy of the Catalog.

The date of withdrawal is defined as the date the initial notification is received by the Office of the Registrar (date of determination of withdrawal). Refund policy also applies for cases in which the University determines the student ceased attendance or failed to meet published academic policies and is involuntary /administratively withdrawn.

If a student withdraws from a course(s), the amount already paid will be compared to the tuition of the completed portion for that term. Any amount the student has paid in excess of the required amount will be refunded; if the student has paid less than the required amount, the student will be responsible for paying the difference. The basis for this comparison is the following table:

Refund Chart for enrolled courses	
Date of Withdrawal	% Refund
During the first week (drop/add period)	100%
Any time during 2 nd week	80%
Any time during 3 rd week	60%
Any time after the beginning of the 4 th week	0%

Refund Checklist:

1. Withdrawal must be made contacting the Registrar’s Office by email or phone. The date the first contact occurs regarding a student withdrawing will be considered as the date of determination for the refund.
2. All monies will be refunded if the applicant is not accepted by the University or if the student cancels within three (3) business days after signing the enrollment agreement.
3. All fees, including the registration fee, will be returned within the first week of the drop/add period.
4. Cancellation after the beginning of the 4th week will result in no refund.
5. A student can be dismissed at the discretion of the Institution for insufficient progress, non-payment of tuition and/or fees, or failure to comply with the rules and regulations as outlined in this Catalog (Involuntary/Administrative Withdrawal).

6. ADEN University will keep application records on file for denied applicants for a period of two (2) years.
7. All Refunds are made within 30 days of the date that the institution determines that the student has withdrawn.
8. At the moment the applicant is accepted to ADEN University, there is a non-refundable \$100.00 Registration Fee to ADEN University to begin the matriculation process.
9. No Fees are refundable except as identified in this section.

The Office of the Registrar can be contacted by email at registrar@adenuniversity.us or by Phone at 305-716-4026.

6.3 Payment Methods

For the convenience of our students, ADEN University offers the following payment options:

Mail payment to:

ADEN University

Administrative Office

5201 Blue Lagoon Drive, Suite 800

Miami, FL 33126

Personal checks are accepted. All checks and money orders must be in U.S. dollars drawn on a U.S. bank to be accepted. They should be made payable to ADEN University, and should include the student's account number on the front of the check. There is a US \$35.00 Return Check fee if a personal check is returned.

Pay in-person:

Payments are accepted in person at the ADEN University location listed above (Mail payment to). Payments can be made by credit card, check or cashier's check Monday to

Friday from 9:00 AM to 3:00 PM Eastern Standard Time.

Pay Online:

Payment can be made online directly on the ADEN University website. Once a student logs into his / her account, please click on the “Payments” button to initiate a payment.

Online payments can be made by:

Credit Card - Using American Express, Visa, MasterCard or Discover Card.

Checking Account – Using your bank routing number and account number to have your checking account debited.

6.4 Title IV Federal Student Financial Assistance

Federal Student Financial Assistance is not available for ADEN University Students.

6.5 Financial Assistance Policy

ADEN University is committed to providing access to qualified students by offering the following forms of financial assistance:

1. Florida Student Scholarships
2. Merit Based Scholarships
3. Need Based Scholarships
4. Payment Plans

Florida Student Scholarships are available to qualified Florida students and range from partial to full tuition. Scholarships are awarded for the duration of the academic program of study and students do not need to reapply as long as they remain actively progressing toward the completion of their degree program. Students may apply for consideration by completing the following:

1. Apply to ADEN University and be admitted to a degree program.

2. Complete the scholarship application form:
<http://adenuniversity.us/request-a-scholarship-financial-aid/>
3. Provide proof of being a Florida student.

Merit Based Scholarships are available to qualified students and range from partial to full tuition. Scholarships are awarded for the duration of the academic program of study and students do not need to reapply as long as they remain actively progressing toward the completion of their degree program. Students may apply for consideration by completing the following:

1. Apply to ADEN University and be admitted to a degree program.
2. Complete the scholarship application form:
<http://adenuniversity.us/request-a-scholarship-financial-aid/>
3. Indicate on the application country of origin, to ensure national, cultural and ethnic diversity.
4. Provide a written statement of intention demonstrating personal and professional goals. If necessary, provide supporting documentation demonstrating outstanding academic and professional qualities such as GPA, test scores, academic honors, work experience, special community projects, etc.

Need Based Scholarships are available to qualified students and range from partial to full tuition. Scholarships are awarded for the duration of the academic program of study and students do not need to reapply as long as they remain actively progressing toward the completion of their degree program. Students may apply for consideration by completing the following:

1. Apply to ADEN University and be admitted to a degree program.
2. Complete the scholarship application form:
<http://adenuniversity.us/request-a-scholarship-financial-aid/>

3. If necessary, provide supporting financial documentation demonstrating the level of need.

Payment Plans. Students who wish to be on a payment plan are allowed to make monthly payments toward their tuition for the duration of their academic program. Interest free payment plans are available through ADEN University at no additional cost to students. Detailed payment plan information by academic program follows below.

Who qualifies? All candidates may apply to any of the financial assistance programs listed in this Financial Assistance Policy (Section 6.5). The Financial Support / Scholarship Committee will review and fully consider all applications. Students awarded a scholarship may also be considered for participation in a payment plan program. ADEN does not have a set number of awards in each of the scholarships named above, but currently has committed a Scholarship and Financial Support budget of \$200,000 for the 2018 fiscal year. Awards will be made based on the individual merits and/or need of each individual candidate. Payment plan breakdown by program:

Payment plan breakdown by program:

Master of Science Programs

Tuition	\$9,700.00
Matriculation Fee	\$100 .00
Graduation Fee	\$100 .00

TOTAL	\$9,900 .00	
1 payment	Payment Amount	\$9,900.00
3 payments	Payment Amount	\$3,300.00
6 payments	Payment Amount	\$1,650.00
12 payments	Payment Amount	\$825.00

Global MBA Program

Tuition	\$13,000 .00	
Matriculation Fee	\$100 .00	
Graduation Fee	\$100 .00	
TOTAL	\$13,200 .00	
1 payment	Payment Amount	\$13,200.00
3 payments	Payment Amount	\$4,400.00
6 payments	Payment Amount	\$2,200.00
12 payments	Payment Amount	\$1,100.00
15 payments	Payment Amount	\$880.00

Executive MBA Program

Tuition	\$16,800 .00	
Matriculation Fee	\$ 100 .00	
Graduation Fee	\$100 .00	
TOTAL	\$17,000 .00	
1 Payment	Payment Amount	\$17,000.00
3 payments	Payment Amount	2x \$5,666.67 1x \$5,666.66
6 payments	Payment Amount	5x \$2,833.33 1x \$2,833.35
12 payments	Payment Amount	11x \$1,416.67 1x 1,416.63
18 payments	Payment Amount	17x \$944.45 1x \$944.35

College Credit Certificate in Business Management

Tuition	\$7,323 .00
Matriculation Fee	\$100 .00

Graduation Fee	\$100.00	
TOTAL	\$7,523 .00	
1 payment	Payment Amount	\$7,523.00
4 payments	Payment Amount	\$1,880.75
8 payments	Payment Amount	7x \$940.38 1x \$940.34

College Credit Certificate in Executive Leadership

Tuition	\$5,173 .00	
Matriculation Fee	\$100 .00	
Graduation Fee	\$100 .00	
TOTAL	\$ 5,373 .00	
1 payment	Payment Amount	\$5,373.00
3 payments	Payment Amount	\$1,791.00
6 payments	Payment Amount	\$895.50

College Credit Certificate in Global Business

Tuition	\$4,850 .00	
Matriculation Fee	\$100 .00	
Graduation Fee	\$100 .00	
TOTAL	\$5,050 .00	
1 payment	Payment Amount	\$5,050.00
3 payments	Payment Amount	2x \$1,683.33 1x \$1,683.34
6 payments	Payment Amount	5x \$841.67 1x \$841.65

All applications for financial assistance are considered on individual merit and need. Financial assistance funds are limited, and ADEN University reserves the right to provide financial assistance on a discretionary basis, based on availability at the time of enrollment.

