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**CALWEST UNIVERSITY**

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# **Calwest University**

## **School of Business Graduate Catalog**

**[www.calwest.org](http://www.calwest.org)**

## Catalog

This catalog supersedes all previous bulletins, catalogs, and brochures published by Calwest University and describes academic programs to be offered from January 1, 2024, and beyond.

All students admitted to the university from the 2024 calendar year onwards are bound by the regulations published in this catalog.

Calwest University is committed to affirmative action and to a policy which provides for equal opportunity in employment, advancement, admission, educational opportunity, and administration of financial aid to all persons on the basis of individual merit and circumstance. This policy is administered without regard to race, color, national or ethnic origin, age, gender, religion, sexual orientation, or disabilities not related to performance. It is the policy of Calwest University not to discriminate on the basis of gender in admission, educational programs, activities, or employment policies as required by Title IX of the 1972 Educational Amendments. Inquiries regarding nondiscrimination, affirmative action, equal opportunity, and Title IX may be directed to the university's President via email: [president@calwest.org](mailto:president@calwest.org).

Persons who have special needs requiring accommodation should notify the provost at the above address.

Every effort has been made to ensure that the information contained in this publication is accurate and current as of the date of publication; however, the university cannot be held responsible for typographical errors or omissions that may have occurred.

Revised 2024

The university reserves the right to make, at any time, whatever changes it deems necessary in admission requirements, fees, charges, tuition, faculty, instructors, policies, regulations, and academic programs prior to the start of any class, term, semester, trimester, or session. The university reserves the right to divide, cancel, or reschedule classes or programs if enrollment or other factors so require. All such changes are effective at such times as the proper authorities determine and may apply not only to prospective students but also to those who are already enrolled in the university. Students will be given notice before any changes are made. Please note however that the university and students are bound to the agreement made in the signed Enrollment Agreement unless a new Agreement is signed.

## Table of Contents

Information Directory	4
President's Welcome Message	5
Vision, Core Mission and Commitments	6
Directors and Officers of the University	7
Administrators	7
Sponsorships & Sponsoring Organizations	7
Research Connections	8
Legal Authorizations & Exemption Statement	9
International Approval & Accreditation	9
Online Distance Education	10
Non-traditional Assessments, Modes and Methods	11
Language of Instruction	12
Facilities and Equipment	13
Student Resource Requirements & Student Records	14
Anti-Hazing Policy	14
Faculty and Adjunct Faculty	15
Tubeclasses	20
Academic Calendar	20
Unit of Credit	21
Programs	22
School of Business: MBA and DBA Degrees	22
Admission Requirements	26
English Proficiency Requirements	27
Grading and Marking System	27
Degrees Awarded and Degree Completion Requirements	27
Registration Policies and Procedures	28
Credit for Prior Learning and Credit Transfers	29
Transferability of Credits and Credentials Earned at Calwest	30
Credits Earned in a Compressed Time Period	30
Financial Aid	30
Fees: Registration; Tuition; Assessment; Librarian; Credit and Degree Completion	31
Student Services	32
Learning Resources (Library) & Librarian Services	33
Withdrawal and Refund Policy and Attendance and Leave of Absence Policy	34
Privacy Policy	35
Standard of Satisfactory Academic Progress	36
Student Conduct and Dismissal for Unsatisfactory Conduct	36
Student Appeals & Readmission of Students	36
Process for Handling Student Complaints	37
Course Outlines and Prerequisites: Value Courses	38
Course Outlines and Prerequisites: School of Business	40

## Information Directory

**Web:** [www.calwest.org](http://www.calwest.org)

**Emails:**

**General enquiry:** [info@calwest.org](mailto:info@calwest.org)

**President:** [president@calwest.org](mailto:president@calwest.org)

**Provost:** [provost@calwest.org](mailto:provost@calwest.org)

**Admissions:** [admissions@calwest.org](mailto:admissions@calwest.org)

Calwest University is a corporation organized under the laws of the State of California on October 8, 2014. (No.C3717770).

Calwest University does not have a pending petition in bankruptcy, nor is it operating as a debtor in possession. It has not filed a petition within the preceding five years, nor has had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

## President's Welcome Message



Calwest University was established to provide affordable high-quality American degrees to students living in all parts of the world who deserve a quality education but were until recently unable to obtain such due to both costs and the tyranny of distance.

The innovative approach adopted by Calwest is that whilst the course content is solely designed and delivered by Calwest faculty (and the syllabus outlines of the courses are benchmarked with the courses of other World-class universities that have both face-to-face and online offerings); it uses a sophisticated learning platform enabling students to have prompt feedback to all their assessment tasks and final examinations. Therefore, students can learn at their own pace without being hampered by more structured approaches to the student-teacher interface.

All the Course Assessments will be done by Calwest professors. These assessments include online exams, assignments, challenge exams and credit for prior learning. The learning of students undertaking all modes of assessment is based on the syllabuses of courses offered at Calwest and listed in its catalog.

Due to the international reach of online learning, Calwest hopes to cater to student in areas of the world in which opportunities of quality educational delivery at affordable prices is not available. As such, students can work towards obtaining a recognized degree at a substantially lower cost than that usually associated with American degree programs.

We hope you will enjoy the experience of moving from 'Teaching to Learning' at Calwest.

To all prospective students, I extend a warm welcome!

**Professor Ray Greasley, MBA, PhD (WITS)**  
**President**

## Vision

The vision of Calwest University is to be a leading online University that is recognized internationally and active on a global scale. Calwest also hopes to work with a number of overseas partner institutions to provide face-to-face tutorials to enhance the understanding of the online material.

## Core Mission

- The major rationale of establishing Calwest was to give a degree pathway with proctored assessments to students throughout the world; so that they can work towards attaining a recognized degree at an affordable cost.
- As such, the mission of Calwest is to make higher education affordable and accessible to a broader audience in order to contribute to fight the ever-growing global digital divide. Calwest believes that higher education shall no longer be a privilege of a few. Talent shall be the prime determination of a career. Thus, Calwest fully utilizes the benefits of the internet and the use of a sophisticated learning platform to pass cost-reductions to its students and make quality learning affordable.

## Commitments

- It is the aim of Calwest University to provide the highest internationally recognized courses at affordable prices.
- Calwest University is therefore establishing an international network of leading institutions of different cultures, which will use their combined knowledge and experience to contribute to a better overall understanding of global economic interaction.
- Calwest University promotes research into teaching innovation both for its own sake and with a view to its significance for its immediate and broader context. Jointly developed with leading universities in the world, Calwest believes that innovative ideas in teaching and research will help to successfully address the enormous challenges faced by humankind today and to help design the path toward a sensible and sustainable development for current and future civilizations.
- Calwest University gears its activities equally towards the needs of humankind, nature, and society. It thus reflects the conviction that the study of business and technology and its applications will serve life only if it contributes to the sustainable improvement of the circumstances of society while preserving the ecosystem of the Earth. Conducting business should never occur at another's expense, but rather for the sustainable benefit of all. This requires an awareness, respect and appreciation of other cultures and mentalities.
- Calwest University grounds its endeavor in the multicultural and democratic tradition of the United States

## **Directors and Officers of the University**

Dr. Ray Greasley, PhD, *President, CEO and Chief Academic Officer*

Mr. Paul Cohen, MBA, *Provost*

Dr. Ruth Koku, MD, *Chief Admissions Officer*

Dr. Leon Duval, PhD, *Dean of Business*

## **Administrators**

Mr. Paul Cohen, MBA, *Provost*

Dr. Ruth Koku, MD, *Chief Admissions Officer*

Mr. Anton Tambi MBA, *Chief Compliance Officer & CFO*

## **Sponsor**

Calwest University's education programs are exclusively for members of the [\*Institute of Certified Management Accountants\*](#), a bona fide professional organization. Calwest University's education programs are sponsored by a bona fide professional organization that offers educational programs solely for that organization's membership, has met the qualifications for exemption from regulation under the Act, pursuant to California Education Code (CEC) section 94874 (b)(1). Please note that this does not imply that Calwest University has approval to operate pursuant to section 94886 or 94890 of the Code. Instead, as an Exempt Institution, it is exempt from regulation under the Act.

## **Sponsoring Organization**

### ***The Institute of Certified Management Accountants***

The Institute was established in 1996 with a vision to attain the status of the premier body of professionals practising the science of management accounting. Today, ICMA is the premier body of management accountants globally with representation in over 50 countries. Its objectives are to provide a professional organization for management accountants, and to encourage, disseminate and promote the specialization in organizations globally.

## Research Connections

Calwest University has ad-hoc connections with the following Business Schools and professional bodies to undertake joint research in education and business:



The *Syme Business School (SBS)* is in the quest to becoming one of the leading business schools in providing accredited management accounting education globally. Its vision is to produce graduates who are effective decision makers, thought leaders and instigators of change in the management accounting profession, who can positively contribute to creating sustainable value in industry, government, society, and the community.



The *Wharton Institute of Technology and Science (WITS)* was founded to provide mature men and women an opportunity to not only undertake further academic and professional studies, but also to gain recognition for all prior learning that could be documented and demonstrated to have taken place within and beyond the traditional academic classroom-based instruction. Consequently, the traditional and non-traditional programs offered by WITS provide an opportunity for occupational experience, specialized training, and independent reading to be assessed and recognized for credit purposes in meeting typical coursework qualification requirements.



The *Institute of Certified Carbon Analysts and Auditors (ICCAA)* has as its principal objective the advancement, promotion, measurement, regulation, and provision of assurance certification of carbon credits for the effective implementation of carbon management systems (that may include emissions trading systems).



## Legal Corporation

Calwest University was founded in 2014 and is sponsored by the Institute of Certified Management Accountants, a bona fide professional organization.

Calwest University's corporation number is C3717770.

The *California Business Search* provides free online access to certain corporation, limited liability company, and limited partnership information, including the entity formation, registration, or conversion date, status, address, and name and address of the agent for service of process (<https://businesssearch.sos.ca.gov/>).

## Exemption Statement

Calwest University, as an institution sponsored by a bona fide professional organization that offers educational programs solely for that organization's membership, has met the qualifications for exemption from regulation under the Act, pursuant to California Education Code (CEC) section 94874 (b)(1).

Calwest's MBA and DBA programs have received Verification of Exemption status by the *California Bureau for Private Postsecondary Education* (BPPE.) under the *Department of Consumer Affairs*. The BPPE ensures that private institutions of postsecondary education are conducted lawfully. For more information about verification to operate a private post-secondary institution in California, see the BPPE. website (<https://www.bppe.ca.gov/>).

Calwest University does not participate in any financial aid programs in the USA.

## International Approval

Calwest University is an approved organization of the *Australian Education Credentials Standards Agency* (AECSA) [[www.unidegree.com](http://www.unidegree.com)] which is a non-profit organization set up to investigate and categorize the educational standards of universities and professional organizations around the world. Over the years it has investigated over 1,000 universities and professional bodies internationally, and lists all who meet its high certification standards as "approved" organizations.

## Accreditation

*World Education Accreditation Council* (WEAC) is an international quality assurance council dedicated for the online education sector globally. To be listed as an accredited institution by WEAC, a higher education entity must be listed in at least one of the recognized international accrediting agencies and undergo a rigorous evaluation by WEAC's own team of experts. Calwest University is listed as an accredited university by WEAC.

## **Online Distance Education**

### **Flexible Classes and Class Sessions**

Calwest University's classes are online - students can take a class at any time they wish from any location from where they can get access to good internet facilities. There is no traditional distance education "teaching" involved. Traditional distance education methods have been transformed and enhanced by online learning, cloud computing and algorithms to replace human interaction.

