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LIGS University

Official University Catalog



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LIGS University

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Facebook: <https://www.facebook.com/LIGSuni/>

Twitter: <https://twitter.com/LIGSUniversity>

LinkedIn: <https://www.linkedin.com/school/3290990>

YouTube: <https://www.youtube.com/channel/UCqF5C2oARdu227kv6-zSeOw>



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Introduction

Welcome to LIGS University and to our official university catalog.

Our purpose is to provide distance learning degree programs in practical disciplines that prepare learners to work effectively in their career. Our method is to provide high quality, challenging programs online at a reasonable cost. We offer Masters and Doctoral degrees.

Each of our programs is designed around the highest standards of higher education and is tailored for an online learning experience. As you look through our catalog, several items will help you better understand LIGS:

Our Practical Focus: LIGS University is a teaching institution. You will find that everything we do is geared toward helping learners complete their degrees. Our programs are rooted in the highest traditions of education, including integrity, quality and rigor. And each of our degree programs integrates concepts and values that promote productivity and career development

Our Approach: LIGS University delivers its academic programming via the tutorial model. A student is matched with a tutor-lecturer who provides consultation and guidance for a specific course or module. The tutor is responsible to guide the student through seminar papers, individual course submissions and, as assigned, program theses. In addition, each course is assigned a Guarantor, or core faculty member, who is responsible for the overall quality of the course, its materials and for the student's academic experience.

Each course is therefore supported by a high-level content expert who manages its quality and by a hands-on tutor who manages the student's learning process on a one-on-one basis.

Our Faculty Members: LIGS University Faculty members share three crucial characteristics: They are appropriately qualified by degree and professional experience; they are deeply committed to the highest quality standards in online and distributed learning; and they are focused on shaping the learning experience to the learner's setting and needs.

As an institution designed to provide graduate degrees for dedicated students worldwide, LIGS University recognizes education's important role in developing the whole person. We have purposefully designed LIGS University programming to prepare learners to serve in their vocations and in the reality of daily living.

Please enjoy our catalog.

All the best,

Pavel Makovsky

Founder, President



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Our Mission and Purpose

MISSION

The mission of LIGS University is to provide high quality, affordable, and progressive education using innovative delivery technologies for diverse students all over the world.

VISION

To be a high-quality and innovative educational institute that provides approach and services highly exceeding the expectations of students, faculty members, and other stakeholders.

LIGS University provides programs leading to Masters and Doctoral degrees in subject areas that benefit professionals from the area of business as well academia. Our degrees enable learners to achieve real credentials that lead to greater productivity and career success.

At LIGS, the emphasis on the practical is balanced with the need for grounding in theoretical concepts and research. Every degree program is designed around the classic higher education standards of balance and personal growth.

Distance learning at LIGS means that every program is available online. It also means that degree programs are available in Tutorial Model of delivery connecting students with faculty members on a one-to-one basis.

Our emphasis on practical degrees includes our own faculty, all of whom are professionals in the fields in which they teach. We require that they possess the career experience and the academic credentials to make your learning experience rich and immediately applicable.

That is why every LIGS University Masters and Doctoral degree is focused on the practical application of high-level concepts. Although every LIGS degree requires the highest level of intellectual engagement, our degrees are designed for the professional and his or her practice in the field. We are a committed teaching institution, and our degree programs reflect that commitment.



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Student Learning Outcomes at LIGS University

There is no greater priority for an institution of higher education than a clear commitment to its Student Learning Outcomes (SLOs). By definition a university seeks to generate and transfer learning. SLOs define that learning and create benchmarks to gauge and to guide its effective delivery.

LIGS University's SLOs are divided into three interlinked categories, each of which springs from its mission to provide premiere quality education to a global student base at a reasonable cost.

- Institutional Learning Outcomes (ILO) set broad expectations for student learning across the entire LIGS University student experience and include every program.
- Program Learning Outcomes (PLO) specify the learning outcomes anticipated by each degree program. They identify the learning that can be expected via the completion of each degree.
- Course Learning Outcomes (CLO) are course-specific and indicate the expectations of learning for their associated course.

LIGS University SLOs are interrelated in the sense that each level of outcome defines and reflects the others. CLOs, for example, reflect PLOs, which spring from ILOs.

Institutional Learning Outcomes

ILO1: Effective Communication Students will be able to identify audiences, assess information provided, interpret needs, and present relevant information using appropriate written, oral, and listening skills and media to meet the needs of the situation.

ILO2: Critical Thinking and Reasoning Students will analyze and explain issues objectively, interpret and synthesize data and ideas, define their own perspectives and positions, and develop feasible and creative solutions to real world problems.

ILO3: Information Competency Students will demonstrate the ability to identify information needs, effectively and ethically gather, analyze and integrate information from variety of relevant sources of information.

ILO4: Mastery of Knowledge Students will demonstrate advanced knowledge of scientific theory, skills, and perspectives that contribute to the discipline.

ILO5: Diversity and Global Perspective Students will examine individual and group needs, and work effectively and sensitively with diverse populations in multicultural and international environment.

ILO6: Ethical Behavior and Integrity Students will demonstrate awareness of personal and professional responsibility to act in compliance with principles of ethics and integrity in a diverse and global society.



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Program Learning Outcomes

MBA

PL01: Knowledge of Business: Students will develop a strategic level of understanding of key business functions to:

1. Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.
2. Identify appropriate management practices for various business settings.

PL02: Critical Thinking and Problem Solving Skills: Students will apply relevant critical thinking and problem solving skills to:

1. Create and present solutions for improving business performance.
2. Select and use appropriate tools and research to solve complex managerial problems.

PL03: Ethical Leadership: Students will identify the impact of leadership and ethics in business to:

1. Synthesize intercultural practices, diversity, and social responsibility.
2. Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.

PL04: Global Professional: Students will integrate a global perspective on management practices and processes to:

1. Identify opportunities through the lens of a cosmopolitan, global perspective.
2. Analyze challenges and practices in local, national and global business communities.

MSc

PL01: Knowledge of Organizations: Students will master knowledge of management practices in various organizational environments to:

1. Apply knowledge and understanding of concepts and theories of management practice in a variety of organizational settings.
2. Select and use tools that match current practices for analysis and evaluation challenges common to the organizational management domain.

PL02: Problem Solving & Research: Students will incorporate problem-solving and research skills to:



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1. Synthesize current literature in the management domain based on relevant scholarly sources of information.
2. Evaluate a variety of quantitative decision-making and problem-solving techniques used in management contexts.

PLO3: Global Professional: Students will develop a mindset of a global professional to:

1. Develop a global perspective when identifying opportunities, analyzing challenges, and developing strategies.
2. Demonstrate awareness and sensitivity across cultural groups and boundaries by integrating situation-specific tools for both research and practice.

PLO4: Communication Skills: Students will use various forms of communication skills to present ideas and information to:

1. Deploy a range of relevant spoken, written and quantitative communication tools and techniques in research and professional settings.
2. Use effective written and oral presentation strategies to ethically convey analytical and research findings.

DBA

PLO1: Knowledge and Understanding of Business: Students will master knowledge and understanding of business administration to:

1. Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative.
2. Develop innovative approaches in response to new situations and challenges.

PLO2: Problem Solving and Analysis: Students will use problem solving and analysis skills to:

1. Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas.
2. Demonstrate effective and critical selection, combination and use of research and development methods.



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PLO3: Global Leader: Students will develop a mindset of a global leader to:

1. Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice.
2. Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups.

PLO4: Professional Responsibility: Students will develop a sense of professional responsibility to:

1. Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way.
2. Contribute to the development of practice-based methodology in the area of business studies.

Ph.D.

PLO1: Knowledge and Understanding: Students will demonstrate expert knowledge and understanding in the field to:

1. Provide evidence of depth and range of relevant scholarly knowledge in a complex domain.
2. Assess and analyze the theoretical underpinnings of classic and current academic research at the leading edge of business practice.
3. Select and justify approaches to research tasks and problems using appropriate research methods and tools.

PLO2: Research & Investigation: Students will engage in original research and investigation to:

1. Develop a self-directed scholarly focus that integrates recognition, critical evaluation and articulation of the key components of a meaningful topic for thorough investigation.
2. Analyze and synthesize relevant academic research in order to create and publish original knowledge of significance to others.
3. Become autonomous in managing their own learning, research and publication of scholarly articles and a credible final dissertation.

PLO3: Cognitive Awareness: Students will recognize and respond as scholarly professionals to:

1. Collaborate ethically with others in support of self-directed scholarship
2. Demonstrate awareness of and sensitivity to the political implications of their scholarship.
3. Analyze and synthesize complex and possibly conflicting ideas in order to redefine knowledge in their area of domain expertise.



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PL04: Global Contribution: Students will incorporate a global perspective to:

1. Develop new research-based approaches and solutions that contribute to new knowledge in their area of domain expertise.
2. Demonstrate awareness of the conceptual underpinnings of ethical dilemmas and conflicts which may arise in a global business environment.
3. Formulate solutions in dialogue with others of various backgrounds and will demonstrate cultural awareness and sensitivity.

Authority to Grant Degrees

LIGS University is regulated by the law codified in Chapter 446E of the Hawaii Revised Statutes.

LIGS UNIVERSITY IS NOT ACCREDITED BY AN ACCREDITING AGENCY RECOGNIZED BY THE UNITED STATES SECRETARY OF EDUCATION. Note: In the United States, many licensing authorities require accredited degrees as the basis for eligibility for licensing. In some cases, accredited colleges may not accept for transfer courses and degrees completed at unaccredited colleges, and some employers may require an accredited degree as a basis for eligibility for employment.

LIGS University is accredited by Accreditation Service for International Schools, Colleges and Universities (ASIC). The University has earned Premier status with ASIC for its commendable areas of operation. ASIC accreditation helps students and parents make a more informed choice. They also help schools; colleges, universities, training or distance education providers demonstrate to the international student body that they are a high-quality institution.

ASIC is recognized by the UKVI in the UK. They are also a member of the [CHEA International Quality Group \(CIQG\)](#) in the US. ASIC a member of the BQF (British Quality Foundation), along with being affiliates of the ENQA (European Network for Quality Assurance) and are institutional members of EDEN (European Distance and E-Learning Network).

Organizational Oversight

LIGS University's governance and strategic direction are overseen by a Board of Trustees. Made up of experienced leaders, educators, and business executives, the Board of Trustees guides program development, outreach, structure, and purpose. They are the guardians of LIGS University's integrity.

They are also leaders and managers who understand the crucial importance of aligning an organization with its key values, and of maintaining the integrity of a profound purpose.



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Distance Learning at LIGS University

Online Learning

Taking courses online is one of the most powerful trends among learners in higher education today. The convenience of studying any time, any place is very appealing to learners in our busy society. And the opportunity to study from home instead of attending courses on a college campus has many advantages for learners of all ages.