Upon being awarded Institutional financial assistance, the recipient signs the Enrollment Agreement confirming his/her decision to accept the offer and abide by the scholarship/award amount and with the specific terms relating to the scholarship/payment plan. The first payment on any of the Payment Plans shall be due at the beginning of the initial academic term for which the plan has been approved and agreed to in writing by the student (tuition payment due dates are published in the University Academic Calendar). Subsequent monthly payments shall be due one

month from the initial payment. In the case of semi-annual payment plans, the payments are due according to the dates stipulated in writing in the award letter. All financial obligations shall be due and met by the end of the individual student's academic program.

If a student withdraws from the institution prior to completing his/her program of study, any scholarship funds and/or payment plan funding are suspended/terminated from the date of official withdrawal from the Institution. Payments that have been made to ADEN not under the terms of a scholarship or payment plan shall be governed by the Refund Policy published in this Catalog. Students must comply with the agreed upon terms and conditions of any financial assistance program/funds provided by ADEN University. Students who do not comply with these terms and/or default on required payments to the University shall be subject to suspension and/or dismissal. Students who successfully complete their academic program and continue to owe money to the Institution shall be subject to the withholding of transcripts/diploma form ADEN until all outstanding financial obligations are met. For additional information, please contact the Office of Admissions.

7. Academic Program and Course Descriptions

7.1 Master's Degree Programs

Executive Master of Business Administration (EMBA)

Admission Requirements:

1. A Baccalaureate Degree (4 year undergraduate degree) or its equivalent
2. Transcripts from all previously attended educational institutions. (All transcripts from foreign institutions must be certified by a third party NACES certified agency.)
3. Submit a resume or curriculum vitae (CV).
4. Submit two letters of recommendation from persons with whom the applicant has maintained a business / employment relationship.
5. Demonstrate at least 3 years of professional work experience.
6. Business English proficiency to read and understand certain course materials written in English for programs delivered in Spanish.
7. Interview with the Dean.

Additional Documents that may enhance your application to the University:

- A) Available test scores (GMAT or GRE)
- B) iBT TOEFL scores (The test must be taken at an official testing center with official results sent directly to ADEN University from ETS.)

Program Objectives:

This program prepares individuals to successfully perform in the business world, with an ethical foundation and greater social awareness, as evidenced through the following competencies:

1. Understand the dynamics of organizational environments and the scope of business management.
2. Develop the executive skills and enhance personal leadership qualities needed to implement competitive and successful management strategies.
3. Deepen one’s understanding of the global business market, with strong emphasis placed on regional connectivity to Latin America.

Program Description:

The ADEN University Executive MBA is designed to strengthen business leaders to manage companies in an international and connected world.

Curriculum:

Number	Course Title	Credit Hours
EMBA 5001	Organizational Development and Operations	3
EMBA 5102	Accounting, Finance and Economics	3
EMBA 5203	Marketing and Sales	3

EMBA 5304	Corporate Strategy and Business Development	2
EMBA 5405	Business Plan	3
EMBA 5506	Managerial and Personal Leadership	3
EMBA 5601	Negotiations and Conflict Resolution	2
EMBA 5708	Leading High Performance Teams	3
EMBA 5809	Executive Coaching	2
EMBA 5903	Ethics and Corporate Social Responsibility	1
EMBA 5905	Classic Management Theory	1
EMBA 5911	Strategic Marketing	3
EMBA 5945	Financial Analysis	3
EMBA 6101	Project Management	3
EMBA 6199	Business Simulation Workshop	1
EMBA 6200	Master's Project	3
TOTAL		39

Global Master of Business Administration (GMBA)

Admission Requirements:

1. A Baccalaureate Degree (4 year undergraduate degree) or its equivalent
2. Transcripts from all previously attended educational institutions. (All transcripts from foreign institutions must be certified by a third party NACES certified agency.)
3. Submit a resume or curriculum vitae (CV).
4. Submit two letters of recommendation from persons with whom the applicant has maintained a business / employment relationship.
5. Business English proficiency to read and understand certain course materials written in English for programs delivered in Spanish.
6. Interview with the Dean.

Additional Documents that may enhance your application to the University:

- A) Available test scores (GMAT or GRE)
- B) iBT TOEFL scores (The test must be taken at an official testing center with official results sent directly to ADEN University from ETS.)

Program Objectives:

1. To understand and apply the general principles of management
2. To prepare graduates to be leaders in regional and international business
3. To understand the risks and sustainability of business in the global marketplace

Program Description:

The ADEN University Global MBA is designed to prepare business leaders to manage companies in an international and connected world.

Curriculum:

Number	Course Title	Credit Hours
GMBA 5001	Organizational Development and Operations	3
GMBA 5102	Accounting, Finance and Economics	3
GMBA 5203	Marketing and Sales	3
GMBA 5304	Corporate Strategy and Business Development	2
GMBA 5405	Business Plan	3
GMBA 5506	Managerial and Personal Leadership	3
GMBA 5607	International Business Strategies	3
GMBA 5755	Marketing for International Business	3
GMBA 5785	Leading Global Teams	3
GMBA 6001	Multinational Finance and Accounting	3
GMBA 6002	Global Account Management	3

GMBA 6199	Integrative Global Business Project and Simulation	3
TOTAL		35

Master of Science in Corporate Communication

Admission Requirements:

1. A Baccalaureate Degree (4 year undergraduate degree) or its equivalent
2. Transcripts from all previously attended educational institutions. (All transcripts from foreign institutions must be certified by a third party NACES certified agency.)
3. Submit a resume or curriculum vitae (CV).
4. Submit two letters of recommendation from persons with whom the applicant has maintained a business / employment relationship.
5. Business English proficiency to read and understand certain course materials written in English for programs delivered in Spanish.
6. Interview with the Dean.

Additional Documents that may enhance your application to the University:

- A) Available test scores (GMAT or GRE)
- B) iBT TOEFL scores (The test must be taken at an official testing center with official results sent directly to ADEN University from ETS.)

Program Objectives:

1. Understand the principles of business management and the role of internal and external Corporate Communication in company strategy.
2. Develop and execute an integrated Corporate Communication strategy including:
 - a. to project the corporate identity, motivate staff and foster a positive

organizational culture

- b. Learn about the overall scope related to the strategic value of the communication and the image in the organizations and their motives.
- c. Identify tools and techniques that facilitate and optimize the development of the communication and its direct relationship with the identity and image, both in private companies, public, NGOs as institutions of various kinds.
- d. Perform a comprehensive program, to any company or local institution, based on research data, along with the analysis, diagnosis, and finally the preparation of the communication plan, adequate budget and characteristics of an organization.

Program Description:

The MS in Corporate Communication introduces students to current practices that are being used within the field of Corporate Communication and how they are successfully applied towards in business practice. The intensive program includes courses specific to the focus on Corporate Communication and the development of a comprehensive Corporate Communication and overall brand management strategy.

