2026 Academic Catalog

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Harson University

History

Harson University is an institution of higher education, licensed by the Florida Department of Education Commission for Independent Education with License No. #12502 issued under Learninn Corporation (dba as Harson University), which provides the University its degree-granting authority to offer undergraduate and graduate programs

Harson University opens its doors to students from Florida and around the world, offering undergraduate and graduate programs to prepare professionals capable of facing the challenges of a complex society and an increasingly competitive global market. Harson University has been licensed to offer five (5) innovative programs with a modern approach: Bachelor of Science in Business Administration, Bachelor of Science in Marketing Management, Master in Digital Marketing, Master in Innovation & Entrepreneurship, and Master in Business Administration. The programs are taught online in asynchronous and synchronous formats, in Spanish only.

Mission

Harson University offers high-quality, accessible distance learning, training professionals with the knowledge, skills, and ethical values necessary to excel in a globalized world. With a firm commitment to excellence, the University strives to be an educational benchmark for the Spanish-speaking community, preparing its students for professional success and a positive impact on society through innovation, applied technology, a practical approach, and business-oriented programs.

Vision

To be an alternative and innovative educational model for training successful professionals.

Statement of Purpose

Harson University will prepare successful professionals to meet the challenges of a highly competitive, knowledge-driven society that demands economic improvement and significant social and environmental responsibility.

Institutional Goals

Harson University seeks to achieve its mission through the following institutional goals:

- To deliver high-quality distance education programs that meet academic and professional standards.
- To promote student achievement, persistence, and completion through structured academic support and effective instructional design.
- To ensure academic programs remain relevant to labor market needs and global professional environments.
- To foster ethical values, critical thinking, and practical competencies aligned with professional practice.
- To support continuous institutional improvement through systematic assessment and data-informed decision-making.

Institutional Outcomes

Harson University seeks to achieve its institutional goals through the following outcomes:

- Students demonstrate achievement of program and course learning outcomes aligned with institutional objectives.
- Students successfully complete their academic programs within expected timeframes.
- Graduates demonstrate professional competencies applicable to their fields of study.
- The institution maintains effective academic, administrative, and technological support systems.
  Continuous review and improvement of academic programs based on assessment data and stakeholder feedback.

Governance

Harson University is an institution of higher education, licensed by the Florida Department of Education Commission for Independent Education with License No. #12502 issued under Learninn Corporation (dba as Harson University), which provides the University its degree-granting authority to offer undergraduate and graduate programs. Harson University is managed and controlled by a Board of Directors.

Institutional License

Harson University is authorized by the Florida Commission for Independent Education, License No. 12502.

The CIE has legal responsibilities in matters related to non-public postsecondary educational institutions. In line with the Florida Department of Education's goal of establishing an integrated education system, some of its functions include consumer protection, program improvement, institutional policies and administration, data management, and licensing of independent schools, colleges, and universities.

Additional information about this institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414 Tallahassee, FL 323099-0400 Telephone: 1-888-224-6684 (Toll-Free) Email: CIEInfo@fldoe.org

Administration

Leadership & Staff

Chief Executive Officer – José Miguel Marchena
Provides strategic leadership for institutional development, academic growth, and accreditation.

Executive Director – Rogerio Moreira
Holds executive accountability for academic, administrative, and financial operations.

Associate Dean – Marcela Muñoz
Oversees academic affairs and student services.

Director of Administration and Finance – Victor Calderón
Oversees budgeting, accounting, and financial reporting.

Operations Manager – Reynaldo Flores Linares
Oversees regulatory and accreditation compliance.

Academic Coordinator – Lessly Vanessa Panta Mendoza
Coordinates academic planning, scheduling, and academic records.

Registrar – Cimi Ongay
Maintains student academic records and transcript services.

Student Services Advisor – Jackeline Cornetero
Supports student progress, retention, and academic assistance.

Admissions Supervisor – Jessica Lozano
Manages the admissions process and applicant support.

Board of Directors

- Jana Hartinger
- Carlos Seminario
- José Miguel Marchena
- Victor Calderón
- Rogerio Moreira

Members of the Board

- Olga Ramirez
- Francisco Tafur
- Diego Gálvez
- Claudio Melzi
- Daniel San Román

Educational Programs

Harson University's undergraduate and graduate programs offer a teaching format that goes beyond traditional face-to-face learning, incorporating online and hybrid modalities.

The University's programs result from extensive research, including input from subject matter experts, market analysis and trends, and the talent needs of employers in various sectors.

Harson University offers the following programs:

1. Bachelor of Science in Business Administration
2. Bachelor of Science in Marketing Management
3. Master in Business Administration
4. Master in Digital Marketing
5. Master in Innovation and Entrepreneurship

Students have a maximum of one and a half times the standard program length to complete their program.

Undergraduate Programs

Bachelor of Science in Business Administration

Program Objectives

- Apply core principles of business, management, and economics to real-world organizational settings.
- Utilize digital tools and information systems to support business operations and decision-making.
- Demonstrate effective communication, leadership, and teamwork in business environments.
- Analyze financial and operational data to inform management decisions.
- Examine legal, ethical, and global factors affecting organizational behavior and strategy.

Program Description

The Bachelor of Science in Business Administration program enables students to acquire the skills necessary to manage an organization, efficiently utilize available resources, and achieve established strategic objectives.

General Education Courses (30 Semester Credit Hours)

Course Code	Course Name	Credit Hours
30047	WRITTEN COMMUNICATION	3
30176	APPLIED ALGEBRA	3
30178	ENVIRONMENT AND CULTURAL DIVERSITY	3
30601	GENERAL BIOLOGY	3
30107	PROFESSIONAL ETHICS	3
30602	ENGLISH I	3
30603	ENGLISH II	3
30012	DATA ANALYSIS	3
30177	MATH APPLIED TO FINANCE	3
30041	INTRAPERSONAL COMPETENCES	3

Specialization Courses (75 Semester Credit Hours)

Course Code	Course Name	Credit Hours
30005	BUSINESS ADMINISTRATION AND SOCIAL RESPONSIBILITY	3
30015	ANALYSIS OF THE BUSINESS ENVIRONMENT	3
30151	FINANCIAL ACCOUNTING INFORMATION FOR BUSINESSES	3
30115	MARKETING FUNDAMENTALS	3
30011	COST AND BUDGET ANALYSIS	3
30138	TALENT MANAGEMENT IN THE ORGANIZATION	3
30165	LEGISLATIONS APPLIED TO BUSINESS	3
40002	ORGANIZATIONAL DESIGN	3
30135	PROJECT MANAGEMENT	3
30081	DIGITAL BUSINESS DESIGN	3
30074	PEOPLE MANAGEMENT	3

30189	STRATEGIC PLANNING	3
30110	PROJECT FORMULATION AND EVALUATION	3
30254	MANAGEMENT DECISION MAKING	3
40026	MANAGEMENT SKILLS	3
40011	STRATEGIC DIRECTION AND LEADERSHIP	3
40010	ENTREPRENEURSHIP MANAGEMENT	3
40012	PRESENTATION AND PERSUASION SKILLS	3
40028	TECHNOLOGICAL TOOLS FOR MANAGEMENT	3
40004	RESEARCH FUNDAMENTALS	3
40008	RESEARCH TECHNIQUES AND TOOLS	3
40014	ORGANIZATIONAL SUSTAINABILITY	3
40001	CULTURE OF INNOVATION	3
40009	INNOVATION AND VALUE CREATION	3
40015	CHANGE MANAGEMENT	3

Concentration Courses:
Students will select 5 elective courses for a total of 15 Semester Credit Hours of Concentration Courses.

Concentration Courses in Finance (15 Semester Credit Hours):

Code Course	Course Name	Hours Credit
30016	FINANCIAL ANALYSIS FOR DECISION-MAKING	3
30155	FINANCIAL INSTRUMENTS FOR DECISION-MAKING	3
40006	ECONOMICS FOR BUSINESS	3
30137	RISK MANAGEMENT	3
30256	VALORIZATION OF COMPANIES	3

Concentration Courses in Logistics (15 Semester Credit Hours):

Code Course	Course Name	Hours Credit
30014	BUSINESS PROCESS ANALYSIS	3
30130	SUPPLY CHAIN MANAGEMENT	3
30134	PROCESS MANAGEMENT, SIMULATION, AND CONTINUOUS IMPROVEMENT	3
30133	OPERATIONS MANAGEMENT	3
30434	LOGISTICS INNOVATION	3

Concentration Courses in International Business (15 Semester Credit Hours):

Course Code	Course Name	Hours Credit
30183	INTERNATIONAL BUSINESS	3
30195	IMPORT AND EXPORT MANAGEMENT	3
30379	GLOBAL MARKET RESEARCH	3

30380	INTERNATIONALIZATION STRATEGIES	3
30329	INTERNATIONAL BUSINESS INTELLIGENCE	3
	Total Program Semester Credit Hours including Concentration Courses	**120**

Course Descriptions

General Education Courses

30047 WRITTEN COMMUNICATION 3 Semester Credit Hours
The course improves communication skills through the production of academic, journalistic, and corporate texts with coherence, relevance, and responsibility to entertain, inform, motivate, and respect diversity. Topics include structuring ideas, constructing texts, communication, and evaluating texts.

30176 APPLIED ALGEBRA 3 Semester Credit Hours
Students will apply mathematical concepts to solve problems related to income, cost, utility, supply, and demand, applying linear models. Topics include basic notions of arithmetic and algebra, applications of percentages, supply and demand, and linear models related to business economics and optimization.

30178 ENVIRONMENT AND CULTURAL DIVERSITY 3 Semester Credit Hours
The course aims to develop skills for managing good environmental practices as a competitive factor for companies, recognizing their value and implications for achieving an optimal sustainability model that contributes to national development. Topics include environmental issues, natural wealth, cultural wealth, and environmental management with social responsibility.

30601 GENERAL BIOLOGY 3 Semester Credit Hours
The course provides basic knowledge of general biology, highlighting aspects of general and biological chemistry, where students will use the scientific method to analyze various concepts. Topics include cell structure, organisms, genetics, metabolism, evolution, and ecology.

30107 PROFESSIONAL ETHICS 3 Semester Credit Hours
This course is designed to develop ethical skills and attitudes through abilities that allow students to perceive, reflect, and act ethically in personal, professional, and work situations in order to make appropriate decisions. Topics include ethics, professionalism, essential aspects of citizenship, and citizen issues, participation, and solutions.