This is very much how knowledge economy companies operate, i.e., human interaction is kept to a minimum, as it is not possible to provide human interaction when course-sizes are often 100+ students in different time zones around the world.

The names of the faculty members responsible for overseeing/developed the curriculum and providing the Test Bank of Quiz questions is listed in each of the course curricular.

### **Students Study at Their Own Pace**

Students have a choice of how they wish to do their studies, using Textbooks and related PowerPoint presentations only. They can decide when they are ready for an assessment of studied material. They can change their learning intensity from part-time to full-time back and forth at any time and bring their studies into a perfect balance with their life.

### **Calwest's Value Offer to Students**

Calwest neither needs to finance expensive buildings and facilities nor pay for printing of learning material. The faculty are mostly working in accredited traditional universities and mostly provide their services on a voluntary, pro-bono basis. The creation of the seminar material is solely done by Calwest's faculty and delivered electronically with minimum human interaction. Only the Internet and today technologies allow such an efficiency which leads to a significant reduction in costs that Calwest passes on to its students.

### **Non-Disruptive Education**

Calwest's highly flexible, online courses have been designed for working professionals. Students who join Calwest do not pursue education at the cost of their earnings and career.

### **No Re-Location or Housing Costs**

With a 'Cloud-campus', there are no costs associated with locating to a conventional university campus, either for studies or for taking exams. This means that Calwest has (a) no need for any dormitory facilities under its control; (b) no need to locate housing reasonably near the institution's facilities (and as such, there will be no associated housing or transport costs); and (c) no responsibility to find or assist a student in finding housing to undertake their studies.

*This way Calwest can offer a truly international curriculum of the highest standard.*

## Non-traditional Assessments, Modes, and Methods

The major rationale of establishing Calwest was to value-add and enable students to take advantage of a world-class program from the USA, available worldwide. Any (traditional or non-traditional) university course has 3 distinct components: (1) Course Content (syllabus; learning outcomes); (2) Course Delivery (face-to-face; distance education; online); and (3) Course Assessment (examination; assignment; credit for prior learning, challenge exams).

The **Course Content** is solely designed by Calwest faculty, and the syllabus outlines of these courses are listed in Calwest's catalog. Calwest will offer all the courses listed in its catalog. In designing courses, as benchmarking with other World-class universities is done across most higher education institutions, both traditional and non-traditional; it is very possible that a student's expected learning outcomes from a course listed and offered in Calwest's catalog can be obtained via a similar online or face-to-face course.

In terms of **Course Delivery**, all courses will be delivered by Calwest, via its TubeClasses, which sits on a Moodle platform. The online delivery of courses that impart the 'Core Values', 'Core Building Blocks' and 'Electives' will be comprehensive, with Course Syllabuses, PowerPoint presentations and Videos (where relevant). Students are responsible for purchasing (or having access to) the print or electronic textbook assigned for the course covering Calwest's syllabus.

All the **Course Assessments** will be done by Calwest professors. These assessments include proctored traditional and online exams, assignments, challenge exams and credit for prior learning. The learning of students undertaking all modes of assessment is based on the syllabuses of courses offered at Calwest and listed in its catalog.

Calwest has furnished in its on-line catalog a detailed description of how each program will be conducted; and the syllabus of each course conducted internally by the university; including course outlines and compulsory textbooks. The programs will be asynchronous in that students will take courses at each student's own pace. The access to course materials will be via the internet, using a *Moodle Learning Management Platform*. The grading scheme for all assessments and the evaluation of student work is presented in each course syllabus of the courses taught by Calwest. The timely response to students' questions and comments, record keeping, and technical support is also managed via Moodle. There is no equipment or supplies that need to be provided to any student, in any of the courses conducted at the university. Note that Calwest does not provide any courses that require the development of a manual or technical skill, such as the use of equipment or tools. Further, no courses are conducted at Calwest that will require a laboratory experience.

**Contact with Instructor:** Calwest does not have online courses in its degree programs that require it to give students direct contact with an instructor. Calwest will instead use *Indirect Contact Instruction* via the Moodle Learning Management Platform as the only means of contact with students. Detailed course information will be accessible to students, via Course Syllabuses, PowerPoint presentations and Video instructions (where available) and online Topic Quizzes.

**Return of Assessments and Research:** The return of the grades for of Topic Quizzes and Final Exams will be almost instantaneous as the faculty responsible for developing the course has supplied answers that are programmed into the Moodle learning platform. Student queries of a general nature will be answered as a broadcast via Moodle to all students. Where direct communication with an individual student is required (such in accepting admission documentation), this will usually be in 48 hours, with a maximum time limit of 7-days. In the case of research courses Doctoral degree program, the maximum time limit for return of research proposals and thesis chapters is one-month.

**Qualified Instructors and Assessors:** The second major rationale for launching an innovative university such as Calwest, is not only to students a framework have courses delivered by the World's best and most qualified instructors but also to provide assessment of the learning outcomes obtained. As such Calwest has adjunct faculty, i.e. PhD and Master's Degree qualified professors in traditional universities, to design its courses to be benchmarked and aligned with similar courses from leading universities; and provide assessments to evaluate student learning (via computer assessments methods) and provide feedback to students in a timely manner.

**Library and Other Learning Resources:** Calwest has subscribed to the Library and Learning Resources of TopiaU, the online library service. See <https://topiau.org/> which includes free Librarian services to students at member universities. More details are provided in this catalog. There may be some minimal charges for complicated searches.

**Student Records:** The *Moodle Learning Management System* will provide, ensure, and maintain access for all students to the information resources and services appropriate to support each program and course. The Moodle Learning Management System will contain all documents evidencing a student's prior learning upon which the assessors and the institution base the award of any credit or credential. Academic transcripts will be maintained, kept current, and retained permanently for each student. Calwest will adopt a policy requiring that credits be awarded for prior learning, including internal credit by challenge examinations, to be identified on the student's academic transcript. Calwest will retain all students' records indefinitely in electronic format, with regards to student evaluation, assessment and awarding of non-traditional credit. Calwest believes that such a retention time is more than sufficient for reasonable future review and confirmation of student work. The *Moodle Learning Management System* will also provide, ensure, and maintain the security of examinations and papers and other assessments.

## Language of Instruction

The language of instruction and assessment of all courses is English. Students who undertake external courses in other languages will be assessed for credit in the ***English Language***.

## Facilities and Equipment

Calwest University's campus is *in the "cloud"*. This means that physical facilities are limited to an administrative office run at Northridge, California, USA, and a web management office in Melbourne, Australia.

All officers are linked via the internet to the *Amazon web-services* (in the cloud), with scalable resources and multiple points of presence around the world. The physical locations of the servers are secure, and their locations are not publicized even within Amazon. Using Amazon web-services provides Calwest with in-built data disaster recovery as the data is hosted in multiple continents.

Calwest's Tubeclases uses the Moodle platform and data base and the *Moodle Learning Management System* to provide a virtual learning environment for all students. The storage of data regarding courses, students, grades, and web content is via a SQL database. Calwest also uses *Apache web services* to host its website, and a secure platform back-up for off-site storage of data. Student fees payment management, including the use of credit card facilities is managed via *Bank of America's* secure payment gateway system.

Cloud computing, or something being in the cloud, is a colloquial expression used to describe a variety of different types of computing concepts that involve a large number of computers connected through a real-time communication network such as the Internet. A 'cloud campus' refers to network-based educational platforms and student services which appear to be provided by real server hardware, which in fact are served up by virtual hardware, simulated by software running on one or more real machines. Such virtual servers do not physically exist and can therefore be moved around and scaled up (or down) on the fly without affecting the end user student-arguably, rather like a cloud.

At the foundation of cloud computing is the broader concept of converged infrastructure and shared services. Calwest's cloud campus also focuses on maximizing the effectiveness of shared resources. A cloud campus is open 24-hours, 7-days a week as resources are usually not only shared by multiple users but are also dynamically re-allocated per demand. This approach should maximize the use of computing powers thus reducing environmental damage as well since less power, air conditioning, lecture theatres, etc. is required for a variety of educational functions usually done in physical campuses.

The term "moving to cloud" also refers to an organization moving away from a traditional CAPEX model (buy the dedicated hardware and depreciate it over a period of time) to the OPEX model (use a shared cloud infrastructure and pay as you use it). This allows Calwest University to avoid upfront infrastructure costs and focus on a learning experience for students that differentiate their education programs instead of infrastructure. These cost saving are passed on to students, enabling them to get a 'World-Class' education at a fraction of the costs that are charged by traditional universities with physical campuses. The cloud has also enabled the university to get their educational programs and applications up and running faster, with improved manageability and less maintenance, and enables IT to more rapidly adjust resources to meet fluctuating and unpredictable student demand that is the reality of online courses.

## Student Resource Requirements

Students at Calwest require a Personal Computer or Laptop running Windows 10 or higher with 500 MB of RAM or higher; or an Apple Mac running Mac OS 10 or higher. They will also need access to a reliable high speed Internet connection Kbps/128 Kbps; and a Web browser.

Calwest cannot provide individual support to students' personal hardware/software.

## Student Records

All student records are maintained at Calwest's *Tubeclasses* (which uses as its platform the Moodle Learning Management System). This platform will provide, ensure, and maintain access for all students to the information resources and services appropriate to support each program and course. The Tubeclasses platform will contain all documents evidencing a student's prior learning upon which the assessors and the institution base the award of any credit or credential. Academic transcripts will be maintained, kept current, and retained permanently for each student. Calwest will adopt a policy requiring that credits awarded for prior learning, including internal credit by challenge examinations, to be identified on the student's academic transcript. Calwest will retain all students' records indefinitely in electronic format, with regards to student evaluation, assessment and awarding of credit. Calwest believes that such a retention time is more than sufficient for reasonable future review and confirmation of student work. The Tubeclasses platform will also provide, ensure, and maintain the security of examinations and papers and other assessments.

## Anti-Hazing Policy

Hazing takes various forms, but typically involves physical risks or mental distress through, for example, humiliating, intimidating, or demeaning treatment. In recent times extended to Cyber-bullying which refers to the act of hazing online. As Calwest University is an on-line university, the potential for online hazing of fellow students exists; especially if contact information is shared in discussion groups etc. The university itself will not provide directly to another student any contact information. Despite this if a student believes that he/she has been hazed any other individual (who is a student of Calwest) via any of the following actions: (a) Threats of violence; (b) Hate speech or postings; (c) Harassment; (d) Peer pressure; (e) Bribery; (f) Psychological abuse; and (g) Extortion; then the student must bring this to the attention of the President [[president@calwestuniversity.com](mailto:president@calwestuniversity.com)] for investigation. Students proved to have hazed, will be expelled from the university.

## Faculty

### Prof. Raymond Greasley

MBA, PhD (WITS)




Prof. Raymond Greasley has had a 30+ year career in IT, which has covered: Project Management, Process Management, Analysis, Software Development/Testing, LAN Administration, Source Control, Training Staff, Infrastructure Builds – SQL Servers, Workstations, Web Servers, and Windows Servers. He has been project manager of large IT based projects and is a world-expert consultant in data integrity and security. He was formerly Dean of the Global Business School at the Wharton Institute of Technology and Science.