Curriculum:

Number	Course Title	Credit Hours
COMA 5001	Strategic Corporate Communication	3
COMA 5102	Internal Communication	3
COMA 5203	External Corporate Communication	3
COMA 5304	Research and Positioning for Overall Communication Plan	3
COMA 5405	Leadership and Corporate Culture	3
COMA 5506	Public Relations and Corporate Protocol	3
COMA 5607	Investor Relations	3
COMA 5708	Corporate Communication Innovation and Change	3

COMA 5809	International Corporate Communication	3
COMA 5999	Integrative Corporate Communication Project and Simulation	3
TOTAL		30

Master of Science in Human Capital Management

Admission Requirements:

1. A Baccalaureate Degree (4 year undergraduate degree) or its equivalent
2. Transcripts from all previously attended educational institutions. (All transcripts from foreign institutions must be certified by a third party NACES certified agency.)
3. Submit a resume or curriculum vitae (CV).
4. Submit two letters of recommendation from persons with whom the applicant has maintained a business / employment relationship.
5. Business English proficiency to read and understand certain course materials written in English for programs delivered in Spanish.
6. Interview with the Dean.

Additional Documents that may enhance your application to the University:

- A) Available test scores (GMAT or GRE)
- B) iBT TOEFL scores (The test must be taken at an official testing center with official results sent directly to ADEN University from ETS.)

Program Objectives:

1. Enhance interpersonal, technical and management skills, in alignment with strategic

leadership, for the effective management of human capital.

2. Prepare individuals to advise organizations on the management of human talent utilizing qualitative and quantitative diagnostics to propose alternatives action plans.
3. Develop strategic human capital plans in alignment with short- and long-term business strategy.
4. Understand search and selection strategies based on best industry practices.
5. Design, implement and monitor development and training programs.

Program Description:

This program emphasizes critical thinking, human capital management best practices, and technical skills required for the strategic management of human talent. The MS in Human Capital Management incorporates a comprehensive approach toward human resources that nurtures organizational growth and development. It provides a foundation for the practitioner to align human resource processes within an organization in harmony with overall business strategy. Program participants are exposed to the tools necessary to empower them in resolving key issues in Human Capital Management with attention to the immediate and future needs of organizations.

Curriculum:

Number	Course Title	Credit Hours
HRMA 5001	Organizational Development	3
HRMA 5102	Performance and Talent Management	3
HRMA 5203	Driving Engagement	3
HRMA 5304	HR Metrics and Knowledge Management	3
HRMA 5405	Managing Change and Organizational Behavior	3
HRMA 5506	Labor Issues and Conflict Management	3

HRMA 5607	Organizational Wellness: Human Capital, Stress and Competition	3
HRMA 5708	Organizational Strategy and Compensation	3
HRMA 5801	The Strategic HR Specialist*	
HRMA 5802	Diversity as a Competitive Advantage*	3
HRMA 5803	Anticipating Needs in HR*	
HRMA 5999	Integrative Human Capital Project and Simulation	3
	<i>*Electives: One Course (of these 3)</i>	
	<i>Required to Complete the Program.</i>	
TOTAL		30

Master of Science in Management of Educational Institutions

Admission Requirements:

1. A Baccalaureate Degree (4 year undergraduate degree) or its equivalent.
2. Transcripts from all previously attended educational institutions. (All transcripts from foreign institutions must be certified by a third party NACES certified agency.)
3. Submit a resume or curriculum vitae (CV).
4. Submit two letters of recommendation from persons with whom the applicant has maintained a business / employment relationship.
5. Business English proficiency to read and understand certain course materials written in English for programs delivered in Spanish.
6. Interview with the Dean.

Additional Documents that may enhance your application to the University:

- A) Available test scores (GMAT or GRE)

B) iBT TOEFL scores (The test must be taken at an official testing center with official results sent directly to ADEN University from ETS.)

Program Objective:

The objective of the Master's in Management of Educational Institutions is to prepare individuals to perform successfully in the business world with ethical and social perspectives with expertise in the effective management and leadership of educational institutions. To this end, the program is oriented towards the development of the following competencies:

1. Understand the principles of business management within the context of an educational institution.
2. Develop and execute an integrated management and leadership strategy within educational institutions:
 - To understand the business dynamics of an educational institution
 - To effectively lead staff using current best practices in talent management and organizational development
 - To develop a coherent business strategy for the educational institution's goals.

Program Description:

The Master's in Management of Educational Institutions exposes students to current practices that are being used within the field of management of educational institutions and how they are successfully applied in business practice. The intensive program includes courses specific to the focus on Management and Leadership of educational institutions and the development of a comprehensive business management strategy for an educational organization.

Curriculum:

Number	Course Title	Credit Hours
EDMA 5001	Strategic Management of Educational Institutions	3
EDMA 5102	Positioning and Institutional Communication	3
EDMA 5203	Organizational Behavior and Institutional Identity	3
EDMA 5304	Planning and Management of Educational Institutions	3
EDMA 5405	Management of Educational Projects	3
EDMA 5506	Management of Human Capital	3
EDMA 5607	The Quality of Education Management	3
EDMA 5708	Knowledge Management	3
EDMA 5809	Prospective Analysis: The Challenges of the Future of Education	3
EDMA 5999	Integrative Master's Project and Simulation	3
TOTAL		30

Master of Science in Marketing and Sales Management

Admission Requirements:

1. A Baccalaureate Degree (4 year undergraduate degree) or its equivalent
2. Transcripts from all previously attended educational institutions. (All transcripts from foreign institutions must be certified by a third party NACES certified agency.)
3. Submit a resume or curriculum vitae (CV).
4. Submit two letters of recommendation from persons with whom the applicant has maintained a business / employment relationship.
5. Business English proficiency to read and understand certain course materials written in English for programs delivered in Spanish.
6. Interview with the Dean.

Additional Documents that may enhance your application to the University:

- A) Available test scores (GMAT or GRE)
- B) iBT TOEFL scores (The test must be taken at an official testing center with official results sent directly to ADEN University from ETS.)

Program Objective:

Prepare individuals to perform successfully in the business world with ethical and social perspectives with expertise in Marketing and Sales. To this end, the career is oriented towards the development of the following competencies:

1. Understand the principles of business management and the role of strategic marketing.
2. Research and Analyze quantitative and qualitative data for market segmentation, consumer behavior, product development and pricing.
3. Develop and execute an integrated marketing and sales strategy including:
 - o Traditional Marketing and Sales Strategy
 - o Digital Marketing and Sales Strategy

Program Description:

The MS in Marketing and Sales Management introduce students to current practices that are being used within the field of marketing and how they are successfully applied towards social media business practices. The program includes the core courses of Business Management and Ethics and Corporate Social Responsibility and the intensive courses specific to the focus on Traditional and Digital Marketing and the development of a comprehensive marketing strategy.

The MARKSTRAT simulator is used to provide experiential learning opportunity.