30602 ENGLISH I 3 Semester Credit Hours
This course focuses on composition and the use of grammatical rules to develop students' ability to write narrative, analytical, and persuasive essays clearly and effectively. Topics include an introduction to the principles of writing and tools for organizing topics.

30603 ENGLISH II 3 Semester Credit Hours
The course focuses on the resources a writer uses to craft compositions, exploring the value of studying literature to develop students' ability to understand and interpret texts. Topics include the variety of resources that exist, as well as the approaches used in literary interpretation.

30012 DATA ANALYSIS 3 Semester Credit Hours
The course focuses on the analysis and interpretation of information for decision-making in problem situations, using concepts and methods of descriptive statistics, such as percentage variations. Topics include descriptive statistics I and II, measures of central tendency, non-central tendency, and variability, as well as percentage trends and linear regression.

30177 MATH APPLIED TO FINANCE 3 Semester Credit Hours
The course focuses on developing skills that contribute to the successful resolution of everyday financial situations, understanding how the financial circuit, and applying tools to make appropriate financial decisions. Topics include interest regimes, annuities, and indicators for investment decision-making.

30041 INTRAPERSONAL COMPETENCES 3 Semester Credit Hours
Students will design various communication, adaptation, and learning strategies to establish healthy relationships by identifying and evaluating their characteristics. Topics covered include an introduction to self-esteem, the self-esteem ladder, emotional intelligence, and adapting to change.

Major Courses

30005 BUSINESS ADMINISTRATION AND SOCIAL RESPONSIBILITY 3 Semester Credit Hours
This course introduces students to the dynamics of the functional areas of a company and the aspects necessary for effective management. Topics include the company and the administrative process, strategic management and organizational design, organizational culture, and social and ethical responsibility in business.

30015 ANALYSIS OF THE BUSINESS ENVIRONMENT 3 Semester Credit Hours
Students will design business strategies to make a business viable and address the factors that affect company performance based on the analysis and evaluation of environmental variables. Topics include the importance of the business environment, analysis tools, environment, strategy, and strategy implementation.

30151 FINANCIAL ACCOUNTING INFORMATION FOR BUSINESS 3 Semester Credit Hours
The course analyzes the accounting and financial processes of the company through the reading and interpretation of financial statements to support decision-making and control in its operations and transactions. Topics include the company and accounting, the financial information process, reading and interrelating financial statements, and interpreting financial statements financial information, reading and interrelation of financial statements, and interpretation of financial statements.

30115 MARKETING FUNDAMENTALS 3 Semester Credit Hours
Students will study the main activities necessary to develop a marketing process, employ relevant strategies, recognize their impact on a company, and respect business ethics. Topics include marketing fundamentals, the marketing process and its components, and the elements of the marketing mix.

30011 COST AND BUDGET ANALYSIS 3 Semester Credit Hours
This course provides conceptual and practical tools for managing and interpreting an organization's economic results. Topics include identifying and preparing cost sheets, planning, controlling, and interpreting company results, and the planning process.

30138 TALENT MANAGEMENT IN THE ORGANIZATION 3 Semester Credit Hours
Students will learn to manage the company's human talent, fostering an organizational culture of excellence and respecting cultural and business diversity. Topics include strategic human talent management, corporate culture, change management, the competency model, and talent recruitment and development.

30165 LEGISLATIONS APPLIED TO BUSINESS 3 Semester Credit Hours
Students will apply legal regulations in the company for effective management, comply with the regulations of supervisory entities, and strategically optimize processes. Topics include the law, the individual and the company, the creation and incorporation of a company, and taxes on companies and businesses.

40002 ORGANIZATIONAL DESIGN 3 Semester Credit Hours
The course improves students' skills in understanding what organizations are, how they work, the different types of structures, and the importance of organizational design. Topics include an introduction to organizational concepts, the design of organizational structures, organizational charts and processes, and process management.

30135 PROJECT MANAGEMENT 3 Semester Credit Hours
The course provides a set of fundamentals and best practices proposed by the PMI® for proper project management in the real world, making appropriate use of all assigned resources. Topics include the general framework and project initiation, project scope, project planning, execution, control, and closure.

30081 DIGITAL BUSINESS DESIGN 3 Semester Credit Hours
Students will be able to manage a company's virtual presence, respecting national and international business codes. Topics include introduction and presence in digital business, technology applied to digital business, advertising and positioning of a digital business, customer loyalty, and design of a digital business plan.

30074 PEOPLE MANAGEMENT 3 Semester Credit Hours
The course will develop skills and strategies for leading and guiding a group of people toward the achievement of the organization's objectives, emphasizing leadership and people management skills. Topics include leadership and people development, motivation, training, dynamism, teamwork, and customer orientation.

30189 STRATEGIC PLANNING 3 Semester Credit Hours
Students will develop skills to formulate, design, and implement a business strategy in each context. Topics include planning as part of the administrative process, analysis of the business environment, formulation and selection of business strategies, and deployment and implementation of business strategies.

30110 PROJECT FORMULATION AND EVALUATION 3 Semester Credit Hours
The course articulates competencies in market research, operational, administrative, organizational, legal, and financial aspects in the formulation of projects for the development of a new company or part of it. Topics include the fundamentals of an investment project, market research, organization, location, and investment, as well as economic and financial evaluation.

30254 MANAGEMENT DECISION MAKING 3 Semester Credit Hours
The course develops decision-making skills in various business scenarios using techniques and tools that optimize the use of resources and maximize business results. Topics include analysis tools, internal indicators, financial indicators, forecasts, models, and simulations.

40026 MANAGEMENT SKILLS 3 Semester Credit Hours
Students will understand and experientially develop the capacity, skill, and mental flexibility to effectively manage the managerial challenges that arise in the workplace. Topics include emotional intelligence, leadership for change management, effective communication, and teamwork.

40011 STRATEGIC DIRECTION AND LEADERSHIP 3 Semester Credit Hours
The course provides the knowledge necessary to understand and apply various organizational strategies and recognize the importance of applying an appropriate leadership style to achieve established objectives. Topics include the fundamentals of strategic management, leadership and strategic management, as well as the design and deployment of the strategic management model.

40010 ENTREPRENEURSHIP MANAGEMENT 3 Semester Credit Hours
Students will create and manage companies and market analysis products with a strategic vision to utilize available human capital, finance, commerce, operations, and logistical resources. Topics include entrepreneurial attitude entrepreneurship, business ideas and opportunities, market research, business plans, and business creation.

40012 PRESENTATION AND PERSUASION SKILLS 3 Semester Credit Hours
Students will apply critical presentation and persuasion tools that enable them to deliver high-impact presentations to different audiences, effectively communicating their ideas. Topics include the communicational component, the emotional component, the innovative component, and the memorable component.

40028 TECHNOLOGICAL TOOLS FOR MANAGEMENT 3 Semester Credit Hours
Students will manage data using MS Excel and Power BI tools to analyze and visualize critical business information, supporting relevant decision-making for the organization. Topics include advanced MS Excel functions, data analysis, task automation, and business intelligence.

40004 RESEARCH FUNDAMENTALS 3 Semester Credit Hours
The course covers research activity, types of research, and research approaches, with an emphasis on applied research and critical analysis of practical solutions for the industrial and business sectors. Topics include critical thinking and research, research approaches and their applications, critical analysis in research, and the opportunities and challenges of applied research.

40008 RESEARCH TECHNIQUES AND TOOLS 3 Semester Credit Hours
Students will understand the phases of research, methodology, sample design, data collection, and analysis of results, with an emphasis on the field of applied research and the development of a research plan. Topics include research plan, methodology, data processing, and results.

40014 ORGANIZATIONAL SUSTAINABILITY 3 Semester Credit Hours
Students will manage strategies that balance social, environmental, and economic aspects, promoting the continuity and positioning of the company in the medium and long term. Topics include the new business context, change management toward sustainability, sustainability strategy, and the fundamentals of sustainable finance.

40001 CULTURE OF INNOVATION 3 Semester Credit Hours
The course analyzes the characteristics and importance of developing a culture of innovation to build organizational strategies. Topics include the VUCA world and Industry 4.0, the culture of innovation: leadership, processes, and people, tools to foster a culture of innovation, and new forms of organization and collaborative work.

40009 INNOVATION AND VALUE CREATION 3 Semester Credit Hours
Students will manage innovation by choosing a disruptive model, using precise innovation methods that turn ideas into products or services that generate value. Topics include the innovation ecosystem, strategic innovation, models, and the integrated innovation process.

40015 CHANGE MANAGEMENT 3 Semester Credit Hours
Students will design strategies to foster and strengthen the culture of organizational change, using a comprehensive perspective on change processes to minimize their impact and resistance. Topics include factors that promote organizational change, cultural transformation, organizational structures, change movements, and change communication.

Concentration Courses in Finance

30016 FINANCIAL ANALYSIS FOR DECISION-MAKING 3 Semester Credit Hours
The course develops the skills to analyze the comprehensive financial situation of companies in different business activities, as well as to evaluate the impact of decisions on value creation. Topics include financial statement analysis, vertical and horizontal analysis of financial statements, financial indicators for decision-making, and analysis of financial indicators and the Dupont model.

30155 FINANCIAL INSTRUMENTS FOR DECISION-MAKING 3 Semester Credit Hours
Students will manage financial resources to maximize the value of the organization, developing analytical and application skills around the use of financial information. Topics include introduction to finance, short-term resource management, financial planning, and investment evaluation.

40006 ECONOMICS FOR BUSINESS 3 Semester Credit Hours
The course analyzes and evaluates economic models and their variables to establish a diagnosis of the company's economic environment and the impact it has on business consolidation and development. Topics include introduction to economics, microeconomics and business decisions, macroeconomics, markets and business finance, and economic policy and business.

30137 RISK MANAGEMENT 3 Semester Credit Hours
The course focuses on managing the risks inherent in a business to reduce their impact on financial information, considering the increase in the profitability and liquidity of the business. Topics include internal control, risk management and control, price management, portfolios and market risks, and the impact of risks on the profitability and liquidity of the business.

30256 VALORIZATION OF COMPANIES 3 Semester Credit Hours
Students will use valuation methods for strategic sustainability and development decision-making based on the analysis of transparent, accurate, and reliable information, while respecting business ethics. Topics include company valuation, Discounted Cash Flow I and II valuation methods, and Economic Value Added (EVA) - Valuation of Intangibles.