*Program Responsibility:* Doctor of Business Administration (DBA)


*Course Responsibilities:* VAL501: Business Ethics; VAL502: Global Issues; VAL504: Philosophy; VAL503: Critical Thinking

## Business School Faculty: Dean

### Dean of Business


	<b>Prof. Leon Duval</b>
	MBA (Monash), PhD (Monash); FCA.
	Prof Leon Duval has held academic positions at Monash University and the University of South Australia. His professional experience includes running a successful consultancy practice for 30 years. He is an educator who travels the world, giving seminars in Strategic Cost Management and Blended Organizations.
	<p><b>Responsibility:</b> Design of all Business Courses</p> <p><i>Program Responsibility:</i> Master of Business Administration (MBA)</p> <p><i>Course Responsibilities:</i> MBA605 &amp; DBA 806: Economics; MBA710 &amp; DBA 810: Corporate Finance</p>

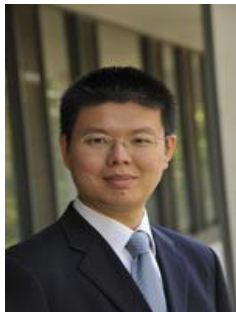
## Adjunct Business School Faculty


	<b>Prof. Derek Maullin</b>
	DBA (Jubilee), FCMA (UK)
	<p>Prof. Derek Maullin has had distinguished career in leading traditional and on-line corporations. He has worked at a very senior management level in information technology, management accounting, marketing, and business consulting across many countries. His last corporate role prior to becoming a global educator was as a CFO of a leading online retailer. In recent times, he travels the world giving seminars on strategy, marketing, and international business issues.</p> <p><i>Course Responsibilities:</i> MBA601 &amp; DBA 802: Management; MBA602 &amp; DBA 803: Marketing; MBA709 &amp; DBA 809: International Business</p>


	<b>Prof Paul Cohen</b>
	AAS (College of Staten Island); BBA (Honors) (York University, Canada); MBA (Baruch University); ABD (City University of New York)
	<p>Professor Paul Cohen has almost 30 years' experience as an academic in the USA. He has held academic appointments at Florida Atlantic University (1998-2014); The Art Institute of Fort Lauderdale (1991-1998); and the College of Staten Island (1985-1990). He was the Chair of the Bachelor Program at the College of Staten Island. He has also held an Adjunct Professor appointment at Nova Southeastern University (1991-2001). At Florida Atlantic University he was the supervisor of Marketing Internships (2009-2014). He has provided instruction for the following courses at Florida Atlantic University: Principles of Advertising; Marketing Management; Honors Seminar in Marketing; Retail Management; Merchandising Management; Media Strategy &amp; Tactics; Creative Advertising Strategy; Sales and Sales Management; Consumer Behavior; Marketing Research &amp; Information Systems; Seminar in Entrepreneurship; Marketing Strategy; Advertising Internship; Internship in Retailing and Sales Management Internship.</p> <p><i>Course Responsibilities:</i> MBA714 &amp; DBA 811: Competitive Analysis; MBA608 &amp; DBA 808: Strategic Management</p>



	<b>Prof. Kavan Ratnatunga</b>
	BSc (Hons) (Cey); MS (Pitts); PhD (ANU)
	<p>Prof. Kavan Ratnatunga has had a 25-year academic career, which has included research at Institute of Advanced Study in Princeton; the Dominion Astrophysical Observatory in Victoria Canada; NASA Goddard Space Flight Center in Greenbelt, Space Telescope Science Institute; Johns Hopkins University in Baltimore, and Carnegie Mellon University in Pittsburgh. Highlights of over 50 publications in refereed Journals included the First in-situ sample of Field Halo K-giants in Galactic Halo (1983), and the First Quad Gravitational Lens discovered with NASA Hubble Space Telescope (1995).</p> <p><i>Course Responsibilities:</i> MBA606 &amp; DBA 807: Business Statistics</p>


	<b>Dr Sui Cheung Tse</b>
	BA, MCom (UNSW), PhD (La Trobe), MACS
	<p>Dr. Sui Cheung Tse's teaching and research interests are in the areas of management accounting, information systems, electronic commerce, and higher education. He is the editor-in-chief of <i>Management Accounting Frontiers</i> and has served as ad hoc reviewer for accounting and information systems journals; including <i>Australasian Journal of Information Systems</i> and the <i>Journal of Internet Commerce</i>. He is a member of the Australian Computer Society.</p> <p><i>Course Responsibilities:</i> MBA711: Computer Science.</p>

	<b>Prof. Marshall Geiger</b>
	Ph.D., M.S. (Penn.State) , B.S.,B.A. (Bloomsburg , PA)
	<p>Prof Marshall Geiger is Professor of Accounting at the University of Richmond and held the Joseph A. Jennings Chair in Business Administration from August 2004 to 2010 at the University. He has been appointed to the Office of the Chief Accountant, U. S. Securities and Exchange Commission, Washington DC. His other teaching appointments have been at the University College (on-line) at the University of Maryland, the University of Florida, the University of Rhode Island, the University of Maine, and the Pennsylvania State University. He has written 5 books and over 200 Academic and Professional papers and numerous conference papers. His professional experience was gained at Ernst &amp; Young in Reading, PA.</p> <p><i>Course Responsibilities:</i> MBA603 &amp; DBA804: Accounting</p>

	<b>Prof. Mark Higgins</b>
	PhD (Tennessee), M.S., BS. (South Carolina), CPA.
	<p>Prof Mark Higgins is Dean of the John Cook School of Business, Saint Louis University. Prior to this he was a member of University of Rhode Island's faculty since 1988 and was appointed Dean of the URI's business college in 2006. During his tenure at the University of Rhode Island, Prof. Higgins held the Alfred J. Verrecchia-Hasbro Inc. Leadership Chair in Business; and has also served as director of the Masters in Accounting program and Associate Dean for undergraduate programs. Prior to joining the University of Rhode Island, he was a tax manager for Ernst and Young in New York City. His research covers a broad range of areas that encompasses accounting education, tax research, real estate and business ethics and has been published nationally and internationally. Prof. Higgins is the past president of the American Taxation Association and serves on the Executive Committee of the American Accounting Association as vice president for Sections and Regions. In 2006, he was elected to the American Accounting Association Northeast Region Hall of Fame.</p> <p><i>Course Responsibilities:</i> DBA813: Research Proposal</p>

	<b>Prof. Kashi Balachandran</b>
	BEng (Hon) (Madras) , MS., PhD. (Berkeley), CMA.
	<p>Prof. Kashi. R. Balachandran is a professor emeritus of accounting and operations management at New York University Stern School of Business, and former Editor in Chief of <i>Journal of Accounting Auditing and Finance</i>. He has served as Distinguished Institute Professor of G.D. Goenka World Institute where he advised the management on strategic development of the institute. He also served as Executive Director of the newly formed Glocal University in India. He is also a Chair Professor of Accounting at Tunghai University in Taiwan. He is an organizing member of the Taiwan- Italy Internship Program in its fifth year of operation and the China- Italy Internship program, for students from Taiwan and China to serve in Italian companies as interns. He has written and published more than 85 articles in leading academic journals of economics, accounting, operations research and management science. He served on the staff of Ross Institute of Accounting Research at New York University that develops liaison with Industry.</p> <p><i>Course Responsibilities:</i> MBA712 &amp; DBA 812: Operations Management, MBA604 &amp; DBA805: Finance</p>

	<b>Prof. Kasi Ramanathan</b>
	PhD, MBA (Northwestern); BCom (Calcutta)
	<p>Prof Kasi Ramanathan is Professor Emeritus of Accounting at the University of Washington in Seattle. Formerly he was Professor and Chairman, Department of Accounting, University of Washington Business School. Prof. Ramanathan is an internationally recognized expert in the application of accounting and finance techniques for shareholder value-based organizational planning and control. His major publications include Accounting for Managerial Decision Making and Management Control in Nonprofit Organizations. Amongst the prestigious appointments he has held are Professor at the Indian Institute of Management; Visiting Professor at Harvard University, New York University, Simon Fraser University and the University of Auckland, New Zealand. He was also a Visiting Fellow at the Australian National University and Monash University, Australia. He has published numerous award-winning books and publications and undertaken consulting projects at Boeing, Tektronix, Washington State Department of Social and Health Services, and others; and conducted numerous executive seminars to help decentralized managers focus on firm-wide shareholder value creation.</p> <p><i>Course Responsibilities:</i> DBA801: Research Methods, DBA814: Research Thesis</p>

	<b>Prof. Ray Slaughter</b>
	BA (Kentucky); MBA (Penn); LL.M (W&M); JD (Howard).
	<p>Prof. Ray Slaughter is an Associate Professor at the University of Richmond, where he has held faculty appointments since 1979. He has taught courses in business law, federal taxation and state and local taxation; and has been involved in <i>Directed Student Learning</i> at the university in tax strategies and planning; tax compliance and administration and accounting and business management. Amongst the many awards and honors, he has received are <i>The Outstanding Faculty Award</i>, Virginia State Council of Higher Education; the <i>David Mead White Distinguished Teaching Fellow</i> and the <i>Distinguished Educator Award</i> at the University of Richmond. Amongst his public and community service activities are appointments to the Virginia State Board of Accountancy; Board of Trustees of Mary Washington Healthcare; Board Chairman of Employment Resources, Inc and the Gladys Oberle School; Board of Directors of the Union First Market Bank and to the Habitat for Humanity. He also practices as an Attorney-at-Law; focusing on commercial law and federal taxation. He is an Attorney-at-Law, Virginia Bar Associations, and a Certified Public Accountant, Pennsylvania.</p> <p><i>Course Responsibilities:</i> MBA607: Business Law, MBA713: Entrepreneurial Law</p>

## Tubeclasses

*Tubeclasses* is Calwest University's powerful online video and electronic media learning platform that is very easy to use. *Tubeclasses* is essentially, Calwest's '*Cloud Campus*'. After student's login in *Tubeclasses*, they enter their personal learning environment at Calwest.

In the university's Catalog, students can find the overview of all programs and courses Calwest offers. Once a student registers for a particular program and a course in that program; *Tubeclasses* then navigates them through their personalized education at the Calwest. Students can self-study each course by using the Syllabus, PowerPoint presentations and any selected Videos found in their course. Students must purchase (or have access to) the compulsory Textbook for the course. In all coursework courses, the assessments are also conducted online. Numerous interactive quizzes and/or case studies give a permanent opportunity to check on the individual learning progress until you feel fit to undertake the final online examination. For the research courses, the assessments are different and often involve a research supervisor. Alternatively, students can register (for an extra fee) for face-to-face tutorial seminars, which will soon be conducted in key centers around the world, with experts in the field. The seminars are designed to enhance understanding of the learning content found in the online material.

Calwest University's *Tubeclasses* are the most versatile, cost effective, and yet easy and intuitive learning platform that is unparalleled in the market. A web-browser with flash-plugin-in and Acrobat Reader is all it needs.

## Academic Calendar

Calwest University has a standard academic calendar of three Intake Periods for its MBA degree program. Courses can be started at any time after a student enrolls in a degree program.

<b>Intake Period 1:</b>	<b>February 1 – April 30</b>	<b>(Enrollment period 1 Dec – 31 Jan)</b>
<b>Intake Period 2:</b>	<b>June 1 – Aug 31</b>	<b>(Enrollment period 1 April – 31 May)</b>
<b>Intake Period 3:</b>	<b>October 1 – December 31</b>	<b>(Enrollment period 1 Aug- 30 Sept)</b>

**No enrollments will be accepted once Enrollment period ends for the MBA.** Students need special permission from student administration to enroll in the MBA after the enrollment period ends.

**There is no deadline date for starting the DBA degree program.**

The four compulsory 'Core Building Blocks' *Tubeclasses* courses that are compulsory in the MBA program at Calwest are: (1) Business Ethic (2) Global Issues (3) Critical Thinking and (4) Philosophy. Course credits will be earned on a semester equivalency basis.