In addition, for institutions like LIGS University, the opportunity to provide education online offers many significant benefits. It enables us to keep our tuition rates low. It allows us to recruit committed faculty members who can teach powerfully from anywhere in the world. And it offers us the rare opportunity to act as a meeting place for diverse people from all over the planet, and create a unique virtual community.

The Online Environment at LIGS

We use a highly effective Learning Management System (LMS) that makes learners part of a course, no matter where they may be located. As soon as you enroll in a LIGS program, you will receive a link to access the LMS.

In the LMS you will find everything you need to complete the course: the syllabus, links to course textbooks, lectures, assignments, and a direct communication channel to the instructor. In addition, in the LMS you will find discussion forums where you will interact with your instructor and fellow students of LIGS University from around the world.

Course Content

Sometimes learners wonder if they will learn as much from an online course as they would if they sat in a classroom for the same course. The only honest answer to that question is, "it depends."

First, it depends on whether or not the learner is suited to the online environment. All prospective students are encouraged to consult any questions with the admissions representatives, who are devoted to provide detailed information to all applicants prior to the payment of registration fee. Then there is an option to withdraw from the program in the first three days after new student receives login to the LMS and get full refund of tuition paid.

Next, it depends on the quality of the course itself. We make every effort to set up and deliver LIGS University courses so that they are of exactly the same quality as a classroom course. We use the same



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standards to develop the courses, and the same standards to evaluate them. We expect an online course to be as thorough, as challenging, and as fulfilling as a classroom course.

As we learn more about the online learning environment, we are finding that for many learners, online courses are actually better than classroom courses. They offer a set of activities that better matches some learning styles.

Interactivity

One of the most important factors for learners' success in online learning is the level of interactivity a course provides. The online learning environment at LIGS University ensures that learners will engage in high levels of interactivity with instructors, with course materials, and with one another.

LIGS University courses are supported by discussion board. Instructors require that learners post to the board, respond to questions, and engage in lively discussions. The level of interactivity often mirrors the rich discussion found in the best academic classrooms and, because of the dynamics of the discussion board, sometimes surpasses it.

Finally, every LIGS University course is supported with online testing. Instructors develop online test, which learners take in proctored formats.

Integrity

Online learning is sometimes criticized because it is so open to misuse and even fraud. Its critics ask, "how do we know that the learners are who they say they are?"

This is an appropriate critique. However, it is not unique to the online environment. The traditional classroom system is also open to various methods of dishonesty.

At LIGS University, two components of our systems are absolutely crucial: our integrity and that of our learners.

We believe, first, that we must conduct ourselves with absolute integrity. Our credibility rests on it.

Equally, we believe that our learners must practice absolute academic honor. Every LIGS University learner agrees, as part of our Enrollment Agreement, to practice academic honor in the areas of plagiarism, cheating, and representation of identity. In addition, we have developed methods using technology and processes to ensure that learners live by the academic honor code.



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The LIGS University Learning Management System

LIGS's Learning Management System is a World Wide Web-based system for managing your Degree Program. Once you become a LIGS University student, you will receive a login and password to the LMS, where you will be able to:

Access LIGS University courses you are enrolled in

Track your progress via Student Records

Communicate with your LIGS Mentor and your Faculty Members

The LMS will be the main forum in which you will take LIGS's Web-based courses. It will make it possible for you to complete assignments, discuss course materials with classmates all over the world, ask your instructors questions, and a host of other activities to provide an efficient, interactive course experience.



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Degree Plan

LIGS University grants the following degrees:

Master of Business Administration (MBA)

Master of Science (MSc)

Doctor of Business Administration (DBA)

Doctor of Philosophy (Ph.D.)

Each degree program prepares learners to serve in the areas designated by its specialization, and to make productive contributions to contemporary society.

Degree Plan Requirements

The following pages feature descriptions of each degree, and outlines of each degree's requirements.

The Degrees:

Master of Business Administration (MBA)

The Master of Business Administration (MBA) is an efficient, flexible management program appropriate for students in middle to senior management positions.

Master of Science (MSc)

The Master of Science (MSc) is an efficient, rigorous program for students who wish to master the theoretical and scientific foundations for a specific area of specializations in a business and/ or corporate setting.

Doctor of Business Administration (DBA)

The Doctor of Business Administration (DBA) is the highest level practitioner's degree in the field of business, combining scholarship and application to create thorough knowledge and effective practice.

Doctor of Philosophy (Ph.D.)

The Doctor of Philosophy (Ph.D.) is the highest level researcher's degree, emphasizing scholarship, theoretical insight and original research to create new knowledge.



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Degree Plan: Master of Business Administration (MBA)

About the Degree

The LIGS Master of Business Administration (MBA) program provides a program for high-performing learners. It mixes theoretical content with practical management tools preparing learners to operate in organizational leadership positions.

Program Structure

The MBA is a 41 credit hour program (1 credit hour equals 45 hours of learning and study time).

Credit hours in the Interactive Online MBA program are distributed as follows:

- 12 courses (forms of course conclusion include: seminar papers, e-tests) of 3 credit hours each
- **36 credit hours** in total
- final thesis – **3.5 credit hours** in total,
- additional study activities – **1.5 credit hours** in total.

The total amount of credit hours earned for completing courses and final thesis is lower than the amount of credit hours required for successful graduation. The remaining credit hours are earned by completing **additional study activities**.

Graduation Requirements

The MBA degree is granted upon completion of the 41 credit hour plan in the required structure.

Degree Requirements: Master of Business Administration (MBA)

The structure of the MBA program:

- 6 Core courses
- 2 Specialization courses
- 4 Electives (different from courses of the Specialization)
- Final thesis
- Additional study activities



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<u>Course Title</u>	<u>Credits</u>
Core courses	
MBA-1 Management	3
MBA-2 Finance	3
MBA-3 Human Resources	3
MBA-4 Communication	3
MBA-5 Marketing	3
MBA-6 Intercultural Communication	3
Specialization*	
MBA specialization course 1	3
MBA specialization course 2	3
Electives	
MBA elective course 1	3
MBA elective course 2	3
MBA elective course 3	3
MBA elective course 4	3
Final thesis	3.5
Additional study activities	1.5
Total Credits Required	41

***Approved Specializations:**



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Specialization Strategic Management

MBA-7 Strategic Management

MBA-8 Strategic Management of Sales

Specialization Accounting

MBA-9 Financial Reporting and Analysis

MBA-10 Managerial Accounting

Specialization Project Management

MBA-11 Project Management

MBA-12 Process Management

Specialization HR Management

MBA-13 Planning and Development of HR

MBA-14 Recruitment and Selection

Specialization International Marketing

MBA-15 Global Marketing

MBA-16 Marketing Communication

Specialization E-Business

MBA-17 E-Commerce

MBA-18 Digital Marketing

Specialization Financial Management

MBA-19 Risk Management

MBA-20 Financial Markets and Investments

Specialization Public Relations

MBA-21 Communications with the Media

MBA-22 Strategic Communication in PR

Specialization IT Management

MBA-23 Strategic IT Management

MBA-24 IT Project Management



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Specialization Logistics and Supply Chain Management

MBA-25 Integral Logistics and Supply Chain Management

MBA-26 Distribution Logistics and Supply Chain Management

Specialization Ethical Leadership

MBA-27 Business Ethics

MBA-28 Corporate Social Responsibility



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Degree Plan: Master of Science (MSc)

About the Degree

The Master of Science (MSc) is an efficient, rigorous program for students who wish to master the theoretical and scientific foundations for a specific area of specializations in a business and/ or corporate setting.

Program Structure

The MSc is a 41 credit hour program (1 credit hour equals 45 hours of learning and study time).

Credit hours in the Interactive Online MSc program are distributed as follows:

- 12 courses (forms of course conclusion include: seminar papers, e-tests) of 3 credit hours each
- **36 credit hours** in total,
- final thesis – **3.5 credit hours** in total,
- additional study activities – **1.5 credit hours** in total.

The total amount of credit hours earned for completing courses and final thesis is lower than the amount of credit hours required for successful graduation. The remaining credit hours are earned by completing **additional study activities**.

Graduation Requirements

The MSc degree is granted upon completion of the 41 credit hour plan in the required structure.

Degree Requirements: Master of Science (MSc)

The structure of the MSc program:

- 7 Specialization courses
- 5 Electives (different from courses of the Specialization)
- Final thesis
- Additional study activities



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<u>Course Title</u>	<u>Credits</u>
Specialization*	
MSc Specialization course 1	3
MSc Specialization course 2	3
MSc Specialization course 3	3
MSc Specialization course 4	3
MSc Specialization course 5	3
MSc Specialization course 6	3
MSc Specialization course 7	3
Electives	
MSc Elective course 1	3
MSc Elective course 2	3
MSc Elective course 3	3
MSc Elective course 4	3
MSc Elective course 5	3
Final thesis	3.5
Additional study activities	1.5
Total Credits Required	41

***Approved Specializations:**

Specialization Management

MSc-1 Management

MSc-2 Human Resources



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MSc-3 Strategic Management

MSc-4 Strategic Management of Sales

MSc-5 Project Management

MSc-6 Process Management

MSc-7 Risk Management

Specialization Marketing

MSc-8 Marketing

MSc-1 Management

MSc-9 Global Marketing

MSc-10 Marketing Communication

MSc-11 E-Commerce

MSc-12 Digital Marketing

MSc-13 Media Communication

Specialization Human Resources

MSc-1 Management

MSc-2 Human Resources

MSc-14 Planning and Development of Human Resources

MSc-15 Recruitment and Selection

MSc-16 Communication

MSc-17 Intercultural Communication

MSc-5 Project Management

Specialization Finance

MSc-1 Management

MSc-18 Finance

MSc-19 Financial Reporting and Analysis



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MSc-20 Managerial Accounting

MSc-21 Financial Markets and Investments

MSc-7 Risk Management

MSc-5 Project Management



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Degree Plan: Doctor of Business Administration (DBA)

About the Degree

The Doctor of Business Administration (DBA) is the highest level practitioner's degree in the field of business, combining scholarship and application to create thorough knowledge and effective practice.

Learner Profile

As the employment market becomes more competitive, truly high performers continue to seek ways to distinguish themselves. In the 1980's and 1990's, the MBA was a distinguishing credential. Today, with the explosive growth in the number of MBA programs, the MBA has become more a requirement than a badge of recognition.

The LIGS DBA program is designed to offer high performing executives in mid-career the opportunity to earn a credential that sets them apart from the pack. Its high standards for content, instruction, and learner performance make it an attainable but worthy designation. Its quality of instruction and delivery make the effort to earn it worthwhile.

Program Structure

The LIGS DBA combines courses in general business, specialized business, and research methods with a comprehensive dissertation.

Learners complete their coursework in general and specialized business courses and research methods courses, and undertake a rigorous research project that results in a dissertation. The dissertation is a work of original scholarship reflecting a high level of analysis and application suitable to the DBA designation.

Graduation Requirements

The DBA program is 62 credit hour program. The DBA degree is granted upon completion of the 62 credit hour plan in the required structure (1 credit hour equals 45 hours of learning and study time).