Curriculum:

Number	Course Title	Credit Hours
MKTA 5001	Strategic Marketing Management	3
MKTA 5102	Marketing Research and Forecasting	3
MKTA 5203	Offline Marketing	3
MKTA 5304	Digital Marketing: Presence	3
MKTA 5405	Digital Marketing: Campaigns	3
MKTA 5506	Marketing and Sales Strategy	3
MKTA 5607	Innovation and Consumers	3
MKTA 5708	Product and Business Development Strategy	3
MKTA 5809	Comprehensive Marketing Strategy	3
MKTA 5999	Integrative Marketing and Sales Management Simulation	3
TOTAL		30

Master of Science in Operations Management

Admission Requirements:

1. A Baccalaureate Degree (4 year undergraduate degree) or its equivalent
2. Transcripts from all previously attended educational institutions. (All transcripts from foreign institutions must be certified by a third party NACES certified agency.)
3. Submit a resume or curriculum vitae (CV).
4. Submit two letters of recommendation from persons with whom the applicant has maintained a business / employment relationship.
5. Business English proficiency to read and understand certain course materials written in

English for programs delivered in Spanish.

6. Interview with the Dean.

Additional Documents that may enhance your application to the University:

A) Available test scores (GMAT or GRE)

B) iBT TOEFL scores (The test must be taken at an official testing center with official results sent directly to ADEN University from ETS.)

Program Objectives:

Upon completion, the student should have mastered the following

1. Attainment of new skills to enhance strategic thinking to more effectively and efficiently manage projects
2. Learning enhanced management methodologies and skills designed to improve productivity
3. Understand the importance of a healthy work environment that fosters a culture of cooperative and collegial relationships necessary to successful management projects
4. Understand the value of aligning all stakeholders with the strategic objectives and goals of projects

Program Description:

The Master of Science in Operations Management trains managers and business leaders to be more effective and efficient project managers, so that they may achieve a deeper understanding of how to apply results oriented modern management practices and tools to ensure high performance standards.

Curriculum:

Number	Course Title	Credits
OPMA 5001	Operations Management	3

OPMA 5102	Quality Controls and Continuous Improvement	3
OPMA 5203	Logistics and Supply Chain Management	3
OPMA 5304	Lean Operations Management	3
OPMA 5405	Lean Strategy Implementation	3
OPMA 5506	Advanced Operations Strategies	3
OPMA 5607	Service Optimization and Human Capital	3
OPMA 5708	Operations Performance	3
OPMA 5809	Creating Value through Operations	3
OPMA 5999	Integrative Operations Project and Simulation	3
TOTAL		30

7.2 College Credit Certificate Programs

College Credit Certificate in Business Management

Admission Requirements:

1. Bachelor's Degree required for credit to apply
2. Proficiency in the language of instruction

Certificate Program Objectives:

Upon completion of certificate, the graduate will:

1. Understand cross-discipline core business management theory and practice
2. Be able to develop coherent business strategies from the perspective of a general manager
3. Analyze and develop business strategy

Certificate Program Description:

The Certificate in Business Management focuses on Best Practices in guiding organizations in the international marketplace.

Curriculum:

Number	Course Title	Credits
GMBA 5001	Organizational Development and Operations	3
GMBA 5102	Accounting, Finance and Economics	3
GMBA 5203	Marketing and Sales	3
GMBA 5304	Corporate Strategy and Business Development	2
GMBA 5405	Business Plan	3
GMBA 5506	Managerial and Personal Leadership	3
Total Credits		17

College Credit Certificate in Executive Leadership

Admission Requirements:

1. Bachelor's Degree required for credit
2. Proficiency in the language of instruction

Certificate Program Objectives:

At the end of the program, the graduate will have achieved the following objectives:

1. Advanced understanding of Personal, Team and Enterprise Leadership
2. Lead teams
3. Lead Sustainable Enterprises in Regional and Multinational setting

Certificate Program Description:

This certificate program provides participants with keys to lead businesses in a global setting.

Curriculum:

Number	Course Title	Credit Hours
EMBA 5601	Negotiation and Conflict Resolution	2
EMBA 5708	Leading High Performance Teams	3
EMBA 5809	Executive Coaching	2
EMBA 5911	Strategic Marketing	3
EMBA 5945	Financial Analysis	3
EMBA 6101	Project Management	3
TOTAL		16

College Credit Certificate in Global Business

Admission Requirements:

1. A Bachelor's Degree required for credit to apply
2. Proficiency in the language of instruction. Students must pass the ADEN entry language exam with score of B1.

Certificate Program Objectives:

Upon completion of the program, the student is expected to have learned the following objectives:

1. Management, Marketing and Strategy from International Perspective
2. Understand Risks and Opportunities in Global Business
3. Lead Sustainable Enterprises in Regional and Multinational setting

Certificate Program Description:

This certificate program provides participants with keys to lead businesses in a global setting.

Curriculum:

Number	Course Title	Credit Hours
GMBA 5607	International Business Strategies	3

GMBA 5755	Marketing for International Business	3
GMBA 5785	Leading Global Teams	3
GMBA 6001	Multinational Finance and Accounting	3
GMBA 6002	Global Account Management	3
TOTAL		15

7.3 Course Numbering System

Each course is identified by a unique course number. The first 4 letters of the course code identify the subject area or academic department. Courses with numbers in the 5000 – 6999 range are at the Master’s degree (post-baccalaureate) level. The course numbers are based on course codes established by the school and do not relate to state common course numbering systems.

Course Prefix Identifier	Subject Area
COMA	Corporate Communication
EDMA	Management of Educational Institutions
EMBA	Executive MBA, Executive Leadership
GMBA	Global MBA, Business Management, Global Business
HRMA	Human Capital Management
MKTA	Marketing and Sales Management
OPMA	Operations Management

7.4 Course Descriptions

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION COURSES

EMBA 5001

Organizational Development and Operations

3 Credits

This course focuses on advanced best practices for the strategic management of Human Capital and Organizational Development. Strategy, structure, jobs and people. Culture and its influence on company results. Complexity. Human capacity. Jobs and required capability levels.

Prerequisite: None

EMBA 5102

Accounting, Finance and Economics

3 Credits

This course provides an in-depth view of the use of quantitative metrics for company analysis and the value of accounting information for the users. Financial analysis for Investment decisions. Development of internal control systems. Preparation of management reports for decision making. Micro and Macro Economics and the business cycle. Economic policies and their impact on business.

Prerequisite: None

EMBA 5203

Marketing and Sales

3 Credits

This course establishes the key role of marketing in the organization. Marketing concepts and their relation to sales strategies and business objectives. Examines the interaction of marketing and sales.

Prerequisite: None

EMBA 5304**Corporate Strategy and Business Development****2 Credits**

Strategic management as a key management tool for competitive enterprises. The strategic process. The analysis of the industry and the competitive environment. Development of corporate strategy, key aspects to effective implementation including internal and external communications for business development.

Prerequisite: None

EMBA 5405**Business Plan****3 Credits**

Students gain a thorough understanding of the structure of a comprehensive business plan including all aspects of operations and human capital management. The importance of financial planning, cash flow, forecasting income and expenses for evaluation of economic viability. Tips for an effective presentation of the business plan to investors.

Prerequisite: None

EMBA 5506**Managerial and Personal Leadership****3 Credits**

Personal and managerial leadership as key to the success of individuals and organizations. The challenge of driving new generations. Integrated model of leadership. Introduces techniques for high personal performance. Managing discourse, body language body and public speaking as tools for successful leaders and managers.

Prerequisite: None

EMBA 5601

Negotiation and Conflict Resolution

2 Credits

Students learn bargaining as a management tool. Reviews various negotiation strategies, tactics and techniques. Students explore their own negotiation styles and gain tools to promote successful negotiations based on their strengths and abilities.

Current science and strategies behind successful negotiation and conflict resolution.