Students work at their own pace. The method of assessment is via an on-line examination or assignment when the students are confident that they are ready to be assessed. For on-line exams, these will be available automatically once all the Topic Quizzes have been completed.

## Unit of Credit

In a face-to-face learning environment, where there is a significant amount of directed teaching, one lecture, seminar, or discussion credit hour represents 1 hour per week of scheduled class/seminar time per semester. Most lecture and seminar courses are awarded 3 credit hours per semester. Over an entire semester, this formula represents at least 45 hours of class/seminar time and 90 hours of student preparation. In on-line learning, as there is less directed teaching and more self-study learning required, a credit hour represents 1 hour per week of following both instructional material on the internet and student self-study time. This independent study requires more focused student learning. As such, one independent study hour (including thesis or dissertation research) represents 3-4 hours per week of supervised and /or independent practice. This in turn represents between 45 and 60 hours of work per semester. A typical American Bachelor's degree program of study on a semester calendar requires at least 120 credit hours to be earned by the student. A Master's degree program requires at least 33 credit hours and represents over 4,000 actual hours of supervised and unsupervised (independent research) study, while a doctoral program can represent 8,000 or more actual hours of advanced study and research beyond the master's degree.

### Credit for Graduate Learning at Calwest University

All graduate master's degrees at Calwest University normally requires at least two years of full-time equivalent college-level work beyond the bachelor's degree. However, due to the flexibilities that the online delivery via a cloud campus can bring, it is possible to accelerate learning and complete two years of full-time equivalent college-level work in just over one and half years by undertaking 10 courses per year.

In total Calwest University master's degrees require **36 credit hours** to be earned by the student. This roughly translates into 12 courses and represents at least 4,500 — and probably more — actual hours of dedicated academic work.

### Credit for Doctoral Learning and Research at Calwest University

All doctoral degrees at Calwest University normally requires at least three years of full-time equivalent college-level work beyond the bachelor's and master's degrees. However, due to the flexibility that the online delivery via a cloud campus can bring, it is possible to accelerate learning and complete three years of full-time equivalent college-level work in two years.

In total Calwest University doctoral degrees require **60 credit hours** to be earned by the student. This roughly translates into 20 courses and represents at least 10,000 — and probably more — actual hours of dedicated academic work.

## Programs

Calwest University's School of Business currently offers the degree Master of Business Administration (MBA) and Doctor of Business Administration (DBA) education programs to CMA-level members of the Institute of Certified Management Accountants.

The relevant degree will be awarded on the successful completion of the courses required for the relevant program of study.

Courses in this catalog are identified by prefixes and numbers as per the *Statewide Course Numbering System*. Calwest uses a three-letter prefix and a three-digit number. The prefix designates the program, with the first letter of the prefix denoting if the program is graduate or doctoral. The first digit is a level digit. Calwest uses Levels codes 5-7 are for graduate courses; and Level 8 for doctoral studies.

## Schools

### School of Business

The main purpose of Calwest University is to provide affordable high-quality American degrees to students living in all parts of the world who deserve a quality education, but were, until recently, unable to obtain such due to both costs and the tyranny of distance. Calwest proposes to provide a framework for the sequence of courses to be delivered and assessed by the university, so that students can work towards attaining a recognized degree at a fraction of the costs usually associated with such degree programs. Calwest will also recognize for credit the high-quality education available externally to students (via other learning institutions) provided the assessment of such course have been appropriately proctored.

Calwest has two Graduate Business Programs:

The **Business Administration (MBA)** degree program's objective is to provide holders of non-business degrees, an opportunity for a career change into general management, by providing an industry responsive program relevant to both students and the future needs of employers. Students cover the areas of business administration, accounting, finance and marketing; and many specialist electives.

The **Business Philosophy (DBA)** degree program is to provide holders of both an Undergraduate and Master's degree (in any discipline) an opportunity for career related research at a doctoral level, Action research is undertaken to provide an industry responsive program for senior managers. Students research a specific area of study and write a research thesis.

The degree programs of the School of Business are listed below:

## Graduate program: Business Administration

**Program Admission Requirements:** For graduate studies in Business Administration (i.e. the MBA program), a prospective student must be above the age of 22 and have an undergraduate degree (or equivalent) in any discipline from an accredited university (or from a government approved institution, if outside the United States); a minimum of five years' work experience; and meet the university's English Proficiency Requirements listed below. Upon application for enrollment, a prospective student must provide a notarized copy of their degree certificate, a short resume, and a certified photo identification, for admission to the program.

**English Proficiency Requirements:** Applicants without appropriate previous academic experience in an English language environment must obtain the following minimum scores: the Test of English as a Foreign Language (TOEFL) - 530; the TOEFL-Internet Based Test (IBT) - 71; the International English Language Testing System (IELTS)- 6.5; the Pearson Test of English (PTE) - 50; Exams of the Common European Framework of Reference (CEFR) - B2; and ACT Compass - Level 3.

**Program Objective:** The main purpose of Calwest University is to provide affordable high-quality American degrees to students living in all parts of the world who deserve a quality education, but were, until recently, unable to obtain such due to both costs and the tyranny of distance. Calwest proposes to provide a framework for the sequence of courses to be delivered and assessed by the university, so that students can work towards attaining a recognized degree at a substantially lower cost than that usually associated with such quality online degree programs. Calwest will also recognize for credit the high-quality education available externally to students provided the assessment of such course have been appropriately proctored.

The *Master of Business Administration* program's objective is to provide holders of non-business degrees, an opportunity for a career change into general management, by providing an industry responsive program relevant to both students and the future needs of employers. Students cover the areas of business administration, accounting, finance and marketing, and many specialist electives.

**Program Description:** The program is geared for graduate level studies in Business Administration. Students must successfully complete 12 courses from the list below to be eligible to be awarded their graduate degree. The 'value' courses are compulsory and must be undertaken only via Tubeclasses at Calwest. The balance of Calwest courses in the program may be undertaken by (1) undertaking the balance courses also via Tubeclasses; (2) undertaking approved courses proctored externally; (3) obtaining credit for recognized prior learning; and (4) challenge examinations assessed internally by Calwest University professors. The course consists of 36 credit hours.

**Degree Awarded: *Master of Business Administration [MBA]*****Program Courses:**

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
	<b>Core Values (4 Courses)</b> ( <i>Compulsory Calwest Delivered Courses</i> )	<b>12</b>
VAL501	Business Ethics (via Tubeclases only)	3
VAL502	Global Issues (via Tubeclases only)	3
VAL503	Critical Thinking (via Tubeclases only)	3
VAL504	Philosophy (via Tubeclases only)	3
	<b>Core Building Blocks (Compulsory 4 Courses)</b> ( <i>Done via Tubeclases or other universities for Credit</i> )	<b>12</b>
MBA601	Management	3
MBA602	Marketing	3
MBA605	Economics	3
MBA608	Strategic Management	3
	<b>Electives (choose 4 Courses)</b> ( <i>Done via Tubeclases or other universities for Credit</i> )	<b>12</b>
MBA603	Accounting	3
MBA604	Finance	3
MBA606	Business Statistics	3
MBA607	Business Law	3
MBA709	International Business	3
MBA710	Corporate Finance	3
MBA711	Computer Science	3
MBA712	Operations Management	3
MBA713	Entrepreneurial Law	3
MBA714	Competitive Analysis	3
<b>TOTAL:</b>		<b>36</b>

**School of Business:****Doctoral program: Business Philosophy**

**Program Admission Requirements:** Admission to the Doctor of Business Administration (DBA) program is very competitive. Prospective candidates who wish to be evaluated for doctoral studies in Business Philosophy (i.e., the DBA program) must: be above the age of 22 and hold both a Bachelor's degree and a Master's degree in any discipline from an accredited university (or from a government approved institution, if outside the United States); have a minimum of five years' work experience; and meet the university's English Proficiency Requirements. Upon application for enrollment, a prospective student must provide notarized copies of



their degree certificates; a short resume; and a certified photo identification, for admission to the program. They must also submit a 3-4-page Essay titled, “*My Objectives in Undertaking Doctoral Research*”, to be evaluated if they have the skills and competencies to succeed in a distance education research environment.

**English Proficiency Requirements:** Applicants without appropriate previous academic experience in an English language environment must obtain the following minimum scores: The *Test of English as a Foreign Language (TOEFL)* - 530; the TOEFL-Internet Based Test (IBT) - 71; the International English Language Testing System (IELTS)- 6.5; the Pearson Test of English (PTE) - 50; Exams of the Common European Framework of Reference (CEFR) - B2; and ACT Compass - Level 3.

**Program Objective:** The main purpose of Calwest University is to provide affordable high-quality American degrees to students living in all parts of the world who deserve a quality education, but were, until recently, unable to obtain such due to both costs and the tyranny of distance. The program objective of the Doctor of Business Administration degree program is to provide business professionals an opportunity for career related research at a doctoral level, Action research is undertaken to provide an industry responsive program for senior managers. Students research a specific area of study and write a research thesis.

**Program Description:** Students must complete the courses listed below via Tubeclases which includes a comprehensive Applied Research Thesis to complete their DBA degree. For the Research Thesis, an individual supervisor will be appointed to each student by Calwest University. The course consists of 60 credit hours.

**Degree Awarded: *Doctor of Business Administration [DBA]***

**Program Courses:**

Course Number	Course Title	Credit Hours
DBA801	Research Methods (2 Courses Equivalent)	6
DBA802	Management	3
DBA803	Marketing	3
DBA804	Accounting	3
DBA805	Finance	3
DBA806	Economics	3
DBA807	Business Statistics	3
DBA808	Strategic Management	3
DBA809	International Business	3
DBA810	Corporate Finance	3
DBA811	Competitive Analyses	3
DBA812	Operations Management	3
DBA813	Research Proposal	3
DBA814	Research Thesis (6 Courses Equivalent)	18
<b>TOTAL:</b>		<b>60</b>

## Admission Requirements

Currently Calwest University only offers Graduate and Doctoral Programs

As Calwest University is an exempt institution pursuant to Section 94874 (b)(1) of the California Education Code; Title 5; it only offers educational programs sponsored by a bona fide professional organization, solely for that organization's membership; and under Section 94874 (d) (2) (c) offers continuing education that is approved, certified, or approved by a bona fide professional organization.

### ADMISSION REQUIREMENTS

#### Graduate Programs:

For graduate studies a student must be above the age of 22 and have:

1. an Undergraduate Degree (or equivalent) in the relevant discipline (except for the Business Administration (MBA) program in which prospective students only require an undergraduate degree (or equivalent). If a prospective student does not possess an undergraduate degree (or equivalent qualification); then the university will seek suitable evidence, such as relevant work experience, to assess a student's ability to successfully complete the course. Individuals entering based purely on relevant experience must have at least 5 years of that experience. *[Note that CMA level membership certificate holders of ICMA are considered to be equivalent to having an undergraduate degree in business.]* **Note: Student Members of ICMA are not admitted to Calwest University Degree programs.**
2. A Short Resume detailing at least 2-years of work experience; AND
3. A Certified Copy of Photo Identification (passport, driver's license, etc.).

#### Doctoral Programs:

For doctoral studies in Doctor of Business Administration a student must be above the age of 22 and have:

1. Both an Undergraduate Degree and a Graduate Degree in any discipline from an accredited university (or from a government approved institution, if outside the United States). *[Note that CMA level membership certificate holders of ICMA are considered to be equivalent to having both an undergraduate and graduate degree in business.*
2. *A Short Resume detailing at least 2-years work experience];*
3. A 3-4-page Essay submitted during the admission process titled, *"My objectives in undertaking Doctoral Research."*
4. A Certified Copy of Photo Identification (passport, driver's license, etc.)
5. The Graduate and Doctoral programs currently available at Calwest are the MBA and DBA from the School of Business.