Concentration Courses in Logistics

30014 BUSINESS PROCESS ANALYSIS 3 Semester Credit Hours
Students will analyze the main activities of the organization to improve business processes, using best practices and methodologies for continuous improvement. Topics include the definition of organizational processes, planning for process development, process development and design, continuous process improvement, and scenario simulation.

30130 SUPPLY CHAIN MANAGEMENT 3 Semester Credit Hours
The course is aimed at developing skills for managing supply chain processes, using logistics activity management indicators for effective administration and control. Topics include logistics and purchasing processes, demand and inventory forecasting, warehousing, transportation, distribution and logistics, and international costs.

30134 PROCESS MANAGEMENT, SIMULATION, AND CONTINUOUS IMPROVEMENT 3 Semester Credit Hours
The course covers the management processes needed to implement quality models for continuous improvement using technological tools for process optimization. Topics include process development and qualification, process mapping and BPM, development of process diagrams and indicators, Lean Manufacturing and Six Sigma philosophy, and quality management.

30133 OPERATIONS MANAGEMENT 3 Semester Credit Hours
Students will manage activities related to the production of goods and services to increase company productivity using operational modeling tools. Topics include operations management and strategy, operations design and organization, operations planning, and operations control.

30434 LOGISTICS INNOVATION 3 Semester Credit Hours
Students will analyze logistics processes to suggest improvements and propose the application of disruptive services in an organization's e-commerce or digital business. Topics include new models of sourcing, warehousing, and delivery; the collaborative economy in logistics; omnichannel strategies; and technology applied to logistics.

Concentration Courses in International Business

30183 INTERNATIONAL BUSINESS 3 Semester Credit Hours
This course analyzes the tools and rules of global trade so that responsible countries and companies can apply them effectively. Topics include international trade theory, new basic issues in international trade and customs, tariff nomenclature and INCOTERMS, international distribution, insurance, and sales contracts.

30195 IMPORT AND EXPORT MANAGEMENT 3 Semester Credit Hours
Students will learn about national customs procedures in order to effectively carry out operational activities. Topics include general provisions and an introduction to the regulator, import and export regimes, processing and customs warehousing regimes, transit regimes, and other specific customs regimes.

30379 GLOBAL MARKET RESEARCH 3 Semester Credit Hours
Students will learn the essential concepts, techniques, and tools of international market research to identify trends and business opportunities. Topics include global market research methodology, determining exportable supply, applying qualitative and quantitative methods for information gathering, and international segmentation.

30380 INTERNATIONALIZATION STRATEGIES 3 Semester Credit Hours
Students will be able to design and apply negotiation strategies in international markets, equipping them with practical business tools. Topics include business management, identifying opportunities and value propositions, processes and stages of business internationalization, and business promotion and value delivery in international markets.

30329 INTERNATIONAL BUSINESS INTELLIGENCE 3 Semester Credit Hours
The course provides the knowledge necessary to turn information into a fundamental element of value creation and competitive advantage in decision-making related to a company's exports. Topics include analysis of the international landscape and the principles of business intelligence for exporting, management of international statistics and research plans, and selection of markets based on attractiveness index, competitiveness, and quantification of demand.

Completing a course or program in a language other than English may reduce employment opportunities where English is required. Students will be notified if the institution makes any changes.

Bachelor of Science in Marketing Management

Program Objectives

- Design marketing strategies that align with customer needs and business objectives.
- Use market research methods and tools to gather, analyze, and interpret customer and competitor data.
- Apply advanced digital marketing tools for campaign creation and performance analysis.
- Develop marketing messages tailored to various platforms and audiences.
- Demonstrate ethical awareness and social responsibility in marketing practices.

Program Description

The program focuses on training students in the most advanced business management theories and models.

Marketing is a professional discipline that has become significantly more technical. Students will learn about data analytics, blockchain, sales, and payment platforms.

The learning units cover topics such as market research, understanding consumer needs, applying commercial strategies, and creating a digitally oriented commercial culture shared throughout the organization.

General Education Courses (30 Semester Credit Hours)

Course Code	Course Name	Hours Credit
30047	WRITTEN COMMUNICATION	3
30176	APPLIED ALGEBRA	3
30178	ENVIRONMENT AND CULTURAL DIVERSITY	3
30601	GENERAL BIOLOGY	3
30107	PROFESSIONAL ETHICS	3
30602	ENGLISH I	3
30603	ENGLISH II	3
30012	DATA ANALYSIS	3
30213	PSYCHOLOGY AND QUALITATIVE RESEARCH	3
30041	INTRAPERSONAL COMPETENCES	3

Major Courses (75 Semester Credit Hours)

Course Code	Course Name	Hours Credit
30115	MARKETING FUNDAMENTALS	3
30042	CONSUMER BEHAVIOR AND COMMERCIAL SOCIOLOGY	3
30163	QUANTITATIVE RESEARCH	3
30031	BRANDING AND PRODUCT MANAGEMENT	3
30355	SERVICE MARKETING	3
30444	HISTORY OF FASHION	3
30447	DEVELOPMENT AND PLANNING OF COLLECTIONS	3
30450	RETAIL PURCHASING MANAGEMENT	3
30451	FASHION BRANDING AND FASHION STYLING	3
30011	COST AND BUDGET ANALYSIS	3
30106	COMMERCIAL DISTRIBUTION STRATEGIES	3
30131	CREATIVITY AND INNOVATION MANAGEMENT	3

30175	RELATIONSHIP MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT (CRM)	3
30172	STRATEGIC MARKETING	3
30194	PRICING STRATEGIES	3
30330	BUSINESS INTELLIGENCE	3
40019	BRAND CREATION AND DEVELOPMENT	3
30173	MARKETING PLAN	3
40026	MANAGEMENT SKILLS	3
40009	INNOVATION AND VALUE CREATION	3
40010	ENTREPRENEURSHIP MANAGEMENT	3
40012	PRESENTATION AND PERSUASION SKILLS	3
40014	ORGANIZATIONAL SUSTAINABILITY	3
40015	CHANGE MANAGEMENT	3
40028	TECHNOLOGICAL TOOLS FOR MANAGEMENT	3

Concentration Courses
Students will choose five (5) elective courses for fifteen (15) Semester Credit Hours.

Concentration Courses in Digital Marketing (15 Semester Credit Hours):

Course Code	Course Name	Semester Credit Hours
30045	EFFECTIVE DIGITAL COMMUNICATION	3
30081	DIGITAL BUSINESS DESIGN	3
30093	E-COMMERCE AND MOBILE MARKETING	3
30105	DIGITAL MEDIA STRATEGY AND SOCIAL MEDIA	3
30356	DIGITAL TRANSFORMATION	3

Concentration Courses in Retail Marketing (15 Semester Credit Hours):

Course Code	Course Name	Semester Credit Hours
40017	CONSUMER EXPERIENCE (CX) MANAGEMENT	3
30093	E-COMMERCE AND MOBILE MARKETING	3
30220	RETAIL MANAGEMENT	3
30413	VISUAL MERCHANDISING AND RETAIL DESIGN	3
40020	NEW TECHNOLOGIES APPLIED TO MARKETING	3
	Total Program Semester Credit Hours including Concentration Courses	**120**

Course Descriptions

General Education Courses

30047 WRITTEN COMMUNICATION 3 Semester Credit Hours
The course improves communication skills through the production of academic, journalistic, and corporate texts with coherence, relevance, and responsibility to entertain, inform, motivate, and respect diversity. Topics include structuring ideas, constructing texts, communication, and evaluating texts.

30176 APPLIED ALGEBRA 3 Semester Credit Hours
Students will apply mathematical concepts to solve problems related to income, cost, utility, supply, and demand, applying linear models. Topics include basic notions of arithmetic and algebra, applications of percentages, supply and demand, and linear models related to business economics and optimization.

30178 ENVIRONMENT AND CULTURAL DIVERSITY 3 Credit Hours
The course aims to develop skills for managing good environmental practices as a competitive factor for companies, recognizing their value and implications for achieving an optimal sustainability model that contributes to national development. Topics include environmental issues, natural wealth, cultural wealth, and environmental management and social responsible.

30601 GENERAL BIOLOGY 3 Semester Credit Hours
The course provides basic knowledge of general biology, highlighting aspects of general and biological chemistry, where students will use the scientific method to analyze various concepts. Topics include cell structure, organisms, genetics, metabolism, evolution, and ecology.

30107 PROFESSIONAL ETHICS 3 Semester Credit Hours
This course is aimed at developing ethical capacity and attitude through skills that allow students to perceive, reflect, and act ethically in personal, professional, and work situations in order to make appropriate decisions. Topics include ethics, professionalism, essential aspects of citizenship, and citizen issues, participation, and solutions.

30602 ENGLISH I 3 Semester Credit Hours
This course focuses on composition and the use of grammatical rules to develop students' ability to write narrative, analytical, and persuasive essays clearly and effectively. Topics include an introduction to the principles of writing and tools for organizing topics.

30603 ENGLISH II 3 Semester Credit Hours
The course focuses on the resources a writer uses to craft compositions, exploring the value of studying literature to develop students' ability to understand and interpret texts. Topics include the variety of resources that exist, as well as the approaches used in literary interpretation.

30213 PSYCHOLOGY AND QUALITATIVE RESEARCH 3 Semester Credit Hours
Students will analyze the thoughts and actions of individuals in relation to a product or service, applying qualitative research techniques. Topics include the psychology of the individual, types of qualitative studies, primary qualitative research techniques, reporting, and other research techniques.

30041 INTRAPERSONAL COMPETENCES 3 Semester Credit Hours

Students will design various communication, adaptation, and learning strategies to establish healthy relationships by identifying and evaluating their characteristics. Topics covered include an introduction to self-esteem, the self-esteem ladder, emotional intelligence, and adapting to change.

Major Courses

30115 MARKETING FUNDAMENTALS 3 Semester Credit Hours
Students will study the main activities necessary to develop a marketing process, employ relevant strategies, recognize their impact on a company, and respect business ethics. Topics include marketing fundamentals, the marketing process and its components, and the elements of the marketing mix.

30042 CONSUMER BEHAVIOR AND COMMERCIAL SOCIOLOGY 3 Semester Credit Hours
The course aims to analyze the cultural and social factors that influence the purchasing trends of consumer groups, evaluating their differences and heterogeneity and their impact on purchasing behavior. Topics include current consumer behavior, attitudes, family and groups, the influence of social factors, globalization, culture, and consumption.