Prerequisite: None

EMBA 5708

Leading High Performance Teams

3 Credits

High-performance teams are more than a set of high performing individuals. This course connects explores and explains the best practices of leading teams. It underscores the evolution of the role of the manager to team leader: Coaching, integration of different roles. Technological tools for teams. Effective and reverse delegation.

Prerequisite: None

EMBA 5809

Executive Coaching

2 Credits

Students learn the value of coaching as a tool for personal and organizational change. Investigates the evolution from simple management to coaching. The importance of individual and organizational learning. Students learn best practices of business coaching including: the management of commitments, the importance of active listening and critical element of time and time planes in executive coaching.

Prerequisite: None

EMBA 5903

Ethics and Corporate Social Responsibility

1 Credit

Masters level introduction to the theme and concepts that facilitate a common language about ethics in general. Application of these concepts to the business world. Corporate social responsibility, ethics, and ethical codes as particularly relevant instruments. The contribution of ethics to the company in leadership and results.

Prerequisite: None

EMBA 5905

Classic Management Theory

1 Credit

This course analyzes classic management theories through selected authors. Provides a critical analytical view to the classical literature of management on values and entrepreneurial virtues, especially in the areas of organization, leadership and people management.

Prerequisite: None

EMBA 5911

Strategic Marketing

3 Credits

Go beyond the basics of marketing to the development of marketing strategy that creates value in complex environments. Anticipation of challenges for marketing in highly competitive and saturated markets. New trends including neuro-marketing, lateral and unconventional thinking. Implementation of best digital and analog strategies based on analysis of successful business cases from around the world.

Prerequisite: None

EMBA 5945**Financial Analysis****3 Credits**

This course provides students with advanced tools for financial analysis and valuation. Explores factors of company profitability. Critical Interpretation of financial statements for decision-making to improve profitability. Determination of the value of the company. Cost of capital as a factor in determining strategy.

Prerequisite: None

EMBA 6101**Project Management****3 Credits**

The principles of Project Management for master's level professionals. Includes review of globally accepted frameworks based on current PMBOK. Introduction to Agile Project Management including key practices and terminology.

Prerequisite: None

EMBA 6199**Business Simulation Workshop****1 Credit**

This experiential course requires students to think critically about comprehensive business strategy. Students analyze research, allocate resources, and implement all elements of general management in a competitive, simulated environment.

Prerequisite: None

EMBA 6200**Master's Project****3 Credits**

Students work with faculty to develop a business project that takes the theory acquired throughout the EMBA program to a real or potential company as final requisite for the EMBA degree.

Prerequisite: Successful completion of all other required EMBA coursework and Departmental approval.

GLOBAL MASTER OF BUSINESS ADMINISTRATION COURSES

GMBA 5001

Organizational Development and Operations

3 Credits

This course focuses on advanced best practices for the strategic management of Human Capital and Organizational Development. Strategy, structure, jobs and people. Culture and its influence on company results. Complexity. Human capacity. Jobs and required capability levels.

Prerequisite: None

GMBA 5102

Accounting, Finance and Economics

3 Credits

This course provides an in-depth view of the use of quantitative metrics for company analysis and the value of accounting information for the users. Financial analysis for Investment decisions. Development of internal control systems. Preparation of management reports for decision making. Micro and Macro Economics and the business cycle. Economic policies and their impact on business.

Prerequisite: None

GMBA 5203

Marketing and Sales

3 Credits

This course establishes the key role of marketing in the organization. Marketing concepts and their relation to sales strategies and business objectives. Examines the interaction of marketing and sales.

Prerequisite: None

GMBA 5304

Corporate Strategy and Business Development

2 Credits

Strategic management as a key management tool for competitive enterprises. The strategic process. The analysis of the industry and the competitive environment. Development of corporate strategy, key aspects to effective implementation including internal and external communications for business development.

Prerequisite: None

GMBA 5405

Business Plan

3 Credits

Students gain a thorough understanding of the structure of a comprehensive business plan including all aspects of operations and human capital management. The importance of financial planning, cash flow, forecasting income and expenses for evaluation of economic viability. Tips for an effective presentation of the business plan to investors.

Prerequisite: None

GMBA 5506

Managerial and Personal Leadership

3 Credits

Personal and managerial leadership as key to the success of individuals and organizations. The challenge of driving new generations. Integrated model of leadership. Introduces techniques for high personal performance. Managing discourse, body language body and public speaking as tools for successful leaders and managers.

Prerequisite: None

GMBA 5607

International Business Strategies

3 Credits

This course compares business strategies as they relate to economic development. Students analyze characteristics of developed markets, emerging markets and so-called frontier opportunity markets for risks, costs and benefits.

Prerequisite: None

GMBA 5755

Marketing for International Business

3 Credits

Marketing for international business. Includes the research of international markets. Explores the challenges of adapting traditional marketing research for diverse markets. International sales modalities and payment methods. Complexity inherent to global marketing, cultural risks for multi-region campaigns and the creative of a sustainable competitive position across borders.

Prerequisite: None

GMBA 5785

Leading Global Teams

3 Credits

This course underscores the complexity of leading global teams. Fostering Cross Border Team Effectiveness. Creating and maintaining the engagement of virtual and remote teams. Culture and business.

Prerequisite: None

GMBA 6001

Multinational Finance and Accounting

3 Credits

This course considers the impact of internationalization on corporate finance. Strategies to manage foreign exchange in multi-national enterprises. Comparison of global accounting standards, compliance and standardization of reporting across borders. Challenges of country and region risk management.

Prerequisite: None

GMBA 6002

Global Account Management

3 Credits

This course provides in-depth understanding of Global Account Management Strategies and practices aka Strategic or Key Account Management. Students explore the complexity of managing international B2B sales. Compensation schemes for Key and Global Accounts. Corporate Communication and culture as relates to global, regional and strategic or key account management organizations. Enterprise Organizational Development strategy for companies with GAM.

Prerequisite: GMBA 6001

GMBA 6199

Integrative Global Business Project and Simulation

3 Credits

This experiential course requires students to think critically and develop a comprehensive strategy, analyze research, allocate resources, and implement all elements of a coherent global business strategy with an integrative project and business simulation.

Prerequisite: Successful completion of all other required GMBA coursework and Departmental approval.

CORPORATE COMMUNICATION COURSES

COMA 5001

Strategic Corporate Communication

3 Credits

Strategic corporate communication from a holistic perspective. From early evolution and theories to recent global trends and best practices including potential impact and organizational roles. Analyzes increasing importance of corporate communication strategy in today's multimedia, globalized environment.

Prerequisite: None

COMA 5102

Internal Communication

3 Credits

In-depth analysis of formal and informal internal corporate communication and change management. Importance of culture on morale and organizational behavior. Corporate Behavior and communication in the organization. Communicative action. Objectives of internal communication. Formal and informal communication. Internal communication instruments. Internal communication supports. Direct channels of internal communication. 2.0 in internal communication tools. Study of internal communication.

Prerequisite: None

COMA 5203

External Corporate Communication

3 Credits

External communication of the organization from advertising to public relations. Tools and guidelines for advertising and media management. Corporate advertising. Digital communication network or e-communication. Publicity. Press actions. Requested and advertorial. Fundamentals of Public relations in External Communication. Institutional relations. Corporate advertising. Benefits that are obtained by performing institutional advertising. Basic guidelines for corporate advertising. Corporate advertising and the media. Sponsorship and patronage. Alignment of internal and external corporate communications.