## English Proficiency Requirements

Applicants without appropriate previous academic experience in an English language environment must obtain the following minimum scores: the Test of English as a Foreign Language (TOEFL) - 530; the TOEFL-Internet Based Test (IBT) - 71; the International English Language Testing System (IELTS)- 6.5; the Pearson Test of English (PTE) - 50; Exams of the Common European Framework of Reference (CEFR) - B2; and ACT Compass - Level 3.

## Grading and Marking System

Calwest University will apply the following grading system in all courses:

A pass mark of 60% (grade of D which is a bare minimum pass) or above is required to satisfy the educational requirements of the university for completing the course. The grade assessments are as follows:

Below 60%: Fail	73-75% : C	85-88% : B+
60-64% : D	76-78% : C+	89-91% : A-
65-69% : D+	79-81% : B-	92-95% : A
70-72% : C-	82-84% : B	Over 95% : A+

## Degrees Awarded and Degree Completion Requirements

An *MBA degree* will be awarded by Calwest University upon the successful completion of 12 Courses (36 Credit points). This is expected to take 2 years (full time) and 4 years (part time) after start date.

A *DBA degree* will be awarded by Calwest University upon the successful completion of 60 Credit points. This is expected to take 3 years (full time) and 6 years (part time) after start date. Accelerated learning and early completion is possible with permission. In all cases, it is expected that students should finish their graduate program in 5 years and doctoral program in 7 years. Explanations will be sought if these degree programs take more than 5 years or 7 years to complete.

There is a Program Completion and Degree Granting Fee of US\$350 for all programs, payable in advance before graduating.

## Registration Policies and Procedures

**STEP 1: REGISTRATION:** You first choose a School and a Degree Program. **At present Calwest University only offers the MBA and DBA programs via the School of Business to CMA-level members of ICMA, a bona-fide professional organization.**

The programs are currently available only to CMA-level Members of the *Institute of Certified Management Accountants*

The once-off cost of registering as a Calwest student is US\$200.

[Download General Help](#)

**STEP 2: UPLOAD ADMISSION DOCUMENTATION:** You need to provide all evidence of meeting the admission requirements for your program. Once you have Registered and Enrolled in a degree program, go to HOME PAGE and use your *ID Number and Password* provided via an email to Log-in. Then navigate to the STUDENT MENU "*My Courses*" and complete your *Admission Requirements*. This is your first "assignment" in which you will be uploading scanned copies of your certified Degree Certificates and Resume (C.V.). You will need to wait (maximum time is a week) until your Admission documents are accepted prior to commencing studying the courses in your degree program.

**STEP 3: UNDERTAKE STUDY PROGRAM:** Upon acceptance of your Admission Documentation, go to HOME PAGE - STUDENT MENU "*My Programs*". A Study Program is provided to you with the Core courses (called Values and Building Blocks in masters programs) and Electives required to obtain the degree. In the Doctoral courses, there will be additional 'Research Courses'.

Click on a course and if you are interested in studying it, then pay the course enrollment fee. For Calwest courses via Tubeclases the fee is US\$800 per course. Research courses are \$1,000 per course.

**STEP 4: GET RECOGNITION FOR EXTERNAL STUDIES:** If you have already completed equivalent prior studies of any course at an accredited university, you can get recognition for such prior learning by paying a \$200 '*Credit Verification Fee*' per course. You need to navigate to STUDENT MENU, "*My Programs*" and choose a course and click "*Recognized Prior Learning*" when you are submitting your work for credit. NOTE: There are limits to how many course credits you can obtain undertaking external courses.

Alternatively, you may wish to have your external learning assessed by Calwest itself. You need to navigate to STUDENT MENU, "*My Programs*" and choose a course and click "Challenge Exam" when you are ready to be assessed (\$800). Calwest will provide access to all the Calwest study materials, the on-line examinations. Go to STUDENT MENU, "*My Courses*" to prepare and sit for your challenge exam.

**STEP 5: UNDERTAKE COURSE ASSESSMENTS:** For Calwest courses via Tubeclases, the proctoring fee is built into the fees. You have to complete Topic Quizzes (maximum of 3 attempts per topic) and a Final Course Assessment (one attempt). The grade obtained for the course will be posted on your Program schedule within 24 hours.

You need to navigate to STUDENT MENU, "*My Programs*" and choose a course and click "Challenge Exam" when you are ready to be assessed (\$800). Calwest will provide

the on-line examination and/or assignment. Go to STUDENT MENU, "My Courses" to prepare and sit for your challenge exam.

*As a 'course' fee (\$800) is the same as a challenge examination' fee (\$800); students would get the same learning experience as enrolling in a course and using the online material for revision purposes prior to undertaking the exam (even if they have done similar studies elsewhere).*

**STEP 6: COMPLETE REQUIRED STUDY PROGRAM:** On completion all courses and the accumulation of the required credit points for the specific degree program, you will be given access to apply for *Program Completion*. The Program Completion and Degree Granting Fee is US\$350.

**STEP 7: GRADUATE:** If all courses have been successfully completed, a Calwest Transcript and Degree Certificate will be mailed to the student via regular post.

## Credit for Prior Learning and Credit Transfers

### Transfer of Credit to the University

Credits may be transferred to Calwest from any USA accredited university; or an international university registered with the appropriate government authorities in that country. For graduate studies, a maximum of 8 courses in the program can be given credit for prior studies. For doctoral studies, no more than 33 graduate semester credits or its equivalent awarded by another institution may be credited toward a doctoral degree. Calwest university policy is that these credits can be only in the coursework units (11 courses) of the doctoral degree program. When congruent and applicable to Calwest's programs, credits can be obtained by demonstrating *Recognized Prior Learning (RPL) credits* earned at and transferred from other postsecondary institutions (including courses from accredited institutions where the assessment has been proctored). Students who have undertaken similar units elsewhere can pass the course within Calwest by successfully completing Calwest's challenge examinations.

Calwest programs are not open to Ability-to-Benefit students; and the university will not grant any credit to a student for prior experiential learning.

The student must provide notarized/certified copies of all documents evidencing his/her prior learning upon which Calwest will base the award of any credit or credential. *[Note that there will be a US\$200 fee per course for credit recognition and a US\$ 800 fee for administering challenge assessments].* All academic transcripts, and documents upon which credit is granted, shall be maintained, kept current, and retained permanently for each student in an electronic format.

## **Transferability of Credits and Credentials Earned at Calwest**

Calwest University has not entered into an articulation or transfer agreement with any other college or university in the USA.

The transferability of credits you earn at Calwest University is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree you earn in any Calwest educational program is also at the complete discretion of the institution to which you may seek to transfer. If the credits or degree that you earn at Calwest are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Calwest University to determine if your credits or degree will transfer.

## **Credits Earned in a Compressed Time Period**

Due to the 24 hours per day, 7-days a week nature of a campus in the cloud, it is possible that students may learn at different paces; and some may be able to compress the time period in which they earn a degree. However, Calwest will not permit a program compression that enables students to complete in less than one year for a graduate degree. Special permission on a case-by-case basis will need to be obtained by students who wish to compress their courses in time periods less than this, and would usually pertain to those coming with significant credit for prior learning in an equivalent program.

## **Financial Aid**

Calwest University passes on all cost savings generated by subscribing to online learning philosophies and having a 'cloud' campus in providing a World-class education directly to the students, by pricing its degree programs at a substantially lower cost than what is usually involved for such an education. As such, there is No Financial Aid provided by Calwest University to any graduate or doctoral student.

Calwest does not participate in Federal and State Financial Aid programs in the USA. If a student obtains a loan to pay for an educational program, the student is responsible to repay the full amount of the loan plus interest.

## Fees: Registration; Tuition; Assessment; Librarian; Credit and Degree Completion

<b>Tuition Costs</b>	There are currently no tuition charges to online coursework students.	
<b>Online Resource Costs</b>	<i>Online Courses:</i> \$ 800 per course; <i>Research Courses:</i> \$1,000 per course.	
<b>Tutoring</b>	Students interact via discussion forums. No individual tutoring.	
<b>Other Costs</b>	<i>Research Supervision (Doctoral Students):</i> \$ 1,000 per course.	
	<i>Challenge Exam Preparation:</i> \$ 800 per course.	
	<i>Credit Verification &amp; Transfer Fee:</i> US\$ 200 per course.	
	<i>Program Completion &amp; Degree Granting Fee:</i> US\$ 350 per program.	
	<i>Librarian Services (if required):</i> \$25 per search request in advance.	
<b>Payment Terms</b>	Payment in advance prior to: (1) commencing each course (US\$ 250); (2) seeking assessment (US\$ 800) or credit (US\$ 200) for each course	
<b>Estimated Program Costs (Graduate)</b>	<i>Maximum:</i> US\$ 10,150	<i>Minimum:</i> US\$ 5,350 (Based on Credits for Prior Learning)
<b>Estimated Program Costs (Doctoral)</b>	<i>Maximum:</i> US\$ 20,550	<i>Minimum:</i> US\$ 11,750 (Based on Credits for Prior Learning)
<b>Refunds Policy</b>	<i>Non-Refundable:</i> US\$200 Registration Fee.	<i>Refundable:</i> All Other Fees based on Refunds Policy
<b>Program Costs (per Credit Hour)</b>	<i>Online Courses:</i> US\$266.67 per credit hour	<i>Research Courses:</i> US\$333.33. per credit hour
<b>Books and Supplies</b>	Textbooks for courses are required. The minimum cost of a textbook is US\$90 and a maximum cost of a textbook is US\$200. No other supplies are required.	
<b>Language of Instruction</b>	English.	
<b>Lab Supplies or Kits</b>	None Required.	
<b>Uniforms etc.</b>	None Required.	
<b>In Resident Housing</b>	None Required. Program Fully Online with Real-Time access.	
<b>Start Date (Courses)</b>	Any time student is ready to start.	
<b>Credit Hours &amp; Completion Time (Graduate)</b>	36 Credit hours; or 2 year (full time) and 4 years (part time) after start date. Accelerated learning and early completion is possible with permission.	
<b>Credit Hours &amp; Completion Time (Doctoral)</b>	60 Credit hours; or 3 years (full time) and 6 years (part time) after start date. Accelerated learning and early completion is possible with permission.	

## Student Services

Calwest University is dedicated to serving our students, from enrollment to graduation—and beyond. Calwest will help you make the most of your time, provide the services you deserve and help you achieve the success you desire.

### Personalized Graduation Team Support

One of the most significant decisions students will make in their life is their career. It starts with deciding on a major and exploring career related goals. If students are not sure what path to follow, as a Calwest student, they will receive personalized guidance from an expert advisor via [enquiries@calwest.org](mailto:enquiries@calwest.org). The institution admits students from countries outside USA, but as the expectation is that they will be doing their studies in their home countries via the 'cloud campus' and not in the USA, *visa services are not required, and are not provided by Calwest University.*

### Placement Support

If students are Calwest graduates residing in the USA, they will receive support guidance from an online expert who will advise them on resume writing; interview preparation; interview techniques and job search techniques. Calwest will also help students find online job vacancy listings; placement information; employment publications and salary information in the USA. Please note that while placement services are offered, employment cannot be guaranteed. This service is not available for non-USA residents and for those who are not seeking employment in the USA. *Visa services are not provided for those seeking employment in the USA.*

### Online Administrative Ease

At Calwest, students can conduct all of their administrative business online, including registering for class, updating their account, accessing learning materials—even checking their schedule and grades. Other online services available through the Moodle learning platform include a GPA calculator, transfer credit information, degree completion requirements and transcript requests.