30163 QUANTITATIVE RESEARCH 3 Semester Credit Hours
The course develops skills for analyzing and interpreting market information using digital tools for efficient business decision-making. Topics include quantitative research problem setting, quantitative research methodology, information gathering and data processing, and analysis of results reports.

30031 BRANDING AND PRODUCT MANAGEMENT 3 Semester Credit Hours
Students will develop skills to manage the value proposition of a product or service based on the organization's objectives and the competition, using appropriate positioning and generating value for the brand. Topics covered include product management, pre-launch decisions for new products, new product development and launch, branding, and brand design.

30355 SERVICE MARKETING 3 Semester Credit Hours
Students will design a service to achieve its proper marketing in the marketplace, understanding that the characteristics of services involve the application of strategies different from those used in the marketing management of tangible products. Topics include service marketing, customer needs assessment, service design, marketing, and promotion.

30444 HISTORY OF FASHION 3 Semester Credit Hours
Students will apply the tools created throughout history to properly develop new collections and correctly apply international trends to different markets. Topics include an introduction to the history of fashion, fashion culture, the beginning and evolution of marketing and advertising in fashion, and the evolution of fashion applied to the cultural context.

30447 DEVELOPMENT AND PLANNING OF COLLECTIONS 3 Semester Credit Hours
The course provides the fundamental knowledge and skills for developing a fashion collection in different areas, taking into account the technical and specific guidelines for planning a collection. Topics include design fundamentals, fashion items and types of collections, collection design and planning, and collection development.

30450 RETAIL PURCHASING MANAGEMENT 3 Semester Credit Hours
The course describes the purchasing process of a retail company, from planning needs and selecting and approving suppliers to defining strategies and the procurement process. The main topics are the modern approach to purchasing management, purchasing category management and global sourcing, and negotiation and the use of tools in purchasing management.

30451 FASHION BRANDING AND FASHION STYLING 3 Semester Credit Hours
This course provides the essential skills and strategies for creating memorable fashion brands through branding in all its expressions, from essence to conceptual and visual aspects. Topics include brand identity, image, positioning techniques, and fashion styling.

30011 COST AND BUDGET ANALYSIS 3 Semester Credit Hours
This course will provide conceptual and practical tools for managing and interpreting an organization's financial results. Topics include identifying and preparing cost sheets, planning, controlling, and interpreting company results, as well as the planning process.

30106 COMMERCIAL DISTRIBUTION STRATEGIES 3 Semester Credit Hours
Students will efficiently design a distribution channel, selecting the appropriate commercial formats and considering the product logistics process and the marketing and/or commercial strategy. Topics include commercial formats, distribution channels, design, logistics, and physical distribution.

30131 CREATIVITY AND INNOVATION MANAGEMENT 3 Semester Credit Hours
The course analyzes the stages of creativity and innovation, using strategies for the development of a new product or service and its impact on the company. Topics include the process of creativity and innovation, strategies to stimulate innovation, and creativity applied to organizations and projects.

30175 RELATIONSHIP MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT (CRM) 3 Semester Credit Hours
Students will design strategies for internal and external customer loyalty for different companies through customer portfolio segmentation and database management, responsibly meeting the objectives set by the companies. Topics include the fundamentals and strategies of relationship marketing, customer relationship management (CRM), and database management, as well as the relationship marketing plan.

30172 STRATEGIC MARKETING 3 Semester Credit Hours
The course aims to design a marketing strategy, considering a segment, a positioning proposal, appropriately determined objectives, and a proposal for tactical variables consistent with the primary approach. Topics include situational analysis and objectives, segmentation and positioning, applied marketing strategies, and functional marketing mix strategies.

30194 PRICING STRATEGIES 3 Semester Credit Hours
The course aims to develop skills to define, determine, and decide on the variables that condition the pricing strategy. Topics include the fundamentals of pricing strategy, pricing objectives and guidelines, initial price definition, and pricing strategies and price setting.

30330 BUSINESS INTELLIGENCE 3 Semester Credit Hours
The course provides the fundamental concepts for mastering the use and exploitation of information in organizations, enabling the development of skills to design, develop, validate, and implement data analysis solutions. Topics include Business Intelligence and Knowledge Management, Business Intelligence Implementation Project, Reporting and Visualization, and Current Trends in Business Intelligence.

40019 BRAND CREATION AND DEVELOPMENT 3 Semester Credit Hours
Students will acquire the skills necessary to develop and understand the brand as an intangible asset that is strategically aligned with the business model. Topics include an introduction to the concept of branding, brand strategy development, strategic execution of omnichannel branding, and digital branding.

30173 MARKETING PLAN 3 Semester Credit Hours
Students will apply strategic and tactical planning concepts and processes in the design of marketing plans with internal consistency in analysis, goal setting, strategic implementation, and control mechanisms. Topics include situation analysis and diagnosis, strategic marketing decisions, implementation, and control.

40026 MANAGEMENT SKILLS 3 Semester Credit Hours
Students will understand and experientially develop the capacity, skill, and mental flexibility to effectively manage the managerial challenges that arise in the workplace. Topics include emotional intelligence, leadership for change management, effective communication, and teamwork.

40009 INNOVATION AND VALUE CREATION 3 Semester Credit Hours
Students will manage innovation by choosing a disruptive model and using simple innovation methods to turn ideas into valuable products or services. Topics include the innovation ecosystem, strategic innovation, models, and the integrated innovation process.

40010 ENTREPRENEURSHIP MANAGEMENT 3 Semester Credit Hours
Students will create and manage companies and market analysis products with a strategic vision regarding the use of available resources in human capital, finance, commerce, operations, and logistics. Topics include entrepreneurial attitude, business ideas and opportunities, market research, business plans, and business creation.

40012 PRESENTATION AND PERSUASION SKILLS 3 Semester Credit Hours
Students will apply critical presentation and persuasion tools that enable them to deliver high-impact presentations to different audiences, effectively communicating their ideas. Topics include the communicational component, the emotional component, the innovative component, and the memorable component.

40014 ORGANIZATIONAL SUSTAINABILITY 3 Semester Credit Hours
Students will manage strategies that balance social, environmental, and economic aspects, promoting the continuity and positioning of the company in the medium and long term. Topics include the new business context, change management toward sustainability, sustainability strategy, and the fundamentals of sustainable finance.

40015 CHANGE MANAGEMENT 3 Semester Credit Hours
Students will design strategies to foster and strengthen the culture of organizational change, using a comprehensive perspective of change processes to minimize their impact and resistance. Topics include factors that promote organizational change, cultural transformation, organizational structures, change movements, and change communication.

40028 TECHNOLOGICAL TOOLS FOR MANAGEMENT 3 Semester Credit Hours
Students will manage data using MS Excel and Power BI tools to analyze and visualize critical business information, supporting decision-making relevant to the organization. Topics include advanced MS Excel features, data analysis, task automation, and business intelligence.

Concentration Courses in Digital Marketing

30045 EFFECTIVE DIGITAL COMMUNICATION 3 Semester Credit Hours
Students will produce effective, persuasive, and transparent communication messages using digital tools to achieve the organization's communication objectives. Course topics include online communication, mobile communication, and content planning in digital and viral communication.

30081 DIGITAL BUSINESS DESIGN 3 Semester Credit Hours
Students will be able to manage a company's virtual presence while respecting national and international business codes. Topics include introduction and presence in digital business, technology applied to digital business, advertising and positioning of a digital business, customer loyalty, and design of a digital business plan.

30093 E-COMMERCE AND MOBILE MARKETING 3 Semester Credit Hours
Students will design efficient e-commerce business proposals using mobile marketing consistent with the brand strategy. Topics include business fundamentals in the digital environment, e-commerce strategies, the e-commerce value chain, mobile marketing applications, analysis, and digital technology tools.

30105 DIGITAL MEDIA STRATEGY AND SOCIAL MEDIA 3 Semester Credit Hours
The course aims to develop skills to manage different digital marketing activities with a focus on execution in digital advertising agencies or companies of any type and size. Topics include creating a digital strategy, digital media , media planning, and measurement and reporting.

30356 DIGITAL TRANSFORMATION 3 Semester Credit Hours
Students will develop skills that enable them to design, develop, validate, and deploy digital transformation initiatives and/or projects, as well as guide the effective implementation of transformative processes based on a real digital transformation project. Topics include an introduction to digital transformation, technologies that transform businesses, "agile" culture: agile methodologies and frameworks in the context of transformation, and modeling and implementing strategic digital transformation in companies.

Concentration Courses in Retail Marketing

40017 CONSUMER EXPERIENCE (CX) MANAGEMENT 3 Semester Credit Hours
The course develops the skills necessary to implement a strategy that generates value for the consumer and supports an organization's business objectives. Topics include the fundamentals of

consumer experience, the consumer journey, experience design, and governance in customer-centric organizations.

30093 E-COMMERCE AND MOBILE MARKETING 3 Semester Credit Hours
Students will design efficient e-commerce business proposals using mobile marketing consistent with brand strategy. Topics include fundamentals of business in the digital environment, e-commerce strategies, the e-commerce value chain, mobile marketing applications, analytics, and digital technology tools.
30220 RETAIL MANAGEMENT 3 Semester Credit Hours
The course develops skills to effectively manage points of sale in a competitive environment, creating value for the organization and the consumer. It considers product assortment, displays, promotions, pricing, service personnel, and logistics. Topics include the fundamentals of retail management, retail consumption, retail strategy, and point-of-sale management.

30413 VISUAL MERCHANDISING AND RETAIL DESIGN 3 Semester Credit Hours
Students will develop the knowledge and skills necessary to design and produce a commercial window display, taking into account brand identity and generating a visual impact on the consumer. Topics include an introduction to visual merchandising, window displays, commercial interior design, and visual merchandising project management.

40020 NEW TECHNOLOGIES APPLIED TO MARKETING 3 Semester Credit Hours
Students will identify the disruptive technologies necessary to design and execute marketing strategies that make a difference in this new and changing business ecosystem. Topics include omnichannel, Big Data and Cloud, Artificial Intelligence, IoT, and Blockchain.

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Graduate Programs

Master in Business Administration

Program Objectives

- Develop strategic plans that support effective adaptation to dynamic global business environments.
- Evaluate new business strategies using critical and innovative thinking.
- Demonstrate advanced managerial and leadership skills by analyzing organizational challenges and proposing evidence-based solutions.
- Design stakeholder-focused communications that convey complex business concepts with clarity and professionalism.
- Integrate ethical values and social responsibility into business decision-making.
- Utilize modern technological tools to enhance business operations and analysis.