Prerequisite: None

COMA 5304

Research and Positioning for the Overall Communication Plan

3 Credits

Research methodology in corporate communications. Measuring impact and investment of communications initiatives and overall communications plan. Research methods applicable to the corporate communication and image. Informal and formal procedures. Positioning. Identifying attributes. Image and communication plan.

Prerequisite: None

COMA 5405

Leadership and Corporate Culture

3 Credits

Analysis of leadership and corporate cultural environment. Responsibility of leadership for creating and sustaining culture, empowerment, teamwork and other objectives through communication. Factors of cultural environment: organizational structure, quality, identification, teamwork, recognition, responsibility, support the dimensions of leadership responsibilities for

creating culture: sharing perspectives, setting examples and leadership, leader-driven innovation, proactive empowerment, fostering teamwork, fostering loyalty and motivation.

Prerequisite: None

COMA 5506

Public Relations and Corporate Protocol

3 Credits

This course researches the importance of public relations and corporate protocol as a form of corporate communications. Underscores the strategic importance of working with social media, corporate social brand, financial communication, and media responses to stakeholders. Public relations actions. Field of action. Specific actions of public relations for external audiences. Specific actions of public relations for internal audiences. Actions of institutional relations. Sponsorship and patronage. Corporate social responsibility as a tool for brand development. Corporate social marketing. Financial communication with the public. Communication with shareholders and other stakeholders. Communication of senior leadership. Importance of Social Media for senior leaders. Fundamental aspects in the transmission of identity. Crisis communication. Corporate Protocol, Civility and international considerations.

Prerequisite: None

COMA 5607

Investor Relations

3 Credits

This course examines how companies manage changes in financial communication requirements. Includes fundamentals of financial reporting for investor relations, components of financial statements, and the importance of financial value concepts.

Communicating Risk. Reaction strategies for crisis communication with investors.

Prerequisite: None

COMA 5708

Corporate Communication Innovation and Change

3 Credits

Leadership and creativity. The evolution of corporate communication for innovation. Driving change through effective corporate communication. Barriers to creativity and influences of creativity. Factors that improve and foster and adaptable climate.

Factors that threaten. Fears, tensions.

Prerequisite: None

COMA 5809

International Corporate Communication

3 Credits

Corporate Communication in an international context: US, Latin America and other cultures examined. Corporate communication challenges created by international expansion. Awareness of communication pitfalls in international arena.

Prerequisite: None

COMA 5999

Integrative Corporate Communication Project and Simulation

3 Credits

This experiential course requires students to think critically and develop a comprehensive strategy, analyze research, allocate resources, and implement all elements of a corporate communication strategy with an integrative project and business simulation.

Prerequisite: Successful completion of all other required MS in Corporate Communication coursework and Departmental approval

HUMAN CAPITAL MANAGEMENT COURSES

HRMA 5001

Organizational Development

3 Credits

Master's level understanding of modern organizational development strategy. Students review the alignment of development of human capital with the overall business strategy. Introduces concepts of compensation, career development, organizational design, performance assessment and modern best practices in organizational development through human capital

Prerequisite: None

HRMA 5102

Performance and Talent Management

3 Credits

This course provides in-depth analysis of performance and talent management practices and strategies including the importance of job descriptions, recruiting, onboarding, career development and exit interviews. Students learn the main management tools for the evaluation of requirements, design and implementation of professionalized search and selection human resources tools. Implementation of strategic remuneration, incentive and retention policies. Career Path strategies and High Potential Talent. Employees with addictive tendencies.

Prerequisite: None

HRMA 5203

Driving Engagement

3 Credits

Driving engagement is driving results. New engagement trends and practices in the world of work. Explores the impact of multiculturalism and virtuosity and the human side of the organization in change. How to achieve commitment in turbulent environments. Measuring

engagement and best practices to achieve commitment and retain the best organizational talent.

Prerequisite: None

HRMA 5304

HR Metrics and Knowledge Management

3 Credits

This course defines control indicators supporting the general measurements of the organization. Reviews the relationship between planning and strategic control. Fosters the professionalization of the HR function in the organization through the implementation and communication of HR metrics and knowledge management.

Prerequisite: None

HRMA 5405

Managing Change and Organizational Behavior

3 Credits

The objective of this course is for students to investigate human nature, motivation and dynamics within the organization to define key aspects in the expected behavior for organizations. It analyzes cases of effective management of individuals to meet changing organizational goals and considers the interpretation of individual and group dimensions of behavior with the organizational culture and change management. Developing leadership skills required in the face of change and risk of uncertainty.

Prerequisite: None

HRMA 5506

Labor Issues and Conflict Management

3 Credits

This course examines various aspects governing the operation of personnel based on ethics and respect for the law. Human Capital management in relation with labor and trade unions and their possible impact on the company. The importance of proactively managing labor links regarding

sensitive and regulated aspects of positive employer-employee relations.

Prerequisite: None

HRMA 5607

Organizational Wellness: Human Capital, Stress and Competition

3 Credits

Healthy and happy collaborators create extraordinary results. This course explores the relationship between achieving business results by aligning human capital and quality of life. The role of the organization as promoter of health. Stress: an organizational approach. Prevention and care actions. Organizational commitment to life quality: a challenge that impacts on profitability. Leadership strategies to prevent and address Workplace Bullying and Cyber Bullying. Ties between Organizational Culture and corporate competitiveness.

Prerequisite: None

HRMA 5708

Organizational Strategy and Compensation

3 Credits

This course uses the tools and frameworks of microeconomics to analyze how firms incentivize their employees. The course analyzes the design of individual and team-based incentives (e.g. bonuses, stock options) and considers the challenges and opportunities in using various types of incentives to motivate and reward employees and executives. This course also reviews non-monetary incentives, flexible work arrangements and the application of best practices in non-profit and volunteer environments.

Prerequisite: None

HRMA 5801

The Strategic HR Specialist*

3 Credits

An in-depth analysis of role of the Strategic Human Capital Specialist. Explores types of

informal transfer of knowledge within the organization and the costs in the erroneous knowledge transfer. Introduces agile meetings and intelligent processes to empower the HR/HC/OD specialist in their role as strategic partner. Students learn to shift from the old paradigms that categorize human resources processes as hygienic and preventive to participative and contributing to organizational success.

Prerequisite: None

*Elective Course in the Human Capital Management Program. One elective is required for degree completion.

HRMA 5802

Diversity as a Competitive Advantage*

3 Credits

This course analyzes the value of diversity to an organization. Explores diversity of culture, gender, race, age, LGBTQ issues among others. Reviews options and strategies for interaction at work as an ability to increase organizational effectiveness and innovation. The imperative of adding diverse talent and mindsets for corporate growth. Integrative leadership and individual cultural values: empathy, emotional, socializing, cooperation and open to improvisation.

Prerequisite: None

*Elective Course in the Human Capital Management Program. One elective is required for degree completion.

HRMA 5803

Anticipating Needs in HR *

3 Credits

This course prepares human capital professionals to anticipate needs for long- and short-term organizational strategy. Emphasizes the emerging professions in marketing and trading in the digital era. Underscores changes in recruitment, selection and development and decisive factors in hiring. Generations X, Y, Z, and beyond: issues and impact of a multigenerational workforce on modern organizations.

Prerequisite: None

*Elective Course in the Human Capital Management Program. One elective is required for degree completion.

HRMA 5999

Integrative Human Capital Project and Simulation

3 Credits

This experiential course requires students to think critically and develop a comprehensive strategy, analyze research, allocate resources, and implement all elements of a coherent human capital strategy with an integrative project and business simulation.