### Technical Support

It's reassuring for students to know that online technical support is available every day of the year; 24/7, even over the holidays. All students have to do is to contact Calwest online and a knowledgeable representative will answer their questions or help them solve technical issues.

### Academic Help

At Calwest University, students enjoy 24/7 access to all their course PowerPoints and automated faculty-programmed responses to topic quiz answers. Reviews by faculty members are also available for doctoral students. *English language services such as ESL are not provided.*



## Learning Resources (Library)

Calwest University is a full member institution of *TopiaU Library Services*, which provides students and faculty access to various collections of quality academic resources and services to support the member institutions' academic programs. All a student needs to access these resources is his/her Calwest University, *User ID* and *Password*.

All of the MBA and DBA 'tuition-based' courses are stand-alone, i.e. the material delivered via Calwest's Tubeclasses, along with the compulsory course textbook, are sufficient to deliver the learning outcomes. The Library and the MOOC supplementary learning resources are mainly for students who set themselves personal goals to learn beyond the requirements of the course.

It is in the DBA 'research' courses that students will need to do extensive research for their *Research Proposals* and *Research Theses*. TopiaU Library services provides a gateway for research students to do such *direct research* or obtain the services of a Librarian. TopiaU Library services provides the free services of an information professional to all Calwest students and faculty; although there may be a fee involved for advanced and complex librarian help.

## Librarian Services

The *TopiaU Library Services* also provides excellent *free* Librarian services. There are three types of student research questions that can be asked:

**Direct Research:** Today research students and faculty have seamless access to information and resources. With the advent of global search engines such as Google Scholar, the Free Library and others; the 'library research experience' is direct, i.e. 99% of searches are done personally by students and faculty in a modern university sitting at their desk in home or campus; without the intervention of a librarian. Once they log-in, students can do such direct research by using any of the links to the free online libraries listed in the TopiaU '*Direct Research*' Tab.

**Free Librarian Services:** TopiaU Library services have *free* Librarian services for most student research queries. If students have a research question that needs the services of a Librarian, once they log-in, they can click on the '*Librarian*' tab, and ask a question via the '*My Questions*' link. The maximum response time is three-days.

**Advanced Librarian Research:** If what the student asks at the 'My Questions' link is considered an advanced research request by the Librarian at TopiaU, the student will be told by the TopiaU Librarian that a fee may be involved. The minimum fee for a standard search will be US\$25 payable by a student in advance. Payments are collected directly by Calwest on behalf of TopiaU Library Services.

**Complex Librarian Services:** For more very complex librarian services, that will cost more than US\$25; a quote will be provided to students prior to commencement. Students should note that there are also download fees payable to some commercial publishers for copyrighted material.

## Withdrawal and Refund Policy

The following provisions pertain to all withdrawal and refund policies applied by the University unless specifically stated otherwise.

- **STUDENT'S RIGHT TO CANCEL.** As students are undertaking an online program, a student shall have the right to cancel the agreement and receive a full refund before the first lesson and materials are accessed. [The Program Registration Fees of \$200 is non-refundable]
- Students must commence their program of study within 6 months of Registration. If a student has not accessed any courses within this time, the enrolment will be considered as lapsed, and no refunds will be made. If students wish to re-commence their studies after this period, special permission will need to be obtained by emailing [provost@calwest.org](mailto:provost@calwest.org).
- Within a period of 6 months of Registration, a student can WITHDRAW from the program by email notice to [provost@calwest.org](mailto:provost@calwest.org).
- Refunds (if any) shall be made within 45 days of the date that the institution determines that the student has cancelled or withdrawn. There will be a full refund of all payments made if Calwest cannot deliver on any advertised degree program or course.
- Once a student begins a course within a program and has accessed only the first topic of the course materials, a full refund will be made within a drop/add period of one week. If the student withdraws before the end of the drop/add period, provided no further topics are accessed, the student will be refunded all tuition and fees, as well as any funds paid to the institution for books or supplies which can be and are returned to the institution. Payments made to third parties for supplies, books, or equipment are not refundable.
- An institution shall give full online access to course materials if a student: (a) has fully paid for the course; and (b) after having accessed the first lesson and initial materials, accesses further course materials. If the student accesses the balance of the course material for which he or she has fully paid, Calwest shall remain obligated to provide the other educational services it agreed to provide but shall not be obligated to pay any refund after the balance course material from the second lesson onwards are accessed.
- There will be no refund for Students who request credit assessment of external courses done via other accredited universities and professional bodies once the assessment is completed.
- There will be no refund for Students who apply for Calwest's Program Completion & Degree Granting Fee once the service is commenced.

## Attendance and Leave of Absence

As a fully online university there are no attendance requirements, and you can work at your own pace. However, if you have an emergency, an illness, or anything that may require you to take an extended break from your courses that will affect your satisfactory performance or maximum time for program completion requirements; you should email the [provost@calwest.org](mailto:provost@calwest.org) and apply for Leave of Absence (LOA). During an approved LOA, you are not considered withdrawn.

## Privacy Policy

This policy applies to both online and offline collection, storage, processing, and transfer of personal information.

**Information Collected:** We collect various types of information through our sites and other websites where prospective students can express interest in our services, through our mobile applications, over the phone and in person where print materials may be used to collect information from students. Some information is collected automatically through various web and Internet technologies, including social networking tools used by the University to foster communication and collaboration among members of our community. Other information is collected when students provide it in response to an advertisement, a survey, or a request for information; apply for admission or financial aid; register for classes; order educational or other products and services; set up a social network or other site profile; or use one of our career resources, learning assessments, or other interactive tools. We may also obtain information from other sources and combine that with information we collect about students.

**Information Uses:** We will not sell, rent, or lease personal information of students to others except as provided in this policy. We may collect, use, and disclose personal information for the following purposes:

- To determine a student's admissibility and to register them for their selected educational programs.
- To provide requested products and services.
- To respond to student inquiries and provide customer support.
- To administer promotions in which students have indicated an interest.
- For our internal marketing purposes, which includes, but is not limited to, sending students material about products, services, updates, etc. that we think may be of interest to them.
- For fostering communication and collaboration among members of the University community through social networks.
- For sharing with our Educational Partners who may contact students with respect to their educational or other services.
- For sharing with our Educational Partners or Business Associates who are performing services on our behalf.
- To analyze how sites and services are being accessed and used.
- For Online Behavioral Advertising purposes.
- To improve site and service performance and delivery.
- To prevent potentially illegal activities (including illegal downloading of copyrighted materials in accordance with our Copyright Infringement and Peer-to-Peer File Sharing policy).

## Standard of Satisfactory Academic Progress

For graduate and doctoral students, satisfactory progress toward a degree is defined as the successful completion of 20 credits applicable to that degree program during an academic year. This should include registration for at least 30 credits per year.

"Successful completion" is defined as the receipt of a passing letter grade (A+ to D).

Decisions on student status are made by the provost.

As this is an online program, a student shall have the right to cancel the agreement and receive a full refund before the first lesson and materials are accessed. After the first lesson is accessed by the student, Calwest will give online access to the balance lessons and other materials to the student if he or she: (a) has fully paid for the educational program; and (b) after having received the first lesson and course materials, accesses further course materials. If the student accesses the balance of the course material for which he or she has fully paid, Calwest shall remain obligated to provide the other educational services it agreed to provide but shall not be obligated to pay any refund after any of the balance lessons and course material are accessed.

Upon withdrawal from a course, fees will be refunded based on Calwest's Refunds Policy.

## Student Conduct and Dismissal for Unsatisfactory Conduct

Calwest will terminate a student's course enrollment only on grounds of *proved fraud or plagiarism*. A student's enrollment will automatically terminate from a program 10 years after registration date if the student has not completed the program and has not had any application for extension approved.

## Student Appeals

The student will be notified immediately upon termination from a course or program with causes provided. Upon written submission by the student, an appeal will be heard by the Admissions Committee. If the appeal has merit and is granted, the student will be so notified by the chair of the committee. The committee may require special arrangements or conditions to allow the student to continue. Satisfaction of such conditions is an obligation of the student. If there is no appeal or if an appeal is denied, the student will be removed from any courses for which the student is registered. Dismissal action will be noted on the student's academic transcript.

## Readmission of Students

Students who have been academically dismissed from Calwest may apply for re-admission after one year by writing to the provost. The application for re-admission should include the following information: *educational goals; past academic difficulties and steps taken to address these difficulties; plans for ensuring future academic success; and transcripts of academic work taken at other institutions* during the period following dismissal. In evaluating an application for re-admission, the provost will consider evidence of the student's growth and maturity that will indicate the student now has an increased probability of being academically successful. Re-admission of dismissed students is not automatic and will be granted only by the provost.

## Process for Handling Student Complaints

Calwest University is committed to providing a learning and working environment in which complaints are responded to promptly and with minimum distress and maximum protection to all parties. As part of its commitment to creating a supportive and open organizational culture, the University is committed to ethical and responsible management, transparency in its decision-making processes, and a visible, accessible and fair complaints process. The University views student complaints as providing an opportunity to review and improve its policies and practices, and also to gain insight into student levels of satisfaction.

This policy applies to all aspects of a student's educational experience at Calwest. Students may make a complaint about:

- other students at the University
- academic and support staff, or
- people external to Calwest that students interact with as part of an approved external program of study.

Students may make a complaint about any matter which relates to their program of study at Calwest.

A complaint is a statement expressing dissatisfaction made to a manager or other person in authority at Calwest that requires action or response. In the first instance, such a complaint will be directed to the President [president@calwest.org] for investigation. Students proved to have hazed, will be expelled from the university.

The person making the complaint ("the complainant") will have to be identified to the person complained about ("the respondent") unless the facts of the complaint are not disputed.

In a worldwide online community such as found in Calwest, interactions between students and other students and staff are many and varied. The University recognizes that critical comment and response are an important part of the collective endeavor to improve the quality of educational programs and community life, and such feedback would not normally be viewed as a complaint unless specific action was requested. In some cases, however, students may feel that they have experienced unreasonable treatment, disadvantage or distress which they want to make a complaint about.