Program Description

The Master in Business Administration program enables students to acquire the practical and conceptual skills necessary to assume leadership positions in any organization (public or private, manufacturing or service). It is essential to think and act globally, using the most advanced methodological and technological tools to make the best decisions. In this program, students will learn about administrative management and can choose a specialization in project management, business analysis, or leadership

Core Courses (36 Semester Credit Hours)

Course Code	Course Name	Semester Credit Hours
50026	GLOBAL MEGATRENDS	3
50027	ORGANIZATIONAL BEHAVIOR	3
50028	BUSINESS ANALYSIS FOR DECISION MAKING	3
50029	MARKETING MANAGEMENT	3
50030	ACCOUNTING FOR MANAGERS	3
50031	MANAGEMENT OF INFORMATION SYSTEMS	3
50032	FINANCIAL REPORTING AND ANALYSIS	3
50033	BUSINESS PROCESS DESIGN	3
50034	LEGAL ENVIRONMENT FOR BUSINESS	3
50035	CORPORATE FINANCE	3
50036	STRATEGIC MANAGEMENT	3
50037	DIGITAL BUSINESS TRANSFORMATION	3

Concentration Courses in Project Management (9 Semester Credit Hours):

Course Code	Course Name	Semester Credit Hours
50038	PROJECT COST AND SCHEDULE CONTROL	3
50039	PROJECT MANAGEMENT SYSTEMS	3
50040	PROJECT RISK MANAGEMENT	3

Concentration Courses in Business Analytics (9 Semester Credit Hours):

Course Code	Course Name	Semester Credit Hours
50041	DATA ANALYTICS AND MANAGEMENT	3
50042	BUSINESS ANALYTICS APPLICATION	3
50043	DATA VISUALIZATION AND REPORTING	3

Concentration Courses in Leadership (9 Semester Credit Hours):

Course Code	Course Name	Semester Credit Hours
50044	STRATEGIC LEADERSHIP	3
50045	NEGOTIATIONS	3
50046	LEADERS IN GLOBAL ENVIRONMENTS	3
	Total Program Semester Credit Hours including Concentration Courses	**45**

Course Descriptions

Core Courses

50026 GLOBAL MEGATRENDS 3 Semester Credit Hours
The course focuses on megatrends in technology, ecology, society, and economics, which have broad implications for all aspects of life and organizations. Some of the topics include identifying megatrends and their significance, trends that emerged a few years ago and are now part of everyday life, local and global trends, and presenting the trends that will have the most significant influence in the medium and long term.

50027 ORGANIZATIONAL BEHAVIOR 3 Semester Credit Hours
This course covers topics and theories related to organizational behavior, which is the behavior that people exhibit within work environments, whether at the personal (individual) level or the group (company) level. Students will review topics such as the definition of behavior and its causes, motivation and job satisfaction, methods of studying organizational behavior, and intervening factors such as communication and leadership.

50028 BUSINESS ANALYSIS FOR DECISION MAKING 3 Semester Credit Hours
This course develops the skills necessary for quantitative analysis of various contexts for proper decision making. Students will learn to use analytical models to evaluate different situations or problems in business management. They will use techniques that improve their ability to formulate, analyze, and interpret information to offer alternative solutions and identify the best option. In addition, students will be able to apply what they have learned in real management contexts.

50029 MARKETING MANAGEMENT 3 Semester Credit Hours
This course reviews the theories and concepts of marketing management, highlighting its importance within organizations. Students will learn about the actions and procedures focused on planning marketing efforts. Topics include:

- Promotion of products or services.
- Campaign execution and results analysis.
- Control of marketing operations.

- Impact and contribution of marketing strategies.
- Analysis of trends for new proposals.

50030 ACCOUNTING FOR MANAGERS 3 Semester Credit Hours
Provides the knowledge necessary for managers to develop skills that enable them to carry out procedures related to a company's accounting. The course will present the uses of accounting for the effective management and administration of a company, reviewing current accounting techniques and concepts. Accounting will be addressed at the financial and management levels, providing relevant and timely information for decision-making.

50031 MANAGEMENT OF INFORMATION SYSTEMS 3 Semester Credit Hours
The course introduces the concepts of information systems, emphasizing their importance within organizations. Students will delve into basic concepts to understand these systems. They will study the different supporting technological infrastructures, such as databases, the cloud, Big Data, central integrated systems, and ERPs, such as SAP® or Oracle®, and the processes necessary for their development or acquisition.

50032 FINANCIAL REPORTING AND ANALYSIS 3 Semester Credit Hours
The course provides the skills necessary to study and analyze a company's financial statements, which contributes to decision-making. Students will acquire the basic accounting knowledge that will enable them to construct financial information and analyze its impact on an organization's results. Topics include the study of tangible and intangible assets, cost analysis, financial statements, and the mechanisms used for their analysis.

50033 BUSINESS PROCESS DESIGN 3 Semester Credit Hours
This course describes the critical aspects of any organization. Processes are present in all functional areas (finance, human resources, production, and others) and in decision-making, culture, and business methods. The most important topics are critical processes in a company, process modeling, the search for efficiency through process improvement, and, finally, their execution.

50034 LEGAL ENVIRONMENTS FOR BUSINESS 3 Semester Credit Hours
The course covers all legal aspects and issues related to the business environment, analyzing current policies and regulatory issues regarding business ownership and/or management. Students will review topics such as legal ethics, labor law, contracts and torts, cyberlaw, and international law. They will also learn about existing legal procedures and the impact of laws and regulations.

50035 CORPORATE FINANCE 3 Semester Credit Hours
The course covers the primary and critical concepts of corporate finance for the subsequent analysis and study of data that facilitate decision-making related to capital or company growth. Topics to be studied include asset management, risk assessment, capital structure, investment decisions, stock demand, capital budgeting techniques, and financing methods.

50036 STRATEGIC MANAGEMENT 3 Semester Credit Hours
This course provides the tools necessary to analyze and measure the functional areas of an organization in order to meet strategic objectives. Students will understand the strategic management process, focusing on planning, design, measurement, and control. They will also evaluate the environment and competition, analyze indicators, formulate strategies, and apply

them. They will be able to effectively manage resources to achieve the organizational mission and vision.

50037 DIGITAL BUSINESS TRANSFORMATION 3 Semester Credit Hours
The course provides the foundations and concepts that will enable students to use digital transformation to seek more effective solutions in their businesses, becoming more competitive by leveraging current digital platforms. Students will acquire skills that will enable them to undertake, lead, and/or transform projects or businesses using technological tools. Topics include digital transformation, the use of digital platforms, new digital business models, and the impact of technology on them.

Concentration Courses in Project Management

50038 PROJECT COST AND SCHEDULE CONTROL 3 Semester Credit Hours
This course will teach students how to control a project's schedule and costs to properly optimize results. Students will develop skills that will enable them to manage their time to deliver projects on time and within the company's planned cost and/or budget. Topics include project cost management, project scheduling tools, time and cost planning, and project cost management phases.

50039 PROJECT MANAGEMENT SYSTEMS 3 Semester Credit Hours
The course summarizes and describes the most popular project management systems to enable students to plan and manage projects efficiently. In addition, students will understand the role of technology in minimizing risk, creating new business opportunities, and achieving planned objectives.

50040 PROJECT RISK MANAGEMENT 3 Semester Credit Hours
The course provides an overview of risk management best practices that will enable students to identify and analyze potential risk situations in a project and plan and control the measures to be taken in such cases. It also provides the tools for effective risk management planning, focusing on increasing the probability and impact of positive events. Topics will include the risk management process, risk assessment, and risk impact.

Concentration Courses in Business Analytics

50041 DATA ANALYTICS & MANAGEMENT 3 Semester Credit Hours
This course explains the main methodologies related to Big Data, emphasizing massive data analysis to discover correlations or patterns that enable and facilitate decision-making. Students will gain a solid foundation of knowledge that will enable them to use various data management tools and perform predictive analysis using both statistics and computer science. Topics will cover data analysis techniques, data mining, statistical computing, and quantitative and analytical methods for problem solving.

50042 BUSINESS ANALYTICS APPLICATION 3 Semester Credit Hours
The course prepares students by providing them with data analysis tools that will help them make sound business decisions and develop solid strategies. Students will be able to perform and apply information and business analysis, defining the current business situation and identifying areas or aspects for improvement. Topics include business data strategy, data collection, analysis, and visualization, data modeling and predictive analytics, and tools such as Power BI, Alteryx, and RStudio.

50043 DATA VISUALIZATION AND REPORTING 3 Semester Credit Hours
This course provides the tools necessary for students to understand the fundamentals of dashboard design for all types of reports. They will learn different data visualization techniques, evaluating those that allow them to display information in the most appropriate way, facilitating decision-making. Topics include data import, data presentation in tables, graphs, and charts, creating dashboards and reports according to user needs, and interpreting information.

Concentration Courses

50044 STRATEGIC LEADERSHIP 3 Semester Credit Hours
The course covers concepts and theories related to leadership, as well as the different types of leadership that exist, to reinforce teams' confidence in participating in innovative projects. Students will be able to develop skills that allow them to influence their teams to take advantage of strategic opportunities that contribute to the achievement of the organization's objectives. Topics include the main leadership trends, existing models, and leadership focused on the leader's behavior.

50045 NEGOTIATIONS 3 Semester Credit Hours
Students will learn about concepts related to negotiation, understanding it as a process in which two or more parties attempt to reach an agreement, considering it as a mechanism for resolving conflicts of interest. Topics include decision-making dynamics, negotiation and persuasion skills, and different business negotiation strategies and tactics.

50046 LEADERS IN GLOBAL ENVIRONMENTS 3 Semester Credit Hours
Provides the knowledge and skills necessary for effective leadership in international and global contexts. In this course, students will learn more about different practices for leading in different countries and operating effectively in a global environment. They will be encouraged to take a broad view, be open-minded, and respect cultural diversity.

Completing a course or program in a language other than English may reduce employment opportunities where English is required. Students will be notified if the institution makes any changes.

Master in Digital Marketing

Program Objectives

- Develop integrated marketing campaigns by applying advanced digital marketing concepts.
- Analyze digital market research data to support evidence-based decision-making.
- Design innovative digital products and services using contemporary tools and methodologies.
- Utilize SEO, social media, content marketing, and analytics to drive customer engagement and retention.
- Formulate omnichannel marketing strategies aligned with organizational goals for execution.
- Demonstrate ethical and effective communication in digital platforms and customer interactions.