Prerequisite: Successful completion of all other required MS in Human Capital Management coursework and Departmental approval

MANAGEMENT OF EDUCATIONAL INSTITUTIONS COURSES

EDMA 5001

Strategic Management of Educational Institutions

3 Credits

Strategic management as a key management tool for competitive educational organizations. The strategic process in an educational institution. The analysis of the education sector and the competitive environment. Definition of the institutional vision. Internal Diagnostics. Evaluation of capabilities. The virtual pyramid and the value chain. Definition of the institutional mission. Determination of objectives. The selection of basic strategies for making effective management.

Prerequisite: None

EDMA 5102

Positioning and Institutional Communication

3 Credits

Tools for the construction of value in complex environments. Identification of public academic entities. Strategies of institutional positioning for each audience. Branding and institutional

identity. Tactics of differentiation in saturated environments. Neuro-marketing. Lateral and non-conventional thinking applied to the education sector. Institutional communication as a strategic management tool. Importance of the corporate image. The visual identity as a reflection of institutional values. The communication keys. Coherence as key factor of success in internal and external communication. Identification of media and building content applied to different audiences. Communication strategy. Internal communication as a tool to develop a sense of belonging.

Prerequisite: None

EDMA 5203

Organizational Behavior and Institutional Identity

3 Credits

Alignment of structure to strategy. The dynamics of human behavior in the field of education. Organizational culture as a sign of institutional identity. Work environment and its influence on the results of the company. The factors that influence morale. How to identify them and operate on them. Management as a key factor of the organizational culture and morale.

Prerequisite: None

EDMA 5304

Planning and Management of Educational Institutions

3 Credits

Recognizing and utilizing the gears to translate strategy into management tools. Financial reporting with focus on value generation for students and stakeholders. Profitability ratios as a tool for financial control. Alignment of the budget strategy. Development of control systems. Preparation of reports for decision-making by senior management of the educational institution. Establishment of an appropriate board of control depending on the model.

Prerequisite: None

EDMA 5405

Management of Educational Projects

3 Credits

Effective tools for the design and implementation of the IEP (institutional educational project). The triple constraint applied to educational projects and their impact on the scope. Identification of key factors for the success of the institutional project. The generation of metrics for the monitoring and control of educational management.

Determining the success of the IEP beyond the profitability of the investment.

Prerequisite: None

EDMA 5506

Management of Human Capital

3 Credits

The challenge of implementing actions to enforce institutional strategy through human capital performance. The strategic human resources management model competency-based management. Enhance skills for leadership of the people who make tangible promise of inherent educational value. Effective tools for attracting, developing and retaining human talent in the organizational framework.

Prerequisite: None

EDMA 5607

The Quality of Education Management

3 Credits

Adopting a philosophy of quality management of the educational institution. The ISO 9001 standards and their reach within educational service. Continuous improvement and the management of knowledge as a central pillar of institutional traceability. **Prerequisite:** None

EDMA 5708

Knowledge Management

3 Credits

Of hands minds: the evolution of the role of people in organizational value aggregation. People as human capital. Human capital as a competitive advantage.

Intellectual capital.

Learning how to learn. Learning experience-linked (produce + reflect). Learning that fosters personal effectiveness. Knowledge that adds value. Recognizing knowledge that adds value.

Central themes for the design of a knowledge management system.

The role of human resources in the Organization of the future.

Prerequisite: None

EDMA 5809

Prospective Analysis: The Challenges of the Future of Education

3 Credits

Global trends and their impact on the field of education. The generational issue and generational modes of learning. Technological resources and potential teaching to optimize times and spaces for development and training. Technology applied to the classroom, distance education, flipped education, mediation, and gamification.

Prerequisite: None

EDMA 5999

Integrative Master's Project and Simulation

3 Credits

This experiential course requires students to think critically and develop a comprehensive strategy, analyze research, allocate resources, and implement all elements of a coherent management of educational institutions strategy with an integrative project and business

simulation.

Prerequisite: Successful completion of all other required MS in Management of Educational Institutions coursework and Departmental approval.

MARKETING AND SALES MANAGEMENT COURSES

MKTA 5001

Strategic Marketing Management

3 Credits

In-depth analysis of main theories on marketing management and motivation for the creation of high-performance marketing and sales strategy. Marketing targets, teams, planning, tools, compensation criteria, communications within marketing and sales teams. Effective tools to control and value sales teams. Commercial results: interpretation and valuation. Compensation criteria as key element to motivate employees.

Prerequisite: None

MKTA 5102

Marketing Research and Forecasting

3 Credits

This course provides students an understanding of marketing information needs. Research objectives, design, interpretation of data, and analysis of research. Students learn to apply research concepts through experiential development projects. Best practices on applying marketing research concepts to solving real-world problems through applied research exercises and experiential research development projects.

Prerequisite: None

MKTA 5203

Offline Marketing

3 Credits

This course analyzes and evaluates strategic advertising and distribution decisions. Students investigate the linkages between national advertising and intermediary promotion, and evaluate effective creation and implementation strategies for advertising campaigns. Advanced strategy implementation for offline or traditional marketing campaigns.

Prerequisite: None

MKTA 5304

Digital Marketing: Presence

3 Credits

Marketing techniques to draw potential and existing customers to the company's online presence through understanding of the components of virtual store front, landing pages, and the corporate digital environment. Includes tools such as Search Engine Optimization, Paid Search, and Referral links.

Prerequisite: None

MKTA 5405

Digital Marketing: Campaigns

3 Credits

Student learn a variety of outreach tools in digital marketing including email marketing, social media, video marketing, mobile and integrated digital marketing experience. Analysis of current practices and strategies for optimal campaign formulation and implementation.

Prerequisite: None

MKTA 5506

Marketing and Sales Strategy

3 Credits

This course underscores the importance of collaboration and alignment of marketing and sales

strategy and plans. Analyzes commercial relationship of marketing and sales teams, targets, analysis of results, and optimization of high-value channels.

Outsourcing strategies in marketing and sales.

Prerequisite: None

MKTA 5607

Innovation and Consumers

3 Credits

The course provides a master's level analysis of innovative trends in Marketing and Consumer-driven Innovation. New trends in brand management and corporate communications. Innovative tactics in Neuro-marketing, Social Marketing. Experiential Marketing, Relational Marketing, Value proposition. Consumer Experience and Feedback.

Prerequisite: None

MKTA 5708

Product and Business Development Strategy

3 Credits

This course connects the dots between product and business development relying on marketing and sales strategies. Explore case studies companies that have successfully integrating customer-feedback to product development and marketing through new technologies. Responsiveness to customer experience feedback.

Prerequisite: None

MKTA 5809

Comprehensive Marketing Strategy

3 Credits

Students put together the pieces of an advanced, comprehensive marketing strategy from development of a multi-platform, on- and offline marketing and sales strategy to feedback and

public relations in the face of crisis. It reviews the importance of aligning online and offline marketing with overall organizational strategy and long and short-term enterprise goals.

Prerequisite: None

MKTA 5999

Integrative Marketing and Sales Management Simulation

3 Credits

This experiential course requires students to think critically and develop a comprehensive strategy, analyze research, allocate resources, and implement all elements of a coherent marketing and sales strategy with an integrative project and business simulation.

Prerequisite: Successful completion of all other MS in Marketing and Sales Management Degree courses and Departmental approval.