*No complaint will be pre-judged.*

## Course Outlines and Prerequisites

### 'Value' Courses

These four 'Value' courses are *compulsory* for all Calwest MBA students and can be taken only via Tubeclases. ***There are NO pre-requisites for any courses taken at Calwest.***

Course Codes	Course Name	Course Outline
VAL501	Business Ethics	<p>In all parts of the world, and especially America, there are "rags to riches" stories about the energetic and dedicated hero who worked hard and made it big. Hard work and a little luck were all that was required. Oddly, alongside that belief was another contradictory one that anyone who was or became rich must have become so by unethical activity and behavior. As such, there is now a growing consensus that ethics has a role to play in business, the public view of business is still expressed in what can be called the Myth of Amoral Business. This business ethics course studies the Myth of Amoral Business, by offering an introduction into the concept of values, morality, as well as cultural beliefs and upbringing in all areas of business, from consumer rights to corporate social responsibility. Decisions made by shift managers or corporate presidents may affect thousands of individuals or entire communities. Consumers today expect and demand integrity, honesty, and transparency in all levels of their environment. Understanding those expectations is the key to communicating core values and behavior not only to employees, but society in general.</p> <p><b>Prescribed Reading (Compulsory)</b>  Richard T DeGeorge, Business Ethics (Latest Edition), Pearson, New Jersey, USA.</p>
VAL502	Global Issues	<p>The objectives of the course are to study the global challenges of the twenty-first century, i.e. to tame the markets, promote equality, opportunity, and second chances while limiting wasteful and destructive choice and agreeing on social solutions. The course will focus on the priorities that people from around the world have identified as necessary for a more equitable, peaceful and sustainable world. These goals are largely unknown by many people; especially in wealthier nations, certainly they have received little attention in the United States. This course will demonstrate that when the conditions of basic infrastructure (roads, power, and ports) and human capital (health and education) are in place, markets are powerful engines of development. Without those preconditions, markets can cruelly bypass large parts of the world. The course will encourage students to take collective action, through</p>

		<p>effective government provision of health, education, infrastructure, as well as foreign assistance when needed, and that this will underpin economic success.</p> <p><b>Prescribed Reading (Compulsory)</b>  Scott R. Sernau, <i>Global Problems: The Search for Equity, Peace, and Sustainability (Latest Edition)</i>, Pearson, New Jersey, USA.</p>
<b>VAL503</b>	<b>Critical Thinking</b>	<p>The objectives of the course are to equip all students of the university to the tools and techniques used for critical thinking. Specifically, this course presents the basic terms and concepts employed in logic and critical thinking. One is introduced to 'argument', which is the primary function of logic and critical thinking. The course demonstrates how to structure an argument in logic and actually aims towards a goal. Student are shown how carefully chosen statements work together to prove virtually anything. This course demonstrates to students not only how an argument is supposed to work; but also paves the way for the notion that not all arguments are good arguments. Students are made to appreciate that most of our knowledge is derived with inductive arguments, but that probability should not be confused with certainty. Students are also shown how to test deductive arguments validity and soundness.</p> <p><b>Prescribed Reading (Compulsory)</b>  Bruce N. Waller, <i>Critical Thinking: Consider the Verdict</i> (Latest Edition), Pearson, New Jersey, USA.</p>
<b>VAL504</b>	<b>Philosophy</b>	<p>The objectives of the course are to develop and enhance a student's ability to consider philosophy as an area of study that is based on the belief that it is filled with fascinating questions. It is designed to invite every student in whatever discipline into deep, enjoyable, and accessible philosophical exploration. Students will consider the thinking of the world's most influential philosophers; this course is an explanatory pedagogy that presents philosophy in a clear, accessible way that does not sacrifice rigor. The course makes connections among different philosophical theories throughout and helps students to engage in subject matter and apply theories to important philosophical issues.</p> <p><b>Prescribed Reading (Compulsory)</b>  Bruce N. Waller, <i>Consider Philosophy</i> (Latest Edition), Pearson, New Jersey, USA.</p>

## School of Business

## Graduate Business Courses

Course Codes	Course Name	Course Outline
<b>MBA601</b>	<b>Management</b>	Designed for students who are thinking of a career in management or consulting, this course brings the methodology and critical apparatus of the humanities into the field of management to fulfill two basic objectives. The first objective is to place in broad critical perspective how we think about the function and culture of management and to expand the boundaries of how managers understand their role within a firm, how they take decisions, set priorities and benchmark success and failure. The second objective is to help students learn how to build robust analytical frameworks informed by different perspectives in order to evaluate concepts and solve problems. The course draws upon diverse material, ranging from history to economics, to encourage students to think about management beyond its traditional confines. Topics include the function of the firm, the role of incentive, the ways in which narrative forces shape decision making, and how market relationships define the managerial culture in ways that can lead to sub-optimal outcomes.
<b>MBA602</b>	<b>Marketing</b>	This course aims to provide students with the foundation for differentiating marketing from other organizational functions by fostering an understanding of markets, marketing concepts, key marketing issues and the relationship of these to society as a whole. This framework enables students to link their knowledge with the practicalities of marketing. The aim is to provide students with an understanding of the key concepts of marketing and to provide an insight into the role of marketing in an organization, and to provide an understanding of the main essentials of marketing. The subject is presented within a marketing planning framework in which marketing theories and concepts focus on the practical need of developing and implementing effective marketing strategies. It covers, in broad detail, the concepts and applications of marketing for consumer, business-to-business (including industrial) and service organizations.
<b>MBA603</b>	<b>Accounting</b>	Accounting is the language of business. Companies communicate their performance to outsiders and evaluate the performance of their employee's using information generated by the accounting system. Learning the language of accounting is essential for



		<p>anyone that must make decisions based on financial information. The course is designed to provide an understanding of financial accounting fundamentals for prospective users of corporate financial information, such as investors, creditors, employees, and other stakeholders (e.g., suppliers, customers). The course focuses on understanding how economic events such as operating activities, corporate investments, and financing transactions are recorded in the three main financial statements (i.e., the income statement, balance sheet, and statement of cash flows). Students will develop the technical skills needed to analyze financial statements and disclosures for use in financial analysis. Students will also learn how accounting standards and managerial incentives affect the financial reporting process. The course then considers topics in management accounting, to understand the decision-making requirements and the information needs of management. Managerial accounting principles and techniques are applied to a wide range of situations in both service and manufacturing industries. They should also be able to appreciate recent developments in the theory and practice of management accounting, control systems; and appreciate the developments information technology in relation to the provision of decision information.</p>
<b>MBA604</b>	<b>Finance</b>	<p>This course will introduce students to frameworks and tools to measure value; both for corporate and personal assets. It will also help students in decision-making, again at both the corporate and personal levels. This course is primarily devoted to the fundamental principles of valuation. Students will learn and apply the concepts of time value of money and risk to understand the major determinants of value creation. The course uses both theory and real-world examples to demonstrate how to value any asset.</p>
<b>MBA605</b>	<b>Economics</b>	<p>The impact of economic forces in our lives is sizable and pervasive. For this reason, it is impossible to understand the social and economic forces shaping our lives without a good understanding of basic economic principles. This course provides a quantitative and model-based introduction to such principles and teaches how to apply them to make sense of a wide range of real world problems. The course begins with an investigation of supply, demand and market equilibrium, including the measurement of elasticity of demand and supply. Then it focuses on the production process, and especially on the costs of production. The course will investigate firm</p>

		output and pricing policies in competitive, monopolistically competitive, oligopolistic, and monopolistic markets. The latter part of the course will focus on applied and policy problems, by looking at problems posed by 'market failure', 'externalities' and 'public goods'. An analysis of industry policy, focusing on tariffs and non-tariff barriers, regulation and corporatization/ privatization will then be done, including the purpose and nature of competition policy.
<b>MBA606</b>	<b>Business Statistics</b>	Business Statistics is an introductory course in which the focus is on statistical inference: how to make valid conclusions based on data from random samples. At the heart of the main problem addressed by the course will be a population- connected with which there is a numerical quantity of interest. If students could talk to each member of the population, they could calculate that number exactly. But what if the population is so large that a student's resources will not stretch to interviewing every member? What if a student can only reach a subset of the population? This course will discuss good ways to select the subset; how to estimate the numerical quantity of interest, based on what is seen in the sample; and ways to test hypotheses about numerical or probabilistic aspects of the problem. The methods that will be covered are among the most commonly used of all statistical techniques, although there will be no mindless memorization of formulas and methods. Throughout the course, the emphasis will be on understanding the reasoning behind the calculations, the assumptions under which they are valid, and the correct interpretation of results.
<b>MBA607</b>	<b>Business Law</b>	One of the most interesting and important developments in social science since 1970 has been the "discovery" of a consistent economic logic underlying the great common law subjects of property, contract, tort and crime, the thousand-year-old bedrock of the English and American legal systems. This logic prevails in the information age. Property and contract provide the institutional scaffolding that makes free exchange in markets possible, while the liability systems of tort and crime appear to mimic market exchange in areas of human activity where free exchange itself, for well-defined reasons, is not possible. This course seeks to expose this underlying economic logic through the close investigation of a series of paradigmatic problems and examples in light of some simple but very powerful economic ideas. The course assumes no prior background in economics or law and begins with an introduction to the basic concepts of property,

		exchange, efficiency and externality. On this foundation, specific topics in the law, including property, tort and crime, eminent domain, intellectual property and criminal procedure, are considered. Each group of lectures will elaborate on a different concrete problem or example to suggest the range of legal issues and questions to which economic reasoning can be productively applied. The ideas and modes of analysis developed in the course are not difficult or mysterious, but the questions of interpretation and policy that they raise about a subject that affects everyone are challenging and provocative.
<b>MBA608</b>	<b>Strategic Management</b>	In this course, the underlying theory and frameworks that provide the foundations of a successful business strategy are explored. It will develop the student's ability to think strategically by providing him/her with the tools for conducting a strategic analysis. Strategic analysis is critical for analyzing the competitive context in which an organization operates and for making reasoned and reasonable recommendations for how that organization should position itself and what actions it should take to maximize value creation. Aspiring managers, entrepreneurs, social entrepreneurs, analysts, and consultants all may find value in mastering these fundamentals.
<b>MBA709</b>	<b>International Business</b>	International and not-for-profit organizations present an increasingly complex environment to work in and therefore require for their successful management an unprecedented level of managerial skills on top of a deep understanding of the socioeconomic and political context they operate in. This course is designed to provide students with (1) basic notions of the practice of international relations (2) a general overview of the management challenges international and not-for-profit organizations are faced with as well as key theoretical frameworks and practical tools for managers to excel in this environment. Key areas of management will be reviewed, from strategy setting to implementation through marketing and fund raising, and assessment. (3) Given the growing interaction between public and private sectors, this course also touches upon the management of public/private partnerships.
<b>MBA710</b>	<b>Corporate Finance</b>	This course will provide a market-oriented framework for analyzing the major types of financial decisions made by corporations. The course will provide an introduction to present value techniques, capital budgeting principles, asset valuation, the operation and efficiency of financial markets, the financial decisions of firms, and derivatives. The primary objective of this course is to

		provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory.
<b>MBA711</b>	<b>Computer Science</b>	This course teaches the essential ideas of Computer Science for a zero-prior-experience audience. The course uses small coding experiments in the browser to play with the nature of computers, understanding their strengths and limitations. Computers can appear very complicated, but in reality, computers work within just a few, simple patterns. The course demystifies and brings those patterns to life, which is useful for anyone using computers today. Students play and experiment with short bits of "computer code" to bring to life to the power and limitations of computers. Everything works within the browser, so there is no extra software to download or install. The course also provides a general background on computers today: what is a computer, what is hardware, what is software, what is the internet. No previous experience is required other than the ability to use a web browser.
<b>MBA712</b>	<b>Operations Management</b>	This course will teach students how to analyze and improve business processes, be it in services or in manufacturing. Students will learn how to improve productivity, how to provide more choice to customers, how to reduce response times, and how to improve quality. Specifically, students will learn how to improve productivity, increase responsiveness, provide more choice to the customer, and deliver higher quality standards. In short, students will learn how to analyze business processes and how to improve them. Along the way, students will learn about topics such as Lean Operations, Six Sigma, and the Toyota production system, and hear about bottlenecks, flows rates, and inventory levels.
<b>MBA713</b>	<b>Entrepreneurial Law</b>	This course will highlight the critical legal and business issues entrepreneurs face as they build and launch a new venture. In this course, students will explore real world scenarios, and address the legal and business issues that entrepreneurs face, from the moment they conceive of the "million-dollar idea" to all of the important junctures along the path to success. This course addresses the legal aspects of entrepreneurship and is appropriate both for entrepreneurs and lawyers who hope to represent entrepreneurs. Entrepreneurs face many challenges as they pursue a new business idea. With the right legal tools, they can take steps that provide significant legal protections and avoid future liability. Among other subjects, the course will cover American law on choice of entity (corporation, limited