Program Description

The Master in Digital Marketing program trains professionals to apply modern marketing theories and models to social media, electronic media, and data analytics.
The main topics include:

- Consumer market segmentation using data analysis tools to understand purchasing intentions.
- Decision-making on the main variables of strategic marketing: pricing, advertising, promotion, and delivery channels.
- Measuring marketing actions using indicators.

Core Courses (30 Semester Credit Hours)

Course Code	Course Name	Semester Credit Hours
50004	CONSUMER BEHAVIOR	3
50005	MARKETING RESEARCH	3
50006	INTEGRATED MARKETING COMMUNICATION	3
50007	MARKETING DECISIONS FOR MANAGERS	3
50008	E-MARKETING	3
50009	SOCIAL MEDIA MARKETING	3
50010	MARKETING ANALYTICS	3
50011	BRAND MANAGEMENT	3
50012	OMNICHANNEL MARKETING	3
50013	DIGITAL MARKETING STRATEGIES	3
	Total Program Semester Credit Hours	**30**

Course Descriptions

50004 CONSUMER BEHAVIOR 3 Semester Credit Hours
This course provides concepts that help understand consumer purchasing behavior. It covers consumer behavior theories and the practical application of their concepts and principles within advertising and the development of effective marketing strategies that contribute to decision-making. Topics include perception and motivation, product choice, customer satisfaction, brand attitude, and brand loyalty.

50005 MARKETING RESEARCH 3 Semester Credit Hours
This course provides the knowledge necessary to understand market research, from its development to its execution, and to prepare different types of questionnaires to present results effectively and accurately. Topics include methods of data and information collection and their respective analysis and interpretation, which allow the identification of the needs of potential customers or consumers.

50006 INTEGRATED MARKETING COMMUNICATION 3 Semester Credit Hours
This course emphasizes the different forms and elements of communication in marketing processes, also called "integrated marketing communications" (IMC), which help professionals in this field reach and connect with their different audiences. Topics include the main media, such as direct mail, broadcasting, the Internet, print, public relations, telemarketing, and promotion, as well as the tools to measure and evaluate their effectiveness.

50007 MARKETING DECISIONS FOR MANAGERS 3 Semester Credit Hours
The course provides the knowledge necessary to develop and implement marketing plans that are aligned with and responsive to strategic marketing decisions. Topics include product or service positioning, segmentation, targeted marketing, and the importance of pricing and its influence on purchasing decisions. These concepts will enable decision-making that optimizes value for both the customer and the organization.

50008 E-MARKETING 3 Semester Credit Hours
This course focuses on the new perspective that marketing has developed thanks to advances in the internet and the digital revolution, which have an impact on marketing tactics and strategies. Topics include e-commerce, the use of marketing techniques on websites and mobile devices, as well as on social media and in emails, digital strategies, e-marketing challenges, e-marketing communication and promotion, and online brand management.

50009 SOCIAL MEDIA MARKETING 3 Semester Credit Hours
This course covers the general aspects of social media marketing, understanding how it influences the perceptions that customers or consumers have of a particular product or brand, and how it can help attract different audiences through the creation of effective campaigns. Topics include creating and publishing ads on social media applications and services, navigating social media, evaluating metrics, and using social media for market segmentation.

50010 MARKETING ANALYTICS 3 Semester Credit Hours
The course addresses the importance of analyzing information obtained from the digital market related to different aspects of marketing, such as market segmentation data, product or service positioning, and customer satisfaction, among others. Topics include exploring data for product development and information generation, interpreting the data obtained, communicating the insights derived from the analysis, and visualizing this data for better understanding.

50011 BRAND MANAGEMENT 3 Semester Credit Hours
This course provides the information necessary to create strategies related to brand management. It understands the brand as a visual identity and a means of executing an organization's business strategy. A brand is also essential in identifying a user with the company and its product or service. Topics include strategies for measuring and managing brand value, internal branding, professional integrity, brand management in digital environments, and the impact of social media on branding.

50012 OMNICHANNEL MARKETING 3 Semester Credit Hours
This course covers the various useful analytical techniques that respond to a company's information and product channel integration strategies. These techniques are also related to the company's marketing strategy, which ranges from the messages communicated by the company, the delivery of a product and the service provided, to the collection of customer data. Topics include the efficient management of marketing channels to develop a comprehensive strategy for managing the omnichannel customer experience.

50013 DIGITAL MARKETING STRATEGIES 3 Semester Credit Hours
This course covers the concepts that will enable the development of strategic thinking and processes oriented towards digital marketing, as well as its analysis and everything related to brand development. Students will work with a strategic roadmap that responds to customer expectations

and company objectives. Topics to be studied include digital marketing strategies, strategic thinking, and the planning and construction of effective strategic processes, taking into account the fast pace of the digital environment.

Completing a course or program in a language other than English may reduce employment opportunities where English is required. Students will be notified if the institution makes any changes.

Master in Innovation and Entrepreneurship

Program Objectives

- Evaluate market opportunities using entrepreneurial frameworks to inform strategic action.
- Design sustainable and scalable business models based on current and emerging trends.
- Demonstrate innovative thinking and leadership in business creation and transformation.
- Apply knowledge of finance, marketing, and operations in the development of startups or new ventures.
- Develop strategies to mitigate entrepreneurial challenges by evaluating risks.
- Formulate adaptive and innovative solutions to challenges in dynamic business environments to foster a culture of innovation and creativity.

Program Description

The Master in Innovation & Entrepreneurship covers the following aspects: development of creativity and innovation, analysis of the business environment, product design and development, innovative business models, business organization, legal aspects of starting a business, technological tools and market trends, finance and commercial aspects of entrepreneurship, change management, among others.

Core Courses (36 Credit Hours)

Course Code	Course Name	Credit Hours
50014	CREATIVITY AND INNOVATION	3
50015	BUSINESS INSIGHTS THROUGH DATA	3
50016	DESIGN THINKING AND CUSTOMER DISCOVERY	3
50017	PRODUCT DESIGN AND DEVELOPMENT	3
50018	BUSINESS MODEL DEVELOPMENT	3
50019	ORGANIZATIONAL ENTREPRENEURSHIP AND INNOVATION	3
50020	LEGAL ISSUES FOR ENTREPRENEURS	3
50021	DISRUPTIVE BUSINESS MODELS	3
50022	CONTEMPORARY TECHNOLOGY TOOLS AND TRENDS	3
50023	ENTREPRENEURIAL FINANCE	3
50024	ENTREPRENEURIAL SALES AND MARKETING	3
50025	CHANGE MANAGEMENT	3
	Total Program Semester Credit Hours	**36**

Course Descriptions Core Courses

50014 CREATIVITY AND INNOVATION 3 Semester Credit Hours

This course develops skills for identifying opportunities to create new businesses and exploring techniques for creating and/or generating new products or improving existing ones. Students will thus understand the research-based theoretical principles and processes that benefit innovation. Topics include techniques such as brainstorming, evaluating ideas, and selecting the most suitable ones for implementation.

50015 BUSINESS INSIGHTS THROUGH DATA 3 Semester Credit Hours
Students will be able to use various modern analytical tools and techniques to solve business management problems. Data analysis is essential in all phases of the decision-making process and has become a fundamental skill that professionals must possess and that the market demands. The most relevant topics are big data, data science, AI, data management and analysis, algorithms and predictions, and machine learning.

50016 DESIGN THINKING AND CUSTOMER DISCOVERY 3 Semester Credit Hours
Students will learn to use the Design Thinking methodology to identify customer needs and thoughts in order to better meet their demands or seize the opportunity to create new products and services. Design Thinking is an agile and effective way to conduct market research. The course covers an introduction to the methodology, the stages of exploration, definition, development, prototyping, validation, and results.

50017 PRODUCT DESIGN AND DEVELOPMENT 3 Semester Credit Hours
The course includes the analysis of several case studies that reinforce the skills needed to create launch plans for new products or services, whether for a new or existing company. The plans take into account customer expectations and needs and aim to achieve satisfaction with the result. Topics include the process of designing and developing products or services, different approaches, and their introduction to the market.

50018 BUSINESS MODEL DEVELOPMENT 3 Semester Credit Hours
This course focuses on determining a value proposition that structures a business plan aligned with market opportunities and target customer segments. Among the topics covered, students will review various business models, understanding the key elements for success. They will also learn about a wide variety of concepts and tools essential for identifying new sources of revenue, in addition to a customer-centric approach.

50019 ORGANIZATIONAL ENTREPRENEURSHIP AND INNOVATION 3 Semester Credit Hours
The course analyzes the organizational needs related to entrepreneurship and innovation and how they contribute to the development of a company. Students will review various assessment models, organizational changes, and case studies, seeking innovative solutions applicable to all types of organizations. Topics include case studies, concepts of innovation in different industries, the diverse knowledge of innovation specialists, and the link between innovation and entrepreneurship.

50020 LEGAL ISSUES FOR ENTREPRENEURS 3 Semester Credit Hours
The course covers the importance of legal issues as a fundamental aspect of all types of organizations, highlighting those related to entrepreneurship. Students will acquire the skills necessary to develop a legal plan after learning about and understanding the various legal challenges they may encounter when starting a business. Topics range from the correct choice of

business location and what this type of decision entails to the legal costs associated with coordinating with specialists in the field.

50021 DISRUPTIVE BUSINESS MODELS 3 Semester Credit Hours
This course aims to give students an understanding of how businesses evolve and the resulting need to innovate in order to achieve business success. In this field of innovation, the use of technological tools to create new business models, which we call disruptive businesses, is essential. The topics covered in the course are as follows: differences between a traditional business and a disruptive business, the importance of the collaborative economy, social networks, and their impact on business, as well as understanding the role of technology in a disruptive business.

50022 CONTEMPORARY TECHNOLOGY TOOLS AND TRENDS 3 Semester Credit Hours
The course explains the various trends emerging thanks to technology, the technological tools that exist, and how they impact various sectors and industries, such as platforms, mobile applications, and the Internet of Things. Topics include reviewing and learning about software packages, product surveys, or services that apply to various companies and/or business projects.

50023 ENTREPRENEURIAL FINANCE 3 Semester Credit Hours
This course focuses on financial management in entrepreneurial companies and the financial problems they face, ranging from idea generation to business launch. Students will develop skills in estimating expenses and revenues through projections and will understand how to prepare a business valuation. Topics include financial planning, debt and equity financing, financing methods, and creating viable financial plans.