Credit hours in the Interactive Online DBA program are distributed as follows:

- 6 courses of Research Module (forms of course conclusion include: credit) – **30 credit hours** in total,
- 4 courses of Specialization and Elective module (forms of course conclusion include: seminar papers) - **16 credit hours** in total,
- dissertation thesis – **10 credit hours** in total,
- dissertation thesis defense – **1 credit hours** in total,
- publication activity – **2 credit hours** in total,
- additional study activities – **3 credit hours** in total.



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The total amount of credit hours earned for completing compulsory study activities within the program is lower than the amount of credit hours required for successful graduation. The remaining credit hours are earned by completing **additional study activities**



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Degree Requirements: Doctor of Business Administration (DBA)

<u>Degree Requirement</u>	<u>Course Title</u>	<u>Credits</u>
Research Module	DBA-25 Research Methodology	5
	DBA-26 Dissertation Project I - Proposal	5
	DBA-27 Dissertation Project II - Literature Review and Theoretical Background	5
	DBA-28 Dissertation Project III - Methodology	5
	DBA-29 Dissertation Project IV - Survey and Data Analysis	5
	DBA-30 Dissertation Project V - Consultation and Thesis	5
Specialization*	DBA Specialization course 1	4
	DBA Specialization course 2	4
Electives	DBA Elective course 1	4
	DBA Elective course 2	4
Dissertation	Dissertation thesis	10
	Dissertation thesis defense	1
Publication activity		2
Additional study activities		3
Total Credits for DBA		62



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*** Approved Specializations**

Specialization Management

DBA-1 Management

DBA-2 Strategic Management

Specialization Marketing

DBA-5 Global Marketing

DBA-6 Marketing Communication

Specialization Project Management

DBA-9 Project Management

DBA-11 Team Management

Specialization HR Management

DBA-15 Human Resource Management

DBA-16 Planning and Development of Human Resources

Specialization Finance

DBA-12 Financial Management

DBA-4 Risk Management



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Degree Plan: Doctor of Philosophy (Ph.D.)

About the Degree

The Doctor of Philosophy (Ph.D.) is the highest level researcher's degree, emphasizing scholarship, theoretical insight and original research to create new knowledge.

Learner Profile

The LIGS Ph.D. program is designed for students who wish to pursue research or academic career in the business related areas.

Program Structure

The LIGS Ph.D. program combines courses in business and research methods with a comprehensive dissertation.

Students need to complete the coursework in business courses and research methods courses. However, the focus of the Ph.D. program lies on a rigorous research project that results in a dissertation, which reflects high level of analysis and research.

Graduation Requirements

The Ph.D. program is 62 credit hour program. The Ph.D. degree is granted upon completion of the 62 credit hour plan in the required structure (1 credit hour equals 45 hours of learning and study time).

Credit hours in the Interactive Online Ph.D. program are distributed as follows:

- 6 courses of Research Module (forms of course conclusion include: credit) – **30 credit hours** in total,
- 4 courses of Specialization and Elective module (forms of course conclusion include: seminar papers) - **16 credit hours** in total,
- dissertation thesis – **10 credit hours** in total,
- dissertation thesis defense – **1 credit hours** in total,
- publication activity – **2 credit hours** in total,
- additional study activities – **3 credit hours** in total.

The total amount of credit hours earned for completing compulsory study activities within the program is lower than the amount of credit hours required for successful graduation. The remaining credit hours are earned by completing **additional study activities**



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Degree Requirements: Doctor of Philosophy (Ph.D.)

<u>Degree Requirement</u>	<u>Course Title</u>	<u>Credits</u>
Research Module 5	Ph.D.-25 Research Methodology	
5	Ph.D.-26 Dissertation Project I - Proposal	
	Ph.D.-27 Dissertation Project II - Literature Review and Theoretical Background	5
	Ph.D.-28 Dissertation Project III - Methodology	5
	Ph.D.-29 Dissertation Project IV - Survey and Data Analysis	5
	Ph.D.-30 Dissertation Project IV - Consultation and Manuscript of the Thesis	5
Specialization*	Ph.D. Specialization course 1	4
	Ph.D. Specialization course 2	4
Electives	Ph.D. Elective course 1	4
	Ph.D. Elective course 2	4
Dissertation	Dissertation thesis	10
	Dissertation thesis defense	1
Publication activity		2
Additional study activities		3



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Total Credits for Ph.D.

62

*** Approved Specializations**

Specialization Management

Ph.D.-1 Management

Ph.D.-2 Strategic Management

Specialization Marketing

Ph.D.-4 Global Marketing

Ph.D.-5 Marketing Communication

Specialization Project Management

Ph.D.-7 Project Management

Ph.D.-9 Team Management

Specialization HR Management

Ph.D.-13 Human Resource Management

Ph.D.-14 Planning and Development of Human Resources

Specialization Finance

Ph.D.-10 Financial Management

Ph.D.-11 Risk Management



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Administrative Policies and Procedures

Admission Requirements

Learners are eligible for admission to LIGS University's graduate (Masters and Doctoral Degree) programs upon completion of an accredited or approved Bachelors or Masters Degree program.

To be admitted to LIGS graduate program, learners submit:

- A completed Application Form
- Proof of proficiency in the language of instruction
- Degree certificate
- Transcript of Records
- Curriculum Vitae
- Profile picture
- Government issued ID card
- Topic for the dissertation thesis (doctoral programs only)

The Admission Process

To enroll in LIGS University, learners undertake the following admission process:

- 1.) Complete and submit an Application Form
- 2.) Submit degree certificate and transcripts of records
- 3.) Submit current curriculum vitae, profile picture, ID

Upon receipt of these documents and a non-refundable registration fee, LIGS University staff review the documents and, upon approval, draft the Enrollment Agreement.

The learner then:

- 4.) Reviews and signs an Enrollment Agreement

Upon receipt and review of these documents, LIGS University creates a Degree Completion Plan within student's account in the LMS.

The Degree Completion Plan

The Degree Completion Plan (section Student Records in the LMS) outlines the learners intended degree, specialization, and "path" to degree completion. It lists each course the learner will need to take to complete their intended LIGS University degree.



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The Degree Completion Plan acts as a guide for the learner, and as a counseling tool for LIGS's staff. It also acts as an agreement between LIGS University and the learner, specifying the exact requirements for degree completion, and the exact conditions under which a degree will be awarded.

As the learner completes credit requirements, whether by taking courses, transfer credit, or co-curricular activities, the Student Records (Degree Completion Plan) is updated accordingly. So as the learner nears degree completion, it acts as a precise measure of progress.

Degree Completion and Graduation

Upon fulfillment of all Degree Completion Plan requirements, learners will be eligible to graduate from LIGS University.

Fulfillment of Degree Completion Plan requirements includes completing both the minimum number of credit hours stipulated by the Plan and the specific course requirements as outlined.

Upon receipt of a notification about eligibility for graduation, the LIGS University staff will review all necessary records (transcripts, test results, credit hours earned and their structure) and, once the review is complete, will issue a LIGS University degree certificate and final transcript to the learner.



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Academic Policies and Procedures

Policy on Equity and Inclusion

LIGS University is committed to the premise that to truly prepare students for life and work in an increasingly diverse society, postsecondary institutions must embrace diversity and equity within constitutional and legal parameters, commit to improving academic achievement for all students, create an inclusive university environment, and produce culturally competent graduates.

Guiding principles:

The vision and guiding principles of this policy address the needs of and support the success of all LIGS University community members by promoting an institutional climate of equity and inclusion.

The following principles shape the priorities that guide decisions about the promotion of diversity, equity, and inclusion:

- The recognition of diversity as a vital component of the educational and economic development.
- An affirmation of the long-standing commitment to the enrollment and success of students who have not traditionally had access to higher education opportunities.
- The challenging of stereotypes and the promotion of awareness and inclusion.
- Support for community engagement, civic responsibility, and service that advance the interests of a global, diverse university community.
- Increased success for all students by enhancing rates of retention, persistence, and graduation for the total student population, regardless of location or background.
- The nurturing, training, and education of students with the ability to interact effectively with people of different cultures (i.e., cultural competence.)
- The preparation of graduates who are diverse, culturally competent, and highly educated to compete in a global economy.

Focus Areas: This Policy identifies three (3) focus areas:

1. **Opportunity** = Recruitment and Enrollment of Diverse Students
2. **Success** = Student Success



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3. **Impact** = Goals

Strategies:

LIGS University has identified strategies designed to increase student success across all student populations. Strategies include:

- Success practices.
- Individual academic advising.
- Mentoring programs.
- Alert system for student activity.
- Hiring and promotion processes that support a global faculty.
- Commitment to continuous improvement around cultural competency.

LIGS University commits to identifying and implementing strategies to promote equity and inclusion, and to monitor the community environment in order to resolve equity and inclusion issues. These strategies include:

- Grievance policies by which all community members may address and resolve equity and inclusion issues on a timely and fair basis.
- Faculty and staff hiring and development plans that support equity and inclusion.
- Opportunities for students, faculty and staff to participate in co-curricular activities on an inclusive and equal basis.

Please visit our website for more details on “Policy on Equity and Inclusion”.

Methods of Earning Credit

LIGS University offers learners as many options for completing credits as possible. Learners may earn credit toward their LIGS University degrees using the following methods.



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Courses

Learners may complete LIGS University degree requirements by enrolling in courses from LIGS University.

Co-curricular Activities

Learners may earn credit for participating in the vast array of co-curricular activities that are available for them at LIGS. Examples of such credit-bearing activities are: participation in online webinars (colloquia), active participation on discussion board, publishing of articles or books, participation on conferences.

Credit Hour Policy

A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an equivalency that reasonably approximates not less than 45 hours of work – including student work, participation in discussions, in webinars, internships, publishing activity, and other academic work leading to the award of credit.

To graduate from a program at LIGS University, a student must complete all compulsory study activities and earn a given amount of credit hours.

The prescribed number of credit hours in the Interactive Online MBA and MSc programs is **41 credit hours**.

The prescribed number of credit hours in the Interactive Online DBA program is **62 credit hours**.

The prescribed number of credit hours in the Interactive Online Ph.D. program is **62 credit hours**.

A student earns credit for completing study activities of different nature. Every study activity corresponds to certain amount of credit hours. Credit hours quantify student activity taking into account the degree level and the time required for students to complete the assigned study activities. Therefore, grading system is used as well (see Education and Examination Regulations for more details).

Credit hours in the Interactive Online MBA and MSc programs are distributed as follows:

- 12 courses (forms of course conclusion include: seminar papers = 2 credit hours, e-tests = 1 credit hour) - **36 credit hours** in total,
- final thesis – **3.5 credit hours** in total,
- additional study activities – **1.5 credit hours** in total.