		liability company, partnership, sole proprietorship), selection of a company name and trademark, protecting intellectual property of the business with patent, trade secret, trademark and copyright law, structuring agreements among owners, venture capital and other equity and debt financing arrangements, risk management, and the relationship between attorneys and entrepreneurs. In addition to discussing applicable legal rules, the course will focus on practical steps entrepreneurs and their lawyers can take to build and protect a new venture. The goal of the course will be for students to have a better understanding of practical ways they can protect a new venture and spot potential issues from a business-legal perspective.
<b>MBA714</b>	<b>Competitive Analysis</b>	In this course students will learn how firms behave in situations in which strategic decisions are interdependent, i.e. where their actions affect competitors' profits and vice versa. Using the basic tools of game theory, students will analyze how firms choose strategies to attain competitive advantage. This course is about the behavior of companies in competitive markets. Facing competition forces firms to look ahead and anticipate developments: If rivals are likely to react to a price cut, a firm will have to take the expected reaction into account. Students focus on such instances of "strategic interdependencies" in real business situations. Students will first study the basic concepts of game theory as a toolbox and then analyze strategic "games" in real-life settings. Rather than a set of checklists of "how-to-behave" in a number of pre-specified situations, this course will teach students to think about business strategy in a systematic and exciting - and ultimately more successful way.
<b>DBA801</b>	<b>Research Methods</b>	This course studies the nature, scope, and significance of business research and research methodologies. Additionally, the course studies primary and secondary research methods with applications to specific problems, using qualitative and quantitative methods for individual investigation and reporting on current problems within a student's area of interest. Social research is a craft, and like any other craft, it takes practice to do it well. By the end of the course, you should be able to: (1) Understand how to design a research project; (2) Collect your own data using a variety of methods; (3) Analyze both qualitative and quantitative data, and (4) Critically evaluate your own research and that of other social scientists. You will also learn how to be aware of and consider ethical issues when conducting research.

<b>DBA802</b>	<b>Management</b>	This course is designed for students who are thinking of doing a research project in business administration. This course brings the methodology and critical apparatus of the humanities into the field of management to fulfill two basic objectives. The first objective is to place in broad critical perspective how we think about the function and culture of management and to expand the boundaries of how managers understand their role within a firm, how they take decisions, set priorities and benchmark success and failure. The second objective is to help students learn how to build robust analytical frameworks informed by different perspectives in order to evaluate concepts and solve problems. The course draws upon diverse material, ranging from history to economics, to encourage students to think about management beyond its traditional confines. Topics include the function of the firm, the role of incentive, the ways in which narrative forces shape decision making, and how market relationships define the managerial culture in ways that can lead to sub-optimal outcomes.
<b>DBA803</b>	<b>Marketing</b>	This course is designed for students who are thinking of doing a research project in business administration. This course aims to provide students with the foundation for differentiating marketing from other organizational functions by fostering an understanding of markets, marketing concepts, key marketing issues and the relationship of these to society as a whole. This framework enables students to link their knowledge with the practicalities of marketing. The aim is to provide students with an understanding of the key concepts of marketing and to provide an insight into the role of marketing in an organization, and to provide an understanding of the main essentials of marketing. The subject is presented within a marketing planning framework in which marketing theories and concepts focus on the practical need of developing and implementing effective marketing strategies. It covers, in broad detail, the concepts and applications of marketing for consumer, business-to-business (including industrial) and service organizations.
<b>DBA804</b>	<b>Accounting</b>	This course is designed for students who are thinking of doing a research project in business administration. Accounting is the language of business. Companies communicate their performance to outsiders and evaluate the performance of their employee's using information generated by the accounting system. Learning the language of accounting is essential for

		<p>anyone that must make decisions based on financial information. The course is designed to provide an understanding of financial accounting fundamentals for prospective users of corporate financial information, such as investors, creditors, employees, and other stakeholders (e.g., suppliers, customers). The course focuses on understanding how economic events such as operating activities, corporate investments, and financing transactions are recorded in the three main financial statements (i.e., the income statement, balance sheet, and statement of cash flows). Students will develop the technical skills needed to analyze financial statements and disclosures for use in financial analysis. Students will also learn how accounting standards and managerial incentives affect the financial reporting process.</p>
<b>DBA805</b>	<b>Finance</b>	<p>This course is designed for students who are thinking of doing a research project in business administration. This course will introduce students to frameworks and tools to measure value; both for corporate and personal assets. It will also help students in decision-making, again at both the corporate and personal levels. This course is primarily devoted to the fundamental principles of valuation. Students will learn and apply the concepts of time value of money and risk to understand the major determinants of value creation. The course uses both theory and real-world examples to demonstrate how to value any asset.</p>
<b>DBA806</b>	<b>Economics</b>	<p>This course is designed for students who are thinking of doing a research project in business administration. This course aims to provide students with the foundation for differentiating marketing from other organizational functions by fostering an understanding of markets, marketing concepts, key marketing issues and the relationship of these to society as a whole. This framework enables students to link their knowledge with the practicalities of marketing. The aim is to provide students with an understanding of the key concepts of marketing and to provide an insight into the role of marketing in an organization, and to provide an understanding of the main essentials of marketing. The subject is presented within a marketing planning framework in which marketing theories and concepts focus on the practical need of developing and implementing effective marketing strategies. It covers, in broad detail, the concepts and applications of marketing</p>

		for consumer, business-to-business (including industrial) and service organizations.
<b>DBA807</b>	<b>Business Statistics</b>	<p>This course is designed for students who are thinking of doing a research project in business administration. Business Statistics is an introductory course in which the focus is on statistical inference: how to make valid conclusions based on data from random samples. At the heart of the main problem addressed by the course will be a population- connected with which there is a numerical quantity of interest. If students could talk to each member of the population, they could calculate that number exactly. But what if the population is so large that a student's resources will not stretch to interviewing every member? What if a student can only reach a subset of the population? This course will discuss good ways to select the subset; how to estimate the numerical quantity of interest, based on what is seen in the sample; and ways to test hypotheses about numerical or probabilistic aspects of the problem. The methods that will be covered are among the most commonly used of all statistical techniques, although there will be no mindless memorization of formulas and methods. Throughout the course, the emphasis will be on understanding the reasoning behind the calculations, the assumptions under which they are valid, and the correct interpretation of results.</p>
<b>DBA808</b>	<b>Strategic Management</b>	<p>This course is designed for students who are thinking of doing a research project in business administration. In this course, the underlying theory and frameworks that provide the foundations of a successful business strategy are explored. It will develop the student's ability to think strategically by providing him/her with the tools for conducting a strategic analysis. Strategic analysis is critical for analyzing the competitive context in which an organization operates and for making reasoned and reasonable recommendations for how that organization should position itself and what actions it should take to maximize value creation. Aspiring managers, entrepreneurs, social entrepreneurs, analysts, and consultants all may find value in mastering these fundamentals.</p>



<b>DBA809</b>	<b>International Business</b>	This course is designed for students who are thinking of doing a research project in business administration. International and not-for-profit organizations present an increasingly complex environment to work in and therefore require for their successful management an unprecedented level of managerial skills on top of a deep understanding of the socioeconomic and political context they operate in. This course is designed to provide students with (1) basic notions of the practice of international relations (2) a general overview of the management challenges international and not-for-profit organizations are faced with as well as key theoretical frameworks and practical tools for managers to excel in this environment. Key areas of management will be reviewed, from strategy setting to implementation through marketing and fund raising, and assessment. (3) Given the growing interaction between public and private sectors, this course also touches upon the management of public/private partnerships.
<b>DBA810</b>	<b>Corporate Finance</b>	This course is designed for students who are thinking of doing a research project in business administration. This course will provide a market-oriented framework for analyzing the major types of financial decisions made by corporations. The course will provide an introduction to present value techniques, capital budgeting principles, asset valuation, the operation and efficiency of financial markets, the financial decisions of firms, and derivatives. The primary objective of this course is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory.
<b>DBA811</b>	<b>Competitive Analysis</b>	This course is designed for students who are thinking of doing a research project in business administration. In this course students will learn how firms behave in situations in which strategic decisions are interdependent, i.e. where their actions affect competitors' profits and vice versa. Using the basic tools of game theory, students will analyze how firms choose strategies to attain competitive advantage. This course is about the behavior of companies in competitive markets. Facing competition forces firms to look ahead and anticipate developments: If rivals are likely to react to a price cut, a firm will have to take the expected reaction into account. Students focus on such instances of "strategic interdependencies" in real business situations. Students will first study the basic concepts of game theory as a toolbox and then analyze strategic "games" in real-life settings. Rather than a set of checklists of "how-to-behave" in a number of pre-

		specified situations, this course will teach students to think about business strategy in a systematic and exciting - and ultimately more successful way.
<b>DBA812</b>	<b>Operations Management</b>	This course is designed for students who are thinking of doing a research project in business administration. This course will teach students how to analyze and improve business processes, be it in services or in manufacturing. Students will learn how to improve productivity, how to provide more choice to customers, how to reduce response times, and how to improve quality. Specifically, students will learn how to improve productivity, increase responsiveness, provide more choice to the customer, and deliver higher quality standards. In short, students will learn how to analyze business processes and how to improve them. Along the way, students will learn about topics such as Lean Operations, Six Sigma, and the Toyota production system, and hear about bottlenecks, flows rates, and inventory levels.
<b>DBA813</b>	<b>Research Proposal</b>	Prior to doing this course, students must first complete the Research Methods course, which provides a general introduction to social research methods and covers broad topic areas such as research ethics, research design, data collection, and data analysis. This will provide the foundation for formulating good research questions and designing an appropriate research agenda. In this course, students are required to develop a research proposal and present the proposal for evaluation by the supervisor appointed to them. Students are expected to develop a Research Proposal that will be relevant to their careers and workplace. The proposal should indicate: (a) the field of research; (b) the research issues/question(s) to be addressed; (c) research method(s); (d) limitations of the research; (e) anticipated outcomes; (f) contribution to knowledge (is it likely to extend current understanding on a topic/field of enquiry); (f) managerial/business significance for theory and practice; (g) an indicative reference list; and (h) a timeline of the dissertation aims and objectives to be completed. The length should be between 2,000 and 3,500 words (including references and appendices).
<b>DBA814</b>	<b>Research Thesis</b>	Prior to doing this course, students must first complete the Research Methods and Research Proposal courses; develop a research proposal and have it approved by the supervisor appointed to them. Please contact your supervisor by email prior to commencement of your Thesis to ensure that the thesis Topic is in line with you

		<p>Research Proposal. Once your supervisor confirms your thesis topic, you can commence your research. At the DBA level, it is assumed that, given adequate supervision, the student will be able to perform independent research.</p> <p>It is important to note that students should endeavor to make satisfactory progress and complete the Research Thesis within the designated timeframe, since the completion of the thesis is ultimately a candidate's responsibility. The role of the supervisor is to support and give guidance rather than to lead and give instruction. Students are expected to behave proactively during the process and take initiatives to ensure the successful completion of their research Thesis. Calwest University therefore seeks to provide the DBA students with continuous, timely, and well-structured supervision. All correspondence pertaining to research matters will be direct between the student and his/her supervisor. Calwest advises students that they should be regularly in contact with their supervisor; and that all draft thesis chapters must be submitted to their supervisor when completed for comment. Supervision will be discontinued if a student withdraws from the Research Proposal course, the Research Thesis course or takes an approved Leave of Absence. Although it is desirable that a student is allocated the same supervisor upon return to the DBA program, please note that it is not guaranteed, as Calwest academic staff may have other commitments/ or constraints that will prevent reappointment. The length should be between 25,000 and 50,000 words (including references and appendices)</p>
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## Contact Details:

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