50024 ENTREPRENEURIAL SALES AND MARKETING 3 Semester Credit Hours
This course develops the basic concepts of marketing and sales for a business, whether your own or a third party's. It presents innovative principles and practices necessary before designing and managing a sales force and the general aspects of marketing to establish strategies. The main topics will cover the challenges of entrepreneurs, finding and identifying business opportunities, marketing strategies aimed at small businesses, the fundamentals of sales, and the stages of the sales process.

50025 CHANGE MANAGEMENT 3 Semester Credit Hours
Currently, one of the most repeated premises is the existence of an environment in which changes are permanent and increasingly accelerated. Therefore, it is essential for every company to accept and manage change. This course defines what change management is, its importance, and the stages that comprise it. It also addresses the inevitable resistance to change and how to manage it, and the different models of change management according to the nature and conditions of organizations.

Completing a course or program in a language other than English may reduce employment opportunities where English is required. Students will be notified if the institution makes any changes.

Academic Guidance

Academic Calendar

Spring 2026 Term A	
December 19, 2025	New Student Orientation Begins
January 5, 2026	Classes begin
January 18, 2026	End of Add/Drop period
January 19, 2026	Holiday: Martin Luther King Day
January 23, 2026	Class Make-up Day (01/19)
February 16	Holiday: Presidents' Day
February 20, 2026	Class make-up day (02/16)
March 1, 2026	End of classes

Spring 2026 Term B	
February 20, 2026	New Student Orientation Begins
March 2, 2026	Start of classes
March 15, 2026	End of Add/Drop period
April 26, 2026	End of classes
April 27 - May 2, 2026	Summer Break

Summer 2026 Term A	
April 30, 2026	New Student Orientation Begins
May 4, 2026	Classes begin
May 17, 2026	End of Add/Drop period
May 25	Memorial Day
May 29, 2026	Class Makeup Day (05/25)
June 12, 2026	Class Makeup Day (06/19)
June 19, 2026	Emancipation Day
June 28, 2026	End of Classes

Summer 2026 Term B	
June 26, 2026	New Student Orientation Begins
June 29, 2026	Start of Classes
July 12, 2026	End of Add/Drop period
August 23, 2026	End of Classes
August 24–30, 2026	Fall Break

Fall 2026 Term A	
August 28	New Student Orientation Begins
August 31	Classes Begin
September 7, 2026	Labor Day
September 11, 2026	Make-up classes (09/07)
September 13, 2026	End of Add/Drop Period
October 25, 2026	End of classes

Fall 2026 Term B	
October 23, 2026	New Student Orientation Begins
October 26	Start of classes
November 8, 2026	End of Add/Drop period
November 11, 2026	Veterans Day
November 13, 2026	Class Make-up Day (11/11)
November 26–27, 2026	Thanksgiving Day
December 20, 2026	End of classes
December 21, 2026 – January 3, 2027	Winter Break

Credit Hour and Academic Load

Harson University measures the academic load of its programs in terms of semester credit hours. Traditionally, an academic semester lasts 15 weeks, and a semester credit hour is defined as 15 hours of direct academic instruction, which may include lectures, guided activities, supervised independent study, and online education. In addition, for each credit hour, students must complete 30 hours of independent academic work, such as readings, assignments, projects, or research activities.

At Harson University, courses are offered in eight-week academic periods. Of these eight weeks, seven weeks are devoted to direct academic instruction, while the eighth week is devoted to supervised final evaluations, which are part of the academic instruction time, in accordance with accepted practices for measuring Semester Credit Hours.

Under this model, each credit hour requires a total of 15 hours of direct academic instruction distributed over the eight weeks. These hours are structured through synchronous and asynchronous academic sessions during the first seven weeks, supplemented by supervised final assessment activities in the eighth week. This ensures that students complete all of the instruction hours required for a traditional 15-week semester.

In addition, for each credit hour, students must complete 30 hours of independent academic work, which are distributed primarily throughout the seven weeks of instruction and reinforced with integrative activities and preparation for final assessments during the eighth week.

For example, in a 3-credit-hour course, students must complete a total of 45 hours of direct academic instruction over the eight-week academic period. These hours are distributed approximately as 6 hours of instruction per week during the first seven weeks, plus the hours corresponding to supervised final assessments in the eighth week. Additionally, students must complete 90 hours of independent academic work, which is equivalent to an average of 11 to 12 hours per week throughout the academic period.

Typically, students enroll in two 3-credit courses per eight-week academic period. Consequently, they are expected to maintain a total academic load of approximately 12 hours per week of direct academic instruction and 22 to 24 hours per week of independent work, considering both the weeks of instruction and the week of final evaluations.

This framework ensures that Harson University's academic programs maintain academic equivalence, rigor, and depth with respect to a traditional 15-week semester, while taking

advantage of the flexibility of the accelerated distance learning model, without compromising the academic standards required for higher education.

Course Numbering System

Harson University uses a course numbering system that has five (5) numerical digits:

- Undergraduate Programs: Series beginning with 30000 and 40000.
- Graduate Programs: The series beginning with 50000.

Learning Activities and Assignments

Students are generally required to participate in various academic activities, including (but not limited to) discussion posts, essays, forums, research, and other assignments. They must also complete two (2) assessments, one (1) midterm assessment, and one (1) final assessment.

Transfer of Credits

Transfer credit acceptance is always at the sole discretion of the receiving institution, and Harson University makes no representation, promise, or guarantee that credits earned at Harson University will be accepted by any other institution.

Grading Procedure

All students must receive a grade in each registered course at the end of each academic term. The grade must represent the student's cumulative performance in the course.

After grade reports are processed (one week), each student will receive a notification (through the official communication system) informing them that grades are available at their student portal. Grades cannot be changed; students can always discuss potential grade inconsistencies with the course professor. If the student cannot resolve the grade situation with the Professor, the next step is to follow the University's grievance procedure.

Furthermore, if the Professor decides to change the grade after analyzing the case, a "Change of Grade Form" must be filed.

Grading System

Harson University utilizes a grading system for courses at the graduate and undergraduate levels commensurate with a course's cumulative performance. The Student Information System, Academia, automatically assigns a grade based on the logic explained in the following table:

Grade	Description	Percentage	Quality Points
A	Excellent	90 – 100 %	4.0
B	Good	80 – 89.99 %	3.0
C	Average	70 – 79.99 %	2.0
D	Poor	65 – 69.99 %	1.0
F	Failing	Up to 64.99 %	0.0
WA	Withdrawal – No Attendance	Not Computed *	0.0
W	Withdrawal – Prior to 50 % completion	Not Computed **	0.0

* During the Add-Drop period.

** After the Add-Drop Period.

Please note that "Not Computed" grades are not part of the grade point average (see Grade Point Average below).

Grade Point Average

The Grade Point Average (GPA) is a number that indicates how high students scored in courses on average. Using a scale from 1.0 to 4.0, the GPA tracks the student's progress while enrolled in a program of study. This number assesses whether the student meets the standards and expectations set by the degree program. GPA calculation uses "Quality Points" assigned to each course credit hour as shown in the Grading System previously described. Specifically, an example of Cumulative GPA calculation follows:

> Cumulative GPA = (Total Number of Quality Points) / (Total Number of Term Semester Credit Hours)

In the above calculation, (Number of Quality Points Per Course) = (Quality Point Per Credit Hour) × (Course Semester Credit Hours)

Where course represents any academic course in which a student has enrolled and a grade of "A," "B," "C," "D," "F," or "WF" was assigned.

Example:
Course A, 3 Credit : Grade A | A=4 Quality Point Per Credit Hour | 12 Quality Points Course B, 3 Credit : Grade B | B=3 Quality Point Per Credit Hour | 9 Quality Points

GPA = (12+9)/(3+3) = 3.50

Minimum Academic Standards

Harson University's minimum academic standards are coherent with its mission and vision. As such, details are below:

- Students enrolled in an undergraduate program must maintain a minimum cumulative GPA of 2.00.
- Students enrolled in a graduate program must maintain a minimum cumulative GPA of 3.00.

Incomplete "I" Grade Policy

Harson University's policy is that a faculty member, at their discretion, could use an Incomplete grade to record a temporary designation representing a student's inability to complete a gradable portion of coursework for reasons beyond the student's control. Furthermore, to take advantage of this opportunity, the student must submit the requirements imposed by the course professor no later than one (1) academic term after the incomplete grade.

An Incomplete grade may be granted, at the discretion of the course Professor, only to a student who experienced a mitigating circumstance, such as an unexpected personal, job-related, or medical emergency, that justifiably prevented the completion of required coursework within the timeframe allowed. Under this policy, an incomplete grade cannot be granted to a student as a replacement for a failing grade, even if such a student experiences an emergency like those described.

Academic Probation

Harson University's minimum academic standards are consistent with its mission and vision. Students who fall below these standards will be considered on academic probation. Students on academic probation must achieve minimum academic standards by the end of the academic year. Students may be withdrawn from the program of study at Harson University if they fail to achieve minimum academic standards.

Repeat Courses

Students may retake a course if a failing grade is obtained. Students are financially responsible for the costs associated with retaking a course. Their grades will factor into their cumulative GPA and academic record. Students are encouraged to retake any course(s) they have failed as soon as it becomes available. When retaking a course, only the last grade received will be used to compute the cumulative quality-point index. The previous grade(s) will remain on the transcript but not as part of the cumulative index.

Graduation Policy

To qualify for graduation, students must complete the full academic curriculum as outlined in the catalog within the designated timeframe.

Requirements

- Undergraduate Students: Must have a minimum cumulative GPA of 2.00.
- Graduate Students: Must have a minimum cumulative GPA of 3.00

Once all academic requirements are met, you will receive a notification in your last semester to begin the official graduation process and participate in the commencement ceremony. Students may file a graduation application and pay the graduation fee. The Office of the Registrar will use the application to complete a degree audit to ensure students are meeting graduation requirements.

If you apply for graduation but don't meet the minimum requirements, you will receive a detailed status report on your progress and what you still need to complete.

Recognition of Honors

Students who achieve academic excellence may be awarded a degree with honors. To be eligible, students must earn an overall GPA in one of the following ranges:

- President's List: 4.00
- Dean's List: 3.60 – 3.99

Official Transcript

All students have online access to their grades through the Student Portal. In addition, when applying for graduation, an official transcript will be issued.