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Credit hours in the Interactive Online DBA and Ph.D. programs are distributed as follows:

- 6 courses of Research Module (each course = 5 credit hours) – **30 credit hours** in total,
- 4 courses of Specialization and Elective module (forms of course conclusion include: seminar papers = 4 credit hours) - **16 credit hours** in total,
- dissertation thesis – **10 credit hours** in total,
- dissertation thesis defense – **1 credit hours** in total,
- publication activity – **2 credit hours** in total,
- additional study activities – **3 credit hours** in total.

Detailed information on the expected structure of student work leading to the award of credit for each activity:

MBA and MSc programs

<u>Master's degree</u>	ACTIVITY	HOURS OF LEARNING AND STUDENT WORK
<i>test (1 credit hour)</i>		45
	recommended reading / individual studying	31
	watching recommended Lynda video courses	2
	watching recommended videos in LMS	4
	online / offline webinars	4
	individual consulting with instructor	3
	test	1
<i>total hours of learning</i>		45



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<u>Master's degree</u>	ACTIVITY	HOURS OF LEARNING AND STUDENT WORK
<i>seminar paper</i> <i>(2 credit hours)</i>		90
	recommended reading / individual studying	16
	consulting with instructor	18
	individual research of the topic	14
	drafting / writing seminar paper	30
	watching recommended Lynda video courses	4
	watching recommended videos in LMS	4
	online / offline webinars	4
<i>total hours of learning</i>		90

<u>Master's degree</u>	ACTIVITY	HOURS OF LEARNING AND STUDENT WORK
<i>final thesis</i> <i>(3.5 credit hours)</i>		157.5
	recommended reading / individual studying	30



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	consulting with final thesis supervisor	30
	individual research of the topic	30
	drafting / writing seminar paper	50
	watching recommended Lynda video courses	7.5
	watching recommended videos in LMS	4
	online / offline webinars	6
	<i>total hours of learning</i>	<i>157.5</i>

DBA and Ph.D. programs

<u>Doctoral degree</u>	ACTIVITY	HOURS OF LEARNING AND STUDENT WORK
<i>seminar paper (4 credit hours)</i>		<i>180</i>
	recommended reading / individual studying	36
	consulting with instructor	32
	individual research of the topic	38
	drafting / writing seminar paper	50
	watching recommended Lynda video courses	8



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	watching recommended videos in LMS	8
	online / offline webinars	8
<i>total hours of learning</i>		180

<u>Doctoral degree</u>	ACTIVITY	HOURS OF LEARNING AND STUDENT WORK
<i>research module course (5 credit hours)</i>		225
	recommended reading / individual studying	67
	consulting with instructor	67
	individual research of the topic	67
	watching recommended Lynda video courses	8
	watching recommended videos in LMS	8
	online / offline webinars	8
<i>total hours of learning</i>		225

<u>Doctoral degree</u>	ACTIVITY	HOURS OF LEARNING AND STUDENT WORK
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<i>dissertation thesis (10 credit hours)</i>		450
	recommended reading / individual studying	90
	consulting with dissertation supervisor	90
	individual research of the topic	90
	drafting / writing seminar paper	150
	watching recommended Lynda video courses	10
	watching recommended videos in LMS	6
	online / offline webinars	14
<i>total hours of learning</i>		450
<i>dissertation thesis defense (1 credit hour)</i>		45
	preparation of presentation for defense	43
	defense	2
<i>total hours</i>		45



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The total amount of credit hours earned for completing compulsory study activities within the program is lower than the amount of credit hours required for successful graduation. The remaining credit hours are earned by completing **additional study activities** in a structure as chosen by a student (please see the table below).

Active participation on the discussion board (<i>a forum post of at least 100 words</i>)	0.1 credit
Online attendance of a webinar at LIGS University (<i>presence on at least 70% of the total time of the webinar</i>)	0.5 credit
English language study trip to Hawaii	1 credit
Publication of an article related to chosen field of study in a journal or online media (<i>a new publication of at least 750 words</i>)	0.5 credit
Publication of a book	1 credit
Active participation in a national or international conference	1 credit

Credit hours are recorded in the Student Electronic Records in the LMS upon completion of a particular study activity (no later than in 5 days).

Credit hours per each activity can be awarded only if the formal criteria are met, and it is subject to approval by the Study Department of LIGS University.

Transfer of Credit

LIGS University welcomes transfer students and seeks to maximize the award of legitimate transfer credit. Credit is awarded for earned graduate-level courses and learning events originating from accredited, approved or authorized institutions of higher education or learning providers.

Transfer credit is evaluated on a case-by-case basis and is accepted by LIGS University in its sole discretion. Income transfer requests must be accompanied by official documentation and are reviewed by



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LIGS University admissions specialists and approved by LIGS University Academic Dean to determine transfer awards.

Students who wish to earn transfer credit at LIGS University should contact their admissions advisor in order to confirm a transfer credit award prior to entering an enrollment agreement with LIGS University.

The LIGS University credit award shows the number and application of credits awarded. Credits may be applied either directly to LIGS University degree requirements or as elective credit.

Prospective transfer students should contact an admissions advisor to learn more about possible transfer of credit for their specific case.

General Criteria for Transfer Credit

1. LIGS University does not guarantee transfer of any credit until a student is accepted into a degree program.
2. LIGS University accepts transfer credit from both US and international institutions of higher education.
3. Official transcript of records in a language known to the admissions advisors is required to determine the transferability of credit.
4. Generally, the course needs to be on at least graduate level for graduate transfer credits.
5. All transfer credits are granted on an individual basis. Experienced admissions specialists at LIGS University assess the transferability of credit based on official records, including official transcripts. Additional evidence of learning may be required to determine a specific transfer award. Additional records may include course syllabi, evidence of course content, official catalogs or statements of approval from relevant authorizing or accrediting agencies.
6. All transfer credits need to be finally approved by the Academic Dean.
7. The maximum number of transfer credits is 50% of credit hours required for the degree program in question.
8. It may be determined that some courses are not eligible for transfer of credit.
9. In case a decision is made that the applicant can't be granted any credit for the courses taken at other institutions, the applicant is required to provide admissions advisor with transcript of records from undergraduate or degree-equivalent program of study, and will be accepted into the degree program based on the information provided.

Outgoing Transfer

LIGS University does not guarantee transferability of credits earned at LIGS University to other educational institutions. Students should contact admissions advisors of any institution where they wish to transfer to determine if the institutions is willing to accept credits earned at LIGS University before enrolling in that institution.



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Articulation Agreements

From time to time LIGS University may enter articulation agreements with partner institutions to define and determine standards and processes for degree completion. Those agreements indicate the nature and volume of credit transfers and supersede this policy.

English language study trip to Hawaii

An optional part of your Interactive Online studies on LIGS University is a 3-week educational program in Hawaii organized by our partner institution Intercultural Communications College (ICC).

If English is not your mother tongue there is always a possibility to improve it and become even better at it. Programs offered include “English for Business” classes taught on Upper-Intermediate level or “English for Communication” course which is held on 5 different levels.

Tuition and fees:

1. “only English” package: the package includes 3-weeks of English language courses (16 hours per week), \$120 registration fee (non-refundable) total price: \$950 / person
2. “more than English” package: the package includes 3-weeks of English language courses (16 hours per week), \$120 registration fee (non-refundable), airport pick up, \$160 accommodation placement fee (non-refundable), accommodation in Island Colony Suites for 3-weeks. total price: \$2,900 / person (In case of the same program schedule as stated above for 2 people sharing an apartment the price is \$2,050 / person).

Tuition fee of the language program does not include: telecommunication and internet access charges, US visa charges, travelling costs to the USA, insurance costs, boarding, facultative trips, study materials fee, \$25 “English only” deposit (refundable).



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Time Limitations

LIGS Masters degree programs are designed to take approximately 2 years. Learners may expect the Doctoral degrees to take 3 years.

For those learners who need more time, or who find their life or work circumstance shifting as they pursue a degree, LIGS remains flexible. To accommodate learners from all walks of life, LIGS enables learners to put the program on hold or to prolong the standard duration of a program to 200%. In individual cases the students may be granted exceptional prolongation of the overall length of a degree program surpassing 200% of the standard length.

Student Records

All learner records are held in strictest confidence. Learners may inspect their records at any time. Learners may request copies of their former school records if needed.

Learner consent is required for the release of all records to outside parties, except for government, regulatory, and accreditation agencies operating under legal charter. For the purpose of records release, a signature is required, either on a release request, or on a blanket records release form, which may also permit digital requests.

Transcripts

Upon written request by the learner to the Study department, LIGS University will provide transcripts.

Academic Integrity

Integrity is the bond that holds the learning community together. LIGS University will tolerate no breach of its academic honor code.

A learner enrolled at LIGS University affirms a willingness to maintain the very highest level of academic integrity. Any instance of cheating, plagiarism, “outsourcing” project or assignment work, misrepresentation of the learner’s identity, or attempt to circumvent the integrity of LIGS’s academic and procedural processes will subject the learner to immediate expulsion.

Expulsion cases will be personally reviewed by LIGS’s President, or by a Review Committee duly constructed by the President. A decision to expel will be taken immediately upon finding of a breach of academic integrity, and will result in the learner’s loss of standing with LIGS University, without recourse for financial or academic redress.



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Academic Freedom Policy

LIGS University affirms that those in its community, including students, faculty, staff, administrators and members of its Governing Board, are free to share their convictions and responsible conclusions with their colleagues and students in their teaching and writing.

LIGS University endorses the spirit and content of the American Association of University Professors' (AAUP) Statement on Academic Freedom (1940).

“Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject.⁴ Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.⁵

College and university teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the institution.”

Application to Non-Faculty Members of the LIGS University Community:

The spirit and content of the AAUP Statement on Academic Freedom applies to all members of the LIGS University community: students, faculty, staff, administrators and members of the Governing Board.

In Case of Perceived Violation

Members of the LIGS University community to perceive that their rights to Academic Freedom have been violated may initiate a formal complaint via the Academic Dean and may expect the matter to be resolved within 45 days.



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Grading Policies

Seminar papers and final / dissertation theses are evaluated and graded according to the grading scale stated hereunder:

A / Excellent

B / Good average

C / Satisfactory average

D / Acceptable but under the standard level

F / Not approved

Lecturer's short verbal comment supports the grading of seminar papers and final / dissertation theses.

Tests in master's degree programs are graded according to points achieved as follows:

1. 70% = "passed"
2. less than 70% = "not passed"



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Financial Policies

LIGS University publishes a schedule of tuition and fees at its Web site. LIGS tuition and fees may change without notice upon approval of LIGS's Board of Trustees.