OPERATIONS MANAGEMENT COURSES

OPMA 5001

Operations Management

3 Credits

This course provides a profound analysis of the objectives and functions of operations management. Importance of operations for increasing competitiveness, productivity, effectiveness and efficiency to the corporate value chain. Explores the relationship between operations and other areas of the company keys to achieve operational excellence Evolution of the different models of companies with best practices in operations.

Prerequisite: None.

OPMA 5102

Quality Controls and Continuous Improvement

3 Credits

This course demonstrates that quality is a business imperative. Considers different definitions

and approaches to quality, quality gaps. Quality and non-quality costs Postulates of the quality management and total quality management. Introduces models of excellence in management including the concepts and benefits of the application of ISO norms, BPM, HACCP, BRC and others. Reviews tools and processes of continuous improvement.

Prerequisite: None.

OPMA 5203

Logistics and Supply Chain Management

3 Credits

Students research strategies for logistics and supply-chain management in depth.

Analyzes competing theories, managing customer expectation pre-and post-transactions. Defines modern logistics management models, reviews best practices from merchandise and stock management to the effective talent management for logistics and supply chain management.

Prerequisite: None.

OPMA 5304

Lean Operations Management

3 Credits

This course examines the functions and objectives of production management under lean management principles. Explores the paradigm shift: from Fordism to the Toyota manufacturing system and the benefits of lean practices and waste reduction. Explores the polyvalence of workers, teamwork, systems suggestion schemes, effective communications and effective management meetings and other tools to optimize operations with lean thinking.

Prerequisite: None.

OPMA 5405

Lean Strategy Implementation

3 Credits

Students investigate in further detail lean operations strategies and their implementation with case review. Application of lean management principles reviewed in Lean Operations Management. Explores the challenges of adapting to lean operations.

Prerequisite: OPMA 5304.

OPMA 5506

Advanced Operations Strategies

3 Credits

Students analyze the support and commitments required for advanced operations strategies including Six Sigma principles and implementation. Students gain understanding of the relationships between maintenance mission strategies and functions: reliability, availability and maintainability. Explores current approaches to maintenance. TPM. SMED. Kanban. Poka Yoke. Benchmarking implementation of LEAN management tools.

Prerequisite: OPMA 5405.

OPMA 5607

Service Optimization and Human Capital

3 Credits

This course underscores the importance of human capital for the successful implementation of advanced service optimization. Empowerment, delegation, Negotiation, teamwork. Techniques to avoid and resolve conflicts. Recruitment and induction of persons. Features of training programs to optimize results. Explores conventional vs. best practices, risk. Salary alignment for compliance results.

Compliance and control of human capital. Customer education and service cycle.

Quality standards in the provision of service delivery in globalization.

Prerequisite: None.

OPMA 5708

Operations Performance

3 Credits

This course connects the dots between advanced operations strategy initiatives and financial performance. Students analyze the value of applied to the business accounting information. Importance of budgets, costs, financial leverage as factors in operations performance. Explores the use of management technology as a competitive advantage. Reviews implementation of an ERP, application of MRP and communications strategies.

Prerequisite: None.

OPMA 5809

Creating Value through Operations

3 Credits

The course considers Operations within the context of business strategy and the creation of value through Strategic Operations Management. Analyzes the interaction of operations with other departments (human resources, marketing and finance. IT, sales, etc.). Internal Feedback. Critical and strategic thinking for operations professionals.

Prerequisite: None.

OPMA 5999

Integrative Operations Project and Simulation

3 Credits

This experiential course requires students to think critically and develop a comprehensive operations strategy, analyze research, allocate resources, and implement all elements operations management in a competitive, simulated environment.

Prerequisite: Successful completion of all other MS in Operations Management Degree courses and Departmental approval.

7.5 Workshops

ADEN UNIVERSITY offers 6 workshops designed to develop best practices in professionals related to functions they are already performing in their current jobs. These workshops are in the following areas: General Management Strategy, Innovation, Neuro-marketing, Operations Management, Project Management and Strategic Management of Human Capital.

Admission Requirements:

1. Proficiency in the language of instruction
2. At least one (1) year of work experience.

DISCLAIMERS: The six workshops are for continuing education and are not to be applied to the programs. The workshops are not licensed by the Commission for Independent Education.

8. Academic Calendar

ADEN University Academic Calendar 2018 – 2019

Summer Semester From May 29th to July 22nd, 2018			
Term	First Day of Class	Last Day of Class	Add/Drop Period
Summer I	MAY 29, 2018	JUL 22, 2018	MAY 29-JUN 03, 2018
Summer Break July 23 rd to August 19 th 2018			
Fall Semester From August 20th to December 16th, 2018			
Term	First Day of Class	Last Day of Class	Add/Drop Period
Fall I	AUG 20, 2018	OCT 14, 2018	AUG 20-26, 2018
Break October 15 th to October 21 st 2018			
Fall II	OCT 22, 2018	DEC 16, 2018	OCT 22-28, 2018
Christmas/ Winter Break – December 17 th , 2018 to January 22 nd , 2019			
Spring Semester From January 22nd to May 19th, 2019			
Term	First Day of Class	Last Day of Class	Add/Drop Period
Spring I	JAN 22, 2019	MAR 17, 2019	JAN 22-28, 2019
Spring Break March 18 th to March 24 th 2019			
Spring II	MAR 25, 2019	MAY 19, 2019	MAR 25-31, 2019
Break May 20 th to May 26 th 2019			

Summer Semester From May 27th to July 21st, 2019			
Term	First Day of Class	Last Day of Class	Add/Drop Period
Summer I	MAY 28, 2019	JUL 21, 2019	MAY 27–JUN 3, 2019
Summer Break – July 22 nd to August 18 th , 2019			
Fall Semester From August 19th to December 15th, 2019			
Term	First Day of Class	Last Day of Class	Add/Drop Period
Fall I	AUG 19, 2019	OCT 13, 2019	AUG 19-25, 2019
Break – October 14 th to October 20 th , 2019			
Fall II	OCT 21, 2019	DEC 15, 2019	OCT 21-27, 2019
Christmas/ Winter Break – December 16 th , 2019 to January 19 th , 2020			

The University will be closed in observance of the following holidays:

- New Year’s Day – JAN 1, 2018
- Martin Luther King, Jr. Day – JAN 15, 2018
- Presidents’ Day – FEB 19, 2018
- Holy Thursday – MAR 29, 2018
- Good Friday – MAR 30, 2018
- Memorial Day – MAY 28, 2018
- Independence Day – JUL 4, 2018
- Labor Day – SEP 3, 2018
- Columbus Day – OCT 8, 2018
- Veterans Day – NOV 12, 2018
- Thanksgiving Day – NOV 22, 2018
- Day After Thanksgiving – NOV 23, 2018
- Christmas Day - DEC 25, 2018
- New Year’s Day – JAN 1, 2019

- Martin Luther King, Jr. Day – JAN 21, 2019
- Presidents' Day – FEB 18, 2019
- Holy Thursday – APR 18, 2019
- Good Friday – APR 19, 2019
- Memorial Day – MAY 27, 2019
- Independence Day – JUL 4, 2019
- Labor Day – SEP 2, 2019
- Columbus Day – OCT 14, 2019
- Veterans Day – NOV 11, 2019
- Thanksgiving Day – NOV 28, 2019
- Day After Thanksgiving – NOV 29, 2019
- Christmas Day – DEC 25, 2019

9. Other Information

9.1 Accreditation Status

ADEN University is not accredited.

9.2 Effective Date

2018 - 2019 Catalog - Effective July 1st, 2018