Tuition and Fees Adopted for the 2019 Year:

Program Tuition

Graduate: Masters \$8,900 (total tuition)

Graduate: Doctoral \$13,900 (total tuition)

Fees:

Application Fee: \$100 (non-refundable)

Administrative fee for the first prolongation / interruption of studies	\$ 0
Administrative fee for repeated prolongation / interruption of studies	\$ 150
Administrative fee for the fourth / fifth attempt of an e-test / quiz	\$ 70 / 1 attempt
Administrative fee for extraordinary prolongation of studies after the maximum length of studies at the request of the student and after the approval by LIGS University	\$ 1,000
Administrative fee for changing the Enrollment Agreement during studies at the student's request (change of program, study language etc.)	\$ 200
Administrative fee for the change of 1-2 courses at the student's request	\$ 0
Administrative fee for the change of 3 or more courses upon written request of the student	\$ 100
Administrative fee for changing the schedule of installments upon written request of the student	\$ 50



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Skype consultation with the Study Department	\$ 0
Initial consultation with doctoral supervisor	\$ 0
Skype consultation with a lecturer / doctoral supervisor upon written request of the student	\$ 80 / per hour
Administrative fee for changing the lecturer at the student's request	\$ 0
Administrative fee for the change of the supervisor of the final thesis upon request of the student (the fee amount is determined according to the completion of the work)	\$ 0 - \$ 40
Administrative fee for the change of the doctoral supervisor upon written request of the student (the amount of the fee is determined according to the progress of the thesis)	\$ 0 – \$ 600
Studying an extra course above the standard study plan	\$ 500 / 1 course
Apostille a diploma (form of authentication)	\$ 100
Superlegalization of a diploma (form of authentication for countries outside Hague Convention)	\$ 150

Payment Policies:

All fees will be payable at the time service is rendered. Tuition for programs will be due upon enrollment following the agreed upon schedule of payments.

Financial Aid

As a private institution, LIGS University has chosen not to affiliate with any public or private financial aid programs, including Federal, State, or local grants and loans.

Refund Policy

Tuition refunds are granted on the following basis (Fees are nonrefundable):

If the Applicant / Student cancels or terminates the Enrollment Agreement and is not in default thereunder, all refunds will be made according to the following refund schedule. The Applicant / Student can cancel the agreement only in writing (including e-mail).



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- a) All refunds will be made within thirty (30) days of the first day of the month following the month when the notice of cancellation or termination has been given.
- b) If the Applicant decides to cancel the agreement within three (3) business days after signing the Enrollment Agreement and making the initial payment, all tuition installments will be fully refunded (less the registration fee of \$100).
- c) If the cancellation is made after the third (3) business day, but before 25% of the credit hours are completed by the student, and / or before the end of the 182. day of the Student's access to the Student Information System, the refund percentage is 50% of tuition installments paid (less the compensation for administrative expenses of \$500 for the MBA and MSc program; \$750 for Ph.D. and DBA program).
- d) If the cancellation is made between the end of the first 25% and 50% of the credit hours completed by the student, and / or after the end of the 182. and before the end of the 365. day of the Student's access to the Student Information System, the refund percentage is 25% of tuition installments paid (less the compensation for administrative expenses of \$500 for the MBA and MSc program; \$750 for Ph.D. and DBA program).
- e) If the cancellation is made after the first 50% of the credit hours are completed by the Student, and / or after the end of the 365. day of the Student's access to the Student Information System passes, the refund percentage is 0%.

The Student is aware of the fact that LIGS University does not participate in the Title IV. programs or programs of other federal or state financial assistance to students. The Student is responsible for reimbursement of the full amount of the tuition and fees charged by LIGS University.

LIGS University is entitled to terminate the Enrollment Agreement in the event that the Student fails to make timely payments of tuition or in the event that the Student materially violates any provisions of the Enrollment Agreement. Any such termination shall be in writing by LIGS University. The Student shall not be entitled to any tuition refund in whole or in part if the Enrollment Agreement is terminated by reason of the Student's material breach of any provisions of the Enrollment Agreement.

In case the course fee is not settled within the agreed period, LIGS University is entitled to charge interest on late payment of 0.05 % for each day and to limit access of the Student to the Student Information System and / or other components of the degree program until the due fee is settled.

Student Complaint and Grievance Policy

In case of a student grievance concerning unfair treatment in course of their studies, the student needs to follow this procedure:



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1. Before making a formal complaint pursuing the Student Complaint and Grievance Procedure, the student should at first make effort to discuss the issue with the individuals involved in the complaint.
2. Student should present the complaint for resolution in writing within 45 days of the incident prompting the complaint.
3. Faculty, administrators, and staff should respond promptly and address the issues and questions brought to their attention.
4. Student is also advised to contact the Student Services advisor to clarify the problem and consult the matter. The Student Services advisor may consult the matter with both parties but has no authority to determine the final resolution to the problem.
5. Should the effort to resolve the situation directly with the persons involved or a mediation of Student Services advisor be unsuccessful, the student should follow the steps of the formal complaint process as described below
6. The Student Services advisor may advance the written complaint about a faculty member, administrator or staff member to the appropriate LIGS University official.
7. At this stage, the written complaint needs to include information on the nature of the complaint and all supporting documentation.
8. The LIGS University official may attempt to mediate the dispute and seek an informal resolution satisfactory to all parties.
9. In case any of the parties is dissatisfied with the resolution proposed by the LIGS University official, the complaint is escalated to the LIGS University President, who may appoint a third party to hear both sides of the dispute and make a recommendation on the issue.
10. The LIGS University President will forward a decision in writing to the student within 45 days of receipt of the initial complaint.
11. The decision of LIGS University President taking into account the recommendation of the third party is final.



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Student Services

Student Services at LIGS University are designed to assist learners as they fulfill their LIGS Degree Completion Plans. As a comprehensive distance learning-based institution, we offer those services our learners most require.

Key LIGS University Student Services include:

Pre-Enrollment Academic Advising

From a learner's initial contact, LIGS's staff will focus its attention on her or his course and credit hour needs. Each learner undertakes a pre-enrollment process designed to clearly establish a path to degree completion.

LIGS Evaluation & Application for Admission: LIGS learners are required to complete an Application Form as a condition of receiving a comprehensive LIGS evaluation of their transfer status and course or credit needs. This evaluation is based upon receipt of a learner's transcript record from all colleges and approved course providers, including professional training and college-equivalent courses.

Admissions specialists pay also close attention to financial situation of applicants and help them prepare an installment plan that suits their economic situation and does not put additional stress to students.

Online Course Enrollment

Learners are able to conveniently enroll in LIGS University courses via the online enrollment facility provided in the LIGS University LMS right after the Enrollment Agreement is signed and the first installment of the tuition is paid.

In-Process Reminder and Information Service

LIGS University learners receive automatic email updates and reminders during their enrollment periods. Learners are reminded of deadlines, key assignment and dates, and options available to them for completing course work. Students also get automatic emails with information about upcoming special events, webinars, or credit-earning opportunities

Online Community

Via the LIGS University LMS, and within the context of individual LIGS courses, learners have the opportunity to interact with their peers worldwide. LIGS provides unedited discussion forums within the LMS, as well as faculty-monitored discussions.



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Reservations to Services and Charges

LIGS University reserves the right to modify its tuition and fees; to add or withdraw members from its faculty and staff; to rearrange its programs from time to time as the dynamic environment dictates; and to withdraw subjects, courses, Degree Plans, approved Concentrations, and programs if enrollment falls below acceptable levels.

LIGS University reserves the right to permit or deny transfer credit, course substitutions, degree requirements substitutions at the discretion of its Chief Academic Officer, who will work in cooperative effort with the LIGS Faculty.

LIGS University degrees will be conferred only upon completion of both the minimum credit hours listed on the appropriate Degree Plan and the course content standards specified therein.

Disability Strategy

LIGS University welcomes disabled people. Our Policy on Equity and Inclusion makes sure that all learners have the same rights. The Leadership is responsible for supporting disabled learners and those with language support needs.

Should you require more information about the support that is available for students with disabilities, you can contact the Student Services. Upon enrollment, you should ensure that you make staff aware of any particular needs you have, and they can arrange for you to meet with mentor and the student support team to discuss these needs if necessary.

Support is arranged depending on your individual needs and the LIGS University's ability to provide it. If LIGS University cannot provide the support you require you will be given assistance to apply to another institution.

If LIGS University can provide the support you require then as it is your support you will be involved in regular discussions to talk about your support.

At the beginning of the program you will be asked to agree a Support Plan. This explains the types of support LIGS University will give you, the levels of that support and over what period.

You can ask for changes to be made to your Support Plan at any time.

Additional Support could include:

- Adjustments by your course mentors and tutors;
- Communication support;
- Provision of assistive equipment and technology (subject to availability);

Full support will be given according to needs of an individual, during the assessment and examinations.



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LIGS University is committed to supporting its students in any way it can, and maintains a close regard for students' welfare. The Student Services are the first point of call in all student welfare matters, and will be able to advise on a number of subjects or direct students to the correct agency where they can find help and assistance. Should students wish to speak with a counsellor at any time, they should contact the Student Services, who will be able to make arrangements for this.



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The LIGS Faculty

LIGS University faculty members are experts in their subject fields. They are experienced professionals in the education and business environment who possess the academic credentials indicative of expert status.

You can expect that every LIGS faculty member you encounter will have an appropriate academic, professional, and instructional background to assist you on your learning path. In addition, every LIGS University faculty member receives training devoted to teaching effectively in the online environment of the LIGS University LMS.

LIGS University requires that faculty members possess credentials appropriate to the subject matter and the levels at which they will teach.

Generally, this means that all members of the LIGS Faculty:

- Will have attained at least the level of degree above that which they will be instructing
- Example: To teach in the Bachelors programs, Faculty members are expected to possess Masters degrees, Doctorates to teach graduate courses, etc.
- Will have studied the academic subject they are teaching or have a strong record of professional experience in the subject
- Will have earned their credentials from appropriately approved or accredited institutions, including those institutions accredited by national governments, provincial or state governments, or by recognized, independent accreditation bodies.

We strongly support the notion that Faculty members should have solid work experience in the subject area taught. Where applicable, we require that faculty possess not less than five years' documented experience in the subject area.

In addition, we recognize the value of experience and achievement as preparation for excellence in instruction. Therefore, we reserve the right to permit individuals highly qualified by life and work experience to instruct courses in which that life and work experience acts as an appropriate substitute for academic preparation. These exceptions are made on a case-by-case basis.

Faculty Training

We believe it is important that members of the LIGS Faculty have sufficient training to share their expertise in the unique LIGS environment. We provide special training in instruction using the tools in the LIGS University LMS.



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Each LIGS Faculty member who wishes to develop and deliver an LIGS course or discipline area undertakes a personally tailored tutorial, managed by a LIGS staff member or Faculty colleague. The tutorial is designed to assist the Faculty member as she or he evaluates the learner's need, crafts an educationally appropriate course, and leads the learner through the learning process.

In order to preserve academic freedom, training in online delivery and course development is provided without content specificity. Faculty members are trained only in the processes involved and are left to integrate content as they see fit.



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Programs and Forms of Studying

For each LIGS University program, learners may choose between three forms of studying: Individual form, Guided form, and Study Group form.

1. Individual Plan - self-paced studying

Individual form is ideal for learners who wish to plan every aspect of the program themselves or who know they will not be able to study regularly

By choosing the Individual form of studying online, students choose to be in charge of everything - the study pace and overall length of the program depends solely on the student. Learners can move faster through what they already know and spend more time on courses and topics in which they need to gain more knowledge.

During the entire program, learners have the support of the Study Department, which can be contacted any time.

Benefits of the Individual form:

- Self-paced
- No deadlines
- Individual study plan
- Support anytime it is needed
- Spend more time on a course if desired
- Adjust study activities to professional and personal life

2. Guided Learning – support of the Program Mentor

The Guided form with Program Mentor is the best choice for students, who do wish to study in a self-paced program but are not sure whether they can make it on their own.

Program Mentor is a specialist on the degree program of your choice, who will help learner design the study plan. As soon as learner enrolls in the program, the Program Mentor monitors deadlines of study activities and keeps learner on track thanks to regular online meetings.



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Benefits of the Guided form:

- Support of the Program Mentor
- Tailored-made study plan
- Pre-set deadlines
- Regular consultations with the Program Mentor
- Personalized support during the whole program

3. Study Group – I want to study within the group

Learners who prefer to study in a group will greatly benefit from the Study Group Form. In this form there is a pre-designed study plan that covers one course every month. Learners are part of a group which enables greater interaction with fellow students despite the fact that the program is 100% online. New group starts every month.

Benefits of the Group form:

- Intensive communication within the group
- Knowledge exchange
- Following structured plan
- Possibility to complete the program within 1 year
- New group opens every month



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Graduate Courses and Course Descriptions

MBA Courses

MBA Core courses

MBA-1 Management (3 credit hours)

This course provides an overview of the management discipline, including its key concepts, functions and practices. It addresses both theory and practical art of management. Key topics include: Management structures and styles; management theories; management styles; change management; leadership; and stakeholder management.

MBA-2 Finance (3 credit hours)

This course is designed as an intense introduction to the finance function for non-financial managers including concepts, functions and activities. Key topics include the finance function, financial statement and ratio analysis, financial strategies for organizations, and the financial markets.

MBA-3 Human Resources (3 credit hours)

This course provides a review of the human capital management process as it manifests in the Human Resource function. Key topics include a review of HR history and role, recruitment and training, HR's role in management strategy, performance management and career development.

MBA-4 Communication (3 credit hours)

This course provides the theories and practices that lead to effective communication between people and within organizations. Key topics include the communication process, strategic communication, communicating in organizations and communication management.

MBA-5 Marketing (3 credit hours)

This course explores the theories and practices behind effective and strategic marketing for various sized organizations. Key topics include the theoretical grounding of marketing, marketing practices and functions, marketing across borders and cultures and emerging techniques in marketing.

MBA-6 Intercultural Communication (3 credit hours)

This course explores the theoretical frameworks and practical strategies for communicating across cultural boundaries. Key topics include the basis for cultural communication and sensitivity, impact of the international environment on communication and developing communication strategies across cultures.



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MBA Specializations

Specialization Strategic Management

MBA-7 Strategic Management (3 credit hours)

This course examines the role and process of the strategic framework in organizational leadership and management. Key topics include development and execution of strategy, role of strategy in organizational direction and success, and various strategic management theories and tactics.

MBA-8 Strategic Management of Sales (3 credit hours)

This course examines the role and importance of setting and executing sales strategy to the overall success and effectiveness of an organization. Key topics include developing the sales strategy, strategic approaches, executing and managing the sales function strategically, sales planning and forecasting and strategic sales growth.

Specialization Accounting

MBA-9 Financial Reporting and Analysis (3 credit hours)

This course examines theory and contemporary practice of financial reporting, analysis and valuation in organizations of various size and scope. Key topics include financial statement analysis, asset valuation, risk assessment and forecasting, reporting techniques and cost analysis.

MBA-10 Managerial Accounting

This course develops a framework for the use of accounting theory, practice and tools in the management and leadership of organizations. Key topics include the theoretical and practical frameworks for managerial accounting, use of accounting to evaluate managerial decisions and use of accounting for cost control and budgeting.

Specialization Project Management

MBA-11 Project Management (3 credit hours)

This course examines the theory and practice of managing projects, project management metrics and tools and the impact of project management on organizational effectiveness and success. Key topics include project development, including scope, scheduling and team dynamics, choice and use of project management tools and metrics to measure project progress and success.

MBA-12 Process Management (3 credit hours)

This course provides the foundations, concepts and practices of process management within the framework of organizations of various size, scope, purpose and maturity. Key topics include process development, process match to organizational dynamics, process management tools, frameworks and metrics, process modeling and the role of process in strategy.



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Specialization HR Management

MBA-13 Planning and Development of HR (3 credit hours)

This course examines the strategies and practices for securing a stable, sustainable and productive human resource (HR) capacity. Key topics include the psychological basis for HR and its impact on HR strategic planning for recruiting, retention, training and development of human capacity within organizations.

MBA-14 Recruitment and Selection (3 credit hours)

This course provides the theoretical grounding and practical application for employee recruitment and selection processes, tools and metrics. Key topics include strategic hiring planning and criteria, recruitment and selection processes and tools and the ethical core of sustainable hiring practices.

Specialization International Marketing

MBA-15 Global Marketing (3 credit hours)

This course applies the marketing discipline, including theory, strategies, processes and tools, to the challenges and opportunities in the global environment. Key topics include the strategic approach to market selection and approach, and the application of marketing concepts, practices and tools across cultures and locations.

MBA-16 Marketing Communication (3 credit hours)

This course examines the conceptual foundations and strategic role of marketing communications in organizations of various size, scope and maturity. Key topics include communication theory for marketing, communication's role in the marketing mix, marketing communication tools and tactics and the emerging role of marketing communication

Specialization E-Business

MBA-17 E-Commerce (3 credit hours)

This course examines the foundations and practices of digital and internet-based commerce for organizations of various size, scope and maturity. Key topics include the impact of e-commerce on business and marketing strategy, e-commerce practices and tools, e-commerce metrics and trends in internet-based business models.

MBA-18 Digital Marketing (3 credit hours)

This course explores the role and impact of digital tools, processes, techniques and metrics on the marketing function for organizations of varying size, scope and maturity. Key topics include the theoretical foundations of digital marketing, impact of the Internet on marketing principles and practices, digital marketing techniques, tools and process on organizations.



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Specialization Financial Management

MBA-19 Risk Management (3 credit hours)

This course addresses the nature of risk and the theory and practical applications of risk management tools, processes and techniques. Key topics include the foundations of risk and risk management for financial, physical and intangible risk, along with risk management strategies, tools and techniques

MBA-20 Financial Markets and Investments (3 credit hours)

This course investigates the foundations, structure and practices of financial markets within a global economy and their impact on individuals and organizations. Key topics include the conceptual foundations of financial markets, role and impact of various markets, tools and systems, the role of investing, in personal and corporate financial management

Specialization Public Relations

MBA-21 Media Communications (3 credit hours)

This course examines the theory and practice of messaging and interaction with individuals and organizations who serve in the public and private media. Key topics include communication theory for message development and delivery, factors that influence media coverage and tone, and the role of digital and social media in communication

MBA-22 Strategic Communication in PR (3 credit hours)

This course provides the philosophical and practical framework for a successful PR function in organizations of varying size, scope and maturity. Key topics include the philosophy and psychology of successful communication through media channels, media relations, integrating strategic PR with corporate strategy and PR and media trends

Specialization IT Management

MBA-23 Strategic IT Management (3 credit hours)

This course explores the foundations and practices for developing and activating information technology (IT) strategy for organizations of varying size, scope and maturity. Key topics include the theoretical basis for IT strategy, elements and components for effective IT strategy, best practices in implementation and assessment of IT strategy

MBA-24 IT Project Management (3 credit hours)

This course explores the concepts and methodologies for effective management of information technology (IT) projects for organizations of varying size, scope and maturity. Key topics include the conceptual



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foundations of project management applied to IT, IT-specific project management methodologies and metrics and emerging trends in IT project management

Specialization Logistics and Supply Chain Management

MBA-25 Integral Logistics and Supply Chain Management (3 credit hours)

This course provides the conceptual framework and practical applications for managing material flow within and organization and between organizations. Key topics include planning and managing the material flow cycle, including purchasing, inventory management, production and demand forecasting.

MBA-26 Distribution Logistics and Supply Chain Management (3 credit hours)

This course examines the strategic framework and practical tools, techniques and tactics of the practice of logistics and material flow between organizations in a supply chain. Key topics include the conceptual grounding for logistics planning and execution, integrated supply chain tools and techniques, supply chain metrics and strategy in supply chain management

Specialization Ethical Leadership

MBA-27 Business Ethics (3 credit hours)

This course provides a conceptual framework and practical strategies for moral business principles that can be applied across cultures and organizations. Key topics include a framework for ethical practice and decision-making, ethical differences across cultures, consequences of ethical and unethical decisions and metrics for ethical management

MBA-28 Corporate Social Responsibility (3 credit hours)

This course examines the theory and practice of corporate social responsibility in organizations of various size, scope and maturity. Key topics include the theoretical grounding for an organization's responsibility to its various stakeholders, socially responsible policies and behaviors and metrics for social responsibility.

MBA Electives

Students choose 4 courses from Specialization courses (other than their Specialization) or from Additional Electives

Additional Electives

MBA-29 Crisis Management (3 credit hours)

This course provides the strategic framework and contemporary tools for leading, managing and shaping organizations during periods of crisis. Key topics include conceptual frameworks for crisis and turbulence,



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tools and techniques for recognizing and addressing crisis, the role of strategy during crisis and crisis management systems.

MBA-30 Doing Business with China (3 credit hours)

This course provides the conceptual grounding and practical traits, tactics and knowledge needed to successfully conduct business with partners in China. Key topics include the cultural framework for doing business in China, practical insights such as negotiation, fraud detection, expectations management and market entry.



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MSc Courses

MSc Specialization and Elective Courses

MSc-1 Management (3 credit hours)

This course provides an overview of the management discipline and literature, including its key concepts, functions and practices. It addresses theory and research dedicated to management. Key topics include: Management structures; management theories; management styles; change management; the impact of leadership; and stakeholder management.

MSc-2 Human Resources (3 credit hours)

This course provides a review of human capital management theory and literature as it manifests in the Human Resource function. Key topics include a review of human resources, HR history and role, recruitment and training, HR's role in management strategy, performance management and career development.

MSc-3 Strategic Management (3 credit hours)

This course examines the scholarly research basis for the role and process of the strategic framework for organizational leadership and management. Key topics include development and execution of strategy, role of strategy in organizational direction and success, and various strategic management theories and concepts.

MSc-4 Strategic Management of Sales (3 credit hours)

This course examines the theory and conceptual basis for setting and executing sales strategy and its role in the overall success and effectiveness of an organization. Key areas of scholarship include developing the sales strategy, strategic sales approaches, managing the sales function strategically, sales planning and forecasting and strategic sales growth.

MSc-5 Project Management (3 credit hours)

This course examines the management theory and literature for project management, its metrics and tools and the impact of project management on organizational effectiveness and success. Key topics include the conceptual framework for project development, the choice and use of project management tools and the metrics to measure project progress and success.



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MSc-6 Process Management (3 credit hours)

This course provides the conceptual foundations for the practice of process management in organizations of various size, scope, purpose and maturity. Key topics include the scientific basis for process development, process match to organizational dynamics, process management and metrics, process modeling and the role of process in strategy.

MSc-7 Risk Management (3 credit hours)

This course addresses the nature of risk and the theoretical framework for risk management and its tools, processes and techniques. Key topics include the scholarly literature that develops the foundations of risk and risk management for financial, physical and intangible risk, along with risk management strategies, tools and techniques.

MSc-8 Marketing (3 credit hours)

This course explores the theoretical foundations and academic research behind effective and strategic marketing for various sized organizations. It will cover the theoretical grounding of marketing, as well as the research base for marketing practices and functions, marketing across cultures and emerging techniques in marketing.

MSc-9 Global Marketing (3 credit hours)

This course examines the marketing discipline, including its theory, strategies, processes and tools, in the context of the global environment. This course will cover the strategic approach to market selection and the foundations of marketing concepts, practices and tools across cultures in other countries.

MSc-10 Marketing Communication (3 credit hours)

This course examines the conceptual foundations and scholarly basis for marketing communications in organizations of various size, scope and maturity. This course will cover integrated marketing communications, classic and contemporary studies in the marketing mix, and tools and tactics that pertain to the emerging role of marketing communication.

MSc-11 E-Commerce (3 credit hours)

This course examines the conceptual foundations for digital and internet-based commerce for organizations of various size, scope and maturity. Key topics in this course include the impact of e-commerce on business and marketing strategy, e-commerce research and theory, and e-commerce metrics and trends in internet-based business models.



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MSc-12 Digital Marketing (3 credit hours)

This course explores the theory and research on digital tools, processes, techniques and metrics within the marketing function for organizations of varying size, scope and maturity. Key topics include the theoretical foundations of digital marketing, and literature on the Internet's impact on marketing principles and practices, digital marketing techniques, tools and processes.

MSc-13 Media Communication (3 credit hours)

This course examines the theory and literature dedicated to messaging and interaction with individuals and organizations who serve in the public and private media. Key topics include communication theory for message development and delivery, factors that influence media coverage and tone, and the role of digital and social media in communication.

MSc-14 Planning and Development of Human Resources (3 credit hours)

This course examines the theoretical foundations and strategies for securing a stable, sustainable and productive human resource (HR) capacity. Key topics include the psychological and philosophical basis for HR, HR strategic planning for recruiting, retention, training and development of human capacity within organizations.

MSc-15 Recruitment and Selection (3 credit hours)

This course provides the theoretical grounding and research basis for employee recruitment and selection processes, tools and metrics. Key topics include the scholarly literature related to strategic hiring, planning and criteria, recruitment and selection processes, and the ethical core of sustainable hiring practices.

MSc-16 Communication (3 credit hours)

This course provides the theoretical base and scholarly research on practices that lead to effective communication between people and within organizations. Key topics include the communication process, strategic communication, communicating in organizations and communication management.

MSc-17 Intercultural Communication (3 credit hours)

This course provides the theoretical foundation for communication science in the cross cultural and multi-cultural environments. Key topics include research dedicated to perception, encoding, decoding, identity and diversity, symbols, and contextual differences across languages and cultures.

MSc-18 Finance (3 credit hours)

This course provides a review of scholarly literature for the finance function including concepts, functions and activities. Key topics for this course include research grounding for the finance function, financial statement and ratio analysis, financial strategies for organizations, and the financial markets.



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MSc-19 Financial Reporting and Analysis (3 credit hours)

This course examines theory and scholarly research base for financial reporting, analysis and valuation in organizations of various size and scope. Key topics in this course include the academic literature dedicated to financial statement analysis, asset valuation, risk assessment and forecasting, reporting techniques, and cost analysis.

MSc-20 Managerial Accounting (3 credit hours)

This course develops a conceptual framework for the use of accounting theory, practice and tools in the management and leadership of organizations. This course develops a conceptual framework for the use of accounting theory, practice and tools in the management and leadership of organizations.

MSc-21 Financial Markets and Investments (3 credit hours)

This course investigates the conceptual foundation for the structure and operations of financial markets and their impact on individuals and organizations. This course will cover conceptual foundations of financial markets, role and impact of various markets, and tools and systems for financial analysis and corporate financial management.

MSc-22 Strategic Communication in Public Relations (3 credit hours)

This course provides the philosophical and research framework for the successful PR function in organizations of varying size, scope and maturity. Key topics include the philosophy and psychology of successful communication through media channels, media relations, integrating strategic PR with corporate strategy and PR media trends.

MSc-23 Strategic Information Technology Management (3 credit hours)

This course explores the research foundations for developing and activating information technology (IT) strategy for organizations of varying size, scope and maturity. Key topics include the theoretical basis for IT strategy, elements and components for effective IT strategy, best practices in implementation and assessment of IT strategy.

MSc-24 Business Ethics (3 credit hours)

This course provides a conceptual framework and scholarly basis for moral business principles that can be applied across cultures and organizations. Key topics include a framework for ethical practice and decision-making, ethical differences across cultures, consequences of ethical and unethical decisions and metrics for ethical management.

MSc-25 Crisis Management (3 credit hours)

This course provides the strategic framework and research-based tools for leading, managing and shaping organizations during periods of crisis. Key topics include conceptual frameworks for crisis and



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turbulence, research-proven tools and techniques for recognizing and addressing crisis, and the role of strategy during crisis.



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DBA Courses

Research module

DBA-25 Research Methodology (5 credit hours)

This course prepares doctoral students to organize, perform and publish scholarly research appropriate for academic audiences. Key topics include formal methods of qualitative and quantitative research, developing research and empirical frameworks, the scholarly research process and academic publishing

DBA-26 Dissertation Project I – Proposal (5 credit hours)

In this course, doctoral students explore subjects of personal and professional interest in order to propose a relevant and viable topic for a doctoral dissertation. Key activities include topic review and problem selection, proposed bibliography, proposed methodology and definition of key terms and concepts for the selected dissertation topic.

DBA-27 Dissertation Project II - Literature Review and Theoretical Background (5 credit hours)

In this course, doctoral students will review relevant literature and provide the theoretical framework for their dissertation topic. Key activities include an thorough review of academic literature relevant to their topic and creation of a conceptual framework for its study.

DBA-28 Dissertation Project III – Methodology (5 credit hours)

In this course, doctoral students will develop the research methodology to create a comprehensive research plan for their dissertation projects. Key topics include the application of research design to a specific scientific problem, selection of research methods and subjects, instrument design and research planning.

DBA-29 Dissertation Project IV - Survey and Data Analysis (5 credit hours)

In this course, doctoral students will perform practical research, data collection and data analysis to resolve their dissertation's problem statement. Key activities include data collection by survey, project or data acquisition, data review and analysis, and conclusions or recommendations based on findings.

DBA-30 Dissertation Project V - Consultation and Thesis (5 credit hours)

In this course doctoral students will integrate their work into a viable dissertation and present their findings.



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DBA Specialization and Elective Courses

DBA-1 Management (4 credit hours)

This course combines academic study of the management discipline and practice with the use of tools and techniques to solve management problems in organizations. Key topics include: Management structures and styles; management theories; management styles; change management; leadership; and stakeholder management.

DBA-2 Strategic Management (4 credit hours)

This course integrates the role of strategy and the process of creating and activating a strategic framework for organizational leaders and managers. Key topics include the process of developing and executing a strategic framework, the role of strategy in organizational success, and various strategic management theories and tactics.

DBA-3 Crisis Management (4 credit hours)

This course synthesizes the strategic framework of crisis management with contemporary tools for leading and managing organizations during periods of crisis. Key topics include conceptual frameworks for managing crisis and turbulence, systems and techniques for recognizing and addressing crisis, and the role of strategy during crisis.

DBA-4 Risk Management (4 credit hours)

This course blends the scholarly basis for risk and risk management with practical applications of risk management tools, processes and techniques. Key topics include risk and risk management theory for financial, physical and intangible risk, risk management strategies, and tools and techniques for managing risk.

DBA-5 Global Marketing (4 credit hours)

This course explores the theories, strategies, processes and tools of the marketing discipline as they are practiced in the global environment. Key topics include the strategic approach to global market selection and entry and the application of marketing concepts, practices and tools across cultures and locations.

DBA-6 Marketing Communication (4 credit hours)

This course integrates the strategic foundations of marketing communication as the basis for developing and delivering marketing communication processes, campaigns and organizations. Key topics include communication theory for marketing, communication and the marketing mix, marketing communication tools and tactics and the emerging interactive role of marketing communication.



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DBA-7 Media Communication (4 credit hours)

This course develops theories and defines practices for messaging and interaction with the public and private media. Key topics include communication theories for messaging, factors that influence media coverage, and communication practices for digital and social media.

DBA-8 Digital Marketing (4 credit hours)

This course integrates the role and impact of digital tools and processes with the marketing function within organizations. Key topics include the conceptual foundations of digital marketing and the use of digital marketing techniques, tools and process in organizations.

DBA-9 Project Management (4 credit hours)

This course combines the theory and practice of managing projects with the application of project management metrics and tools to improve project management effectiveness within organizations. Key topics include project management theory and techniques, choice and use of project management tools and metrics that measure and enhance project progress and success.

DBA-10 Process Management (4 credit hours)

This course integrates the conceptual foundations of process management with its practices in organizations. This course integrates the conceptual foundations of process management with its practices in organizations.

DBA-11 Team Management (4 credit hours)

This course combines the disciplines of project management and team dynamics to investigate the role and practice of managing teams within organizations. Key topics include group communication processes and tools, leadership in team situations, organizing and managing teams and improving team performance.

DBA-12 Financial Management (4 credit hours)

This course blends the macro view of finance in a contemporary economy with the tools, processes and metrics used in the financial management of organizations. Key topics include analysis of the finance function in an economy and in individual organizations, the role of financial reporting and metrics and tools for maximizing financial effectiveness.

DBA-13 Financial Reporting and Analysis (4 credit hours)

This course integrates the theoretical framework of financial reporting, analysis and valuation with its practice in organizations. Key topics include financial statement analysis, asset valuation, risk assessment and forecasting, reporting techniques and cost analysis.



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DBA-14 Financial Markets and Investments (4 credit hours)

This course synthesizes the role and nature of financial markets in a global economy with their tools and practices for investing and financial management. Key topics include the conceptual foundations of financial markets, role and impact of various markets, tools and systems, and the role of investing, in financial management

DBA-15 Human Resource Management (4 credit hours)

This course provides a foundation for the review and activation of human capital management as it manifests in the human resource function. Key topics include a the history and foundations of human resource management, recruitment and training, the human resource role in strategy, performance management and career development.

DBA-16 Planning and Development of Human Resources (4 credit hours)

This course blends theories strategies of recruitment with practices for securing a stable, sustainable and productive human resource capacity. Key topics include the conceptual foundations for the human resource function and its role in strategic planning for recruiting, retention, training and development of human capacity within organizations.

DBA-17 Recruitment and Selection (4 credit hours)

This course integrates the conceptual grounding for employee recruitment and practical applications of recruitment and selection processes, tools and metrics. Key topics include planning for strategic hiring, recruitment and selection processes and tools, and the ethical core of sustainable hiring practices.

DBA-18 Managerial Accounting (4 credit hours)

This course develops a framework for the use of accounting theory, practice and tools in the management and leadership of organizations. Key topics include the theoretical and practical frameworks for managerial accounting, use of accounting to evaluate managerial decisions and use of accounting for cost control and budgeting.

DBA-19 Strategic Management of Sales (4 credit hours)

This course examines the role and importance of setting and executing sales strategy to the overall success and effectiveness of an organization. Key topics include developing the sales strategy, strategic approaches, executing and managing the sales function strategically, sales planning and forecasting and strategic sales growth.

DBA-20 E-Commerce (4 credit hours)

This course examines the foundations and practices of digital and internet-based commerce for organizations of various size, scope and maturity. Key topics include the impact of e-commerce on



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business and marketing strategy, e-commerce practices and tools, e-commerce metrics and trends in internet-based business models.

DBA-21 Strategic Communication and PR (4 credit hours)

This course provides the philosophical and practical framework for a successful PR function in organizations of varying size, scope and maturity. Key topics include the philosophy and psychology of successful communication through media channels, media relations, integrating strategic PR with corporate strategy and PR and media trends.

DBA-22 Corporate Social Responsibility (4 credit hours)

This course examines the theory and practice of corporate social responsibility in organizations of various size, scope and maturity. Key topics include the theoretical grounding for an organization's responsibility to its various stakeholders, socially responsible policies and behaviors and metrics for social responsibility.

DBA-23 Change Management (4 credit hours)

This course develops the conceptual basis for managing organizations during periods and through processes of change. Key topics include scholarship dedicated to the nature of change, change management, risks from change and adaptability during times of rapid and complex change.

DBA-24 International Business (4 credit hours)

This course investigates the scholarly foundations of business in the global environment in order to develop new approaches to international business. Key topics include the theoretical framework for international business including cultural, economic and financial, geographic and logistical considerations.



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Ph.D. Courses

Ph.D. Research Module courses

Ph.D.-25 Research Methodology (5 credit hours)

This course prepares doctoral students to organize, perform and publish scholarly research appropriate for academic audiences. Key topics include formal methods of qualitative and quantitative research, developing research and empirical frameworks, the scholarly research process and academic publishing.

Ph.D.-26 Dissertation Project I - Proposal (5 credit hours)

In this course, doctoral students explore subjects of personal and professional interest in order to propose a relevant and viable topic for a doctoral dissertation. Key activities include topic review and problem selection, proposed bibliography, proposed methodology and definition of key terms and concepts for the selected dissertation topic.

Ph.D.-27 Dissertation Project II - Literature Review and Theoretical Background (5 credit hours)

In this course, doctoral students will review relevant literature and provide the theoretical framework for their dissertation topic. Key activities include a thorough review of academic literature relevant to their topic and creation of a conceptual framework for its study.

Ph.D.-28 Dissertation Project III - Methodology (5 credit hours)

In this course, doctoral students will develop the research methodology to create a comprehensive research plan for their dissertation projects. Key topics include the application of research design to a specific scientific problem, selection of research methods and subjects, instrument design and research planning

Ph.D.-29 Dissertation Project IV - Survey and Data Analysis (5 credit hours)

In this course, doctoral students will perform scientific research, data collection and data analysis to resolve their dissertation problem statement. Key activities include data collection by survey, project or data acquisition, data review and analysis, and conclusions or recommendations based on findings.

Ph.D.-30 Dissertation Project V - Consultation and Thesis (5 credit hours)

In this course doctoral students will integrate their work into a viable dissertation and present their findings.



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Ph.D. Specialization and Elective courses

Ph.D.-1 Management (4 credit hours)

This course emphasizes academic study of the management discipline using research tools and techniques to formulate knowledge about the management of organizations. Key topics include: Management structures; management theories; management styles; change management; leadership; and stakeholder management.

Ph.D.-2 Strategic Management (4 credit hours)

This course integrates the study of strategy and strategic frameworks to enhance insights about an organization's strategic leaders and management. Key topics include the process of developing and executing a strategic framework, the role of strategy in organizational and success, and various strategic management theories and tactics.

Ph.D.-3 Crisis Management (4 credit hours)

This synthesizes contemporary theory for leading and managing organizations during periods of crisis into a strategic framework for crisis management. Key topics include conceptual frameworks for managing crisis and turbulence, systems for recognizing and addressing crisis, and the role of strategic management during crisis.

Ph.D.-4 Global Marketing (4 credit hours)

This course explores the conceptual frameworks and theories of the marketing discipline in the global environment. Key topics include the strategic approach to global market selection and entry and frameworks and theories for marketing across cultures and locations.

Ph.D.-5 Marketing Communication (4 credit hours)

This course appraises the strategic foundations of marketing communication as the basis for marketing processes, campaigns and operations. Key topics include communication theory for marketing, communication and the marketing mix, and the emerging interactive role of marketing communication.

Ph.D.-6 Media Communication (4 credit hours)

This course assesses and expands the theoretical basis for messaging and interaction with the public and private media. Key topics include communication theories for messaging, factors that influence media coverage, and communication practices for digital and social media.

Ph.D.-7 Project Management (4 credit hours)

This course examines the academic literature on project management in order to develop metrics and tools that improve project management effectiveness within organizations. Key topics include project



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management theory and research related to techniques, tools and metrics that enhance project progress and success.

Ph.D.-8 Process Management (4 credit hours)

This course assesses the conceptual foundations of process management and its practices in organizations. Key topics include research on process management theory, tools, frameworks and metrics, process development, process modeling and the interaction between process and strategy.

Ph.D.-9 Team Management (4 credit hours)

This course combines research into project management and team dynamics to develop roles and practices for managing teams within organizations. Key topics include group communication processes and theories for teams, team leadership frameworks, along with research on organizing and managing teams and improving team performance.

Ph.D.-10 Financial Management (4 credit hours)

This course reviews the theories, conceptual frameworks and metrics used in the financial management of organizations and nations. Key topics include analysis of the finance function in a contemporary economy and in individual organizations, the role of financial reporting and metrics for maximizing financial effectiveness.

Ph.D.-11 Risk Management (4 credit hours)

This course examines the scholarly basis for risk and risk management in order to evaluate risk management tools, processes and techniques. Key topics include risk and risk management theory for financial, physical and intangible risk, risk management strategies, and concepts and frameworks for managing risk.

Ph.D.-12 Financial Reporting and Analysis (4 credit hours)

This course investigates the theoretical framework for financial reporting, analysis and valuation in organizations. Key topics include financial statement analysis, asset valuation, risk assessment and forecasting, reporting techniques and cost analysis.

Ph.D.-13 Human Resource Management (4 credit hours)

This course reviews the conceptual foundations of the human resource function in organizations. Key topics include the history and scholarship dedicated to human resource management, recruitment and training, human resource strategy, performance management and career development.



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Ph.D.-14 Planning and Development of Human Resources (4 credit hours)

This course develops theories for securing a stable, sustainable and productive human resource capacity. Key topics include the conceptual foundations for various human resource functions and their role in strategic planning for recruiting, retention, training and talent development.

Ph.D.-15 Recruitment and Selection (4 credit hours)

This course aligns the conceptual grounding for employee recruitment with frameworks for recruitment and selection processes, tools and metrics. Key topics include planning for strategic hiring, recruitment and selection processes and tools, and the ethical core of sustainable hiring practices.

Ph.D.-16 Change Management (4 credit hours)

This course develops the conceptual basis for managing organizations during periods and through processes of change. Key topics include scholarship dedicated to the nature of change, change management, risks from change and adaptability during times of rapid and complex change.

Ph.D.-17 Corporate Social Responsibility (4 credit hours)

This course examines the theoretical and sociological framework for corporate social responsibility on the part of organizations in the private and public sectors. Key topics include the theoretical grounding for corporate social responsibility to various stakeholders, socially responsible policies and behaviors and metrics for social responsibility.

Ph.D.-18 Digital Communication (4 credit hours)

This course investigates the role and impact of digital tools and processes on the communication function. Key topics include the conceptual foundations for digital communication and the use of digital communication techniques, tools and process in organizations.

Ph.D.-19 E-Commerce (4 credit hours)

This course examines the theoretical foundations of digital and internet-based commerce and their impact on organizations and industries. Key topics include the impact of e-commerce on business operations, the research basis for e-commerce practices and tools, e-commerce metrics and trends in internet-based business models.

Ph.D.-20 Financial Markets and Investments (4 credit hours)

This course synthesizes the literature on financial markets in a global economy in order to analyze conceptual tools and practices for investing and financial management. Key topics include the conceptual foundations of financial markets, research models for various markets, tools and systems, and the role of investing in financial management.



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Ph.D.-21 International Business (4 credit hours)

This course investigates the scholarly foundations of business in the global environment in order to develop new approaches to international business. Key topics include the theoretical framework for international business including cultural, economic and financial, geographic and logistical considerations.

Ph.D.-22 Managerial Accounting (4 credit hours)

This course develops a theoretical framework for accounting, its practice and tools used in the management and leadership of organizations. Key topics include the research frameworks for managerial accounting, the use of accounting methods to evaluate managerial decisions and accounting for cost control and budgeting.

Ph.D.-23 Strategic Management of Sales (4 credit hours)

This course examines the theoretical basis for sales strategy and studies its role in the overall success and effectiveness of an organization. Key topics include scholarly research on developing sales strategy, strategic sales and sales management approaches, sales planning and forecasting and strategic sales growth.

Ph.D.-24 Strategic Communication and Public Relations (4 credit hours)

This course investigates the research framework for the public relations function in organizations. Key topics include the scholarly basis for successful communication through media channels, media relations, integrating public relations with corporate strategy and trends in public relations.



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Additional study activities (All degree programs)

Active participation on the discussion board (0.1 credit hour)

(a forum post of at least 100 words)

Online attendance of a webinar at LIGS University (0.5 credit hour)

(presence on at least 70% of the total time of the webinar)

Publication of an article related to chosen field of study in a journal or online media (0.5 credit hour)

(a new publication of at least 750 words)

Publication of a book (1 credit hour)

(newly published book, required sending an electronic version or printed version of the book)

Active participation in a national or international conference (1 credit hour)

(presentation on a conference, conference proceedings)



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