If a student needs an official copy or an unofficial transcript, they must send an email to services@harsonuniversity.com requesting the corresponding documentation.

Students, other institutions, prospective employers, or other agencies will receive official transcripts directly upon request. Requests for official transcripts may not be fulfilled if the student has a hold on their account; in such cases, an academic advisor will contact the student to explain the details.

Add-Drop Period

The period for adding or dropping courses begins on the first day of classes for each 8-week term and ends fourteen (14) days after the start of classes for that 8-week term. During these fourteen (14) days, students may change their academic load by adding or dropping courses without academic or financial repercussions. To do so, they must send an email to Student Services and fill out the corresponding form. See Cancellation and Refund policy for applicable refunds as a result of cancellation.

Withdrawal Policy

Harson University requires students to submit their official withdrawal request through the student portal. Failure to complete the withdrawal process within the designated withdrawal period may result in failing grades, which may negatively affect the student's academic standing, academic progress, cumulative GPA, and financial obligations. For each eight-week academic term, the

official withdrawal period begins on the first day of classes and ends on the Sunday of the second (2nd) week of the term. If a student withdraws from a course after the second week of the term has concluded, the system will assign a grade of “W”. See the refund policy for applicable refunds as a result of term withdrawal.

Course Absence Policy

Attendance is crucial for students to achieve their academic goals; therefore, it will enhance and enrich the peer experience. Students are responsible for reviewing all content covered during the course, regardless of whether or not they are present in class.

"Attendance" is considered to be any type of weekly academic participation, such as attending live classes (in-person or virtual), submitting assignments or activities evaluated on the institutional platform, or participating in complementary academic activities such as workshops, talks, conferences, master classes, and seminars.

Examples of acceptable proof of academic attendance may include:

- The submission by the student of an academic paper or exam.
- Student participation in an interactive tutorial or computer-assisted instruction.
- Students posting in a discussion forum that shows student participation in an online discussion.

Attendance records are the responsibility of each professor and must be entered once a week, every Monday, into the institutional academic system (SIS/LMS), reflecting participation or submissions for the previous week. If there is no evidence of participation or submissions during the week, the student will be recorded as absent. If the student submits assignments after the deadline but within the same week, attendance will be recorded as "Tardy" and will count for 50% of that week's value.

Attendance will represent 10% of the final course grade at the end of the semester and will be calculated proportionally according to the weeks in which the student meets the defined participation criteria. The Registrar will monitor weekly that teachers comply with the registration, and the Academic Coordinator will apply measures in case of non-compliance or irregular patterns. In cases of absence justified for medical or other approved reasons, the student must give timely notice and submit documentation. In addition, the University may review and adjust the policy according to institutional and regulatory needs and integrate it as part of the Institutional Retention Plan with indicators monitored weekly.

Absence Policy

At Harson University, we understand that students may face unforeseen circumstances, such as medical issues, military service, or personal emergencies, that prevent them from continuing their studies. Our Leave of Absence (LOA) policy is designed to allow students to pause their studies without withdrawing, thereby preserving their academic progress and status within the university.

Eligibility and Requirements

Any enrolled student may request a Leave of Absence for a defined period. Requests must be submitted in writing to the Academic Coordinator and Student Services Advisor and include the following supporting documentation:

- Medical reasons: Doctor's note, hospitalization records, or other documentation justifying the student's health condition.
- Military service: Copy of military orders confirming activation or deployment.
- Personal reasons: Official documents verifying an extreme emergency or hardship (e.g., death of a family member, natural disaster, etc.).

Duration and Limits
A Leave of Absence is granted for a minimum period of one (1) semester and a maximum of three (3) consecutive semesters.

- The total duration of all approved Leave of Absence for a student during their program must not exceed three (3) academic semesters in total, unless there are exceptional circumstances.
- Exception for Military Service: Leave of Absence requests for active military service will not count toward the total program limit. This is in accordance with federal and Florida state regulations that protect the educational rights of veterans and military personnel.

Financial and Academic Responsibilities

Students must settle any outstanding financial obligations to the university before their LOA request can be approved. Tuition for the current 8-week term is non-refundable if the student requests the LOA after the enrollment add/drop period.

A student on LOA remains enrolled in the program but is not academically active. During this time, they may not attend classes or use university resources (e.g., library, laboratories).
It is the student's responsibility to contact the Registrar at least 30 days before the end of their LOA to coordinate their return. The re-entry date must coincide with the start of a new academic semester.

Consequences of Noncompliance

- If a student does not return after their LOA expires and has not requested an extension, they will be considered to have withdrawn from the university. In that case, they will have to go through the readmission process to re-enroll in the future.
- An LOA cannot be used to avoid academic dismissal for poor performance.

Student Academic Honesty and Conduct Policy

Academic Honesty Policy

Harson University establishes this policy to ensure an academic culture grounded in honesty, responsibility, and respect for intellectual work. This policy applies to all students, faculty, academic personnel, and administrative staff across all modalities of study (on-site, hybrid, or online).

Academic integrity is a fundamental principle for preserving educational quality, institutional credibility, and the value of the credentials granted by Harson University.

Academic Integrity Committee (AIC)

Membership

The Academic Integrity Committee (AIC) shall be composed of the following members:

- Chief Executive Officer
- Executive Director
- Associate Dean
- Academic Coordinator
- Registrar

Functions

The AIC carries out the following functions:

- Reviews and resolves cases of alleged academic dishonesty.
- Determines sanctions in accordance with the applicable stage.
- Ensures impartiality and due process in all proceedings.
- Records official cases and maintains a confidential academic history.

Conduct Constituting Academic Dishonesty

Any action that provides an unfair advantage or presents another person's work as one's own constitutes a violation of academic integrity. Violations include, but are not limited to, the following:

- Plagiarism or similarity above 25% as detected through Turnitin.
- Copying text, ideas, images, or data without proper citation.
- Using generative artificial intelligence (AI) without authorization or without proper citation.
- Copying or engaging in improper communication during exams as detected by Proctorizer.
- Falsifying identity in exams or assignments.
- Purchasing, exchanging, or submitting another person's work as one's own.
- Manipulating grades, official documents, or signatures.
- Submitting work produced by AI, automated platforms, or third parties as one's own.

Mandatory Institutional Tools

Harson University requires the use of the following tools in all applicable academic activities:

- **Turnitin:** Mandatory for all submissions completed within the learning platform.
- **Proctorizer:** Mandatory for all virtual or proctored examinations.

Faculty must retain all relevant evidence, including similarity reports, screenshots, recordings, and automatic system-generated reports.

Mandatory Institutional Procedure

All cases of suspected academic dishonesty follow a mandatory progressive process. Informal resolution is not permitted. Faculty may not impose sanctions unilaterally, nor may they omit reporting to the AIC when required. The following three stages apply regardless of whether the misconduct is minor or severe.

Progressive Sanctions Model

Stage	Name	What Happens	Who Intervenes
Stage 1	Formal Warning	The instructor notifies the student in writing. The student has 48 hours to respond. The assignment receives a grade of 0 and may be redone with a penalty; the maximum possible score on the redone assignment is 70%.	Instructor and Academic Coordinator
Stage 2	Official Record and Report to AIC / Major Academic Sanction	If there is recurrence or the case is significant, a formal file is opened. The student receives a final course grade of F.	AIC
Stage 3	Suspension or Expulsion	The student receives a temporary suspension of one or more terms, or permanent expulsion, due to recurrence or severe fraud.	AIC

Faculty Procedure Upon Suspected Academic Dishonesty

Upon suspecting academic dishonesty, faculty follow the procedure below:

1. **Detection:** The instructor identifies irregular similarity in Turnitin or improper conduct through Proctorizer.
2. **Verification:** The instructor reviews the evidence objectively.
3. **Notification to the Student (Stage 1):** The instructor notifies the student through institutional email. The student has 48 hours to respond.
4. **Evaluation of Response:**
    - If the student admits wrongdoing, and the case corresponds to a first occurrence and is not deemed severe, the case will be resolved under Stage 1. In accordance with this stage, the assignment will receive a grade of zero (0). The student will be required to resubmit the assignment within 48 hours. The resubmitted assignment will be graded, and the final grade will replace the original zero, with a maximum possible score of 70%.
    - If the student does not respond or denies the allegation, the process continues as outlined.
5. If the misconduct is a first occurrence, Stage 1 or Stage 2 applies depending on severity.
6. If the misconduct is severe or recurrent, the instructor reports the case to the AIC for Stage 3 consideration.
7. The instructor may not assign the final course grade until the case is fully resolved.

Academic Sanctions

Sanctions available under this policy include the following:

- A grade of 0 on the assignment or exam.
- A final course grade of F.
- A requirement to redo the assignment under specific conditions.

- Loss of institutional scholarships or financial aid.
- Suspension of access to academic platforms.
- Temporary suspension or expulsion (Stage 3).

Student Rights

Students subject to this policy retain the following rights:

- To receive written notification of the allegation.
- To present evidence or explanations in response.
- To request a review or appeal within five business days of receiving a written resolution.
- To receive a written resolution.

Records and Confidentiality

- Only cases from Stage 2 onward are officially recorded.
- Sanctions are not included on the official transcript, except in cases of expulsion.
- All case information is confidential and managed by the Registrar.

General Conduct Policy

Harson University expects all students to conduct themselves in a manner consistent with the university's values of respect, responsibility, and integrity. This policy applies to all students across all modalities of study and governs behavior in academic settings, institutional communications, and any other context in which a student represents or interacts with Harson University.

Conduct Violations

The following behaviors constitute violations of Harson University's student conduct policy:

- Harassment, intimidation, or threatening behavior directed at students, faculty, or staff.
- Discriminatory conduct based on race, gender, religion, nationality, disability, or any other protected characteristic.
- Disruptive behavior that interferes with the learning environment or institutional operations.
- Misuse or unauthorized access of institutional systems, platforms, or resources.
- Falsification or misrepresentation of personal information or institutional records.
- Conduct that endangers the health or safety of any member of the university community.
- Any behavior that violates applicable local, national, or international law.

Sanctions

Sanctions for conduct violations are determined by the severity and recurrence of the behavior and may include the following:

- Formal written warning.
- Mandatory participation in remedial or educational programming.
- Disciplinary probation for a defined period.
- Permanent dismissal from Harson University.

Procedure

Conduct complaints may be submitted by any student, faculty member, or staff member. All complaints are reviewed by the Associate Dean, who determines the appropriate course of action. Students subject to a conduct complaint retain the right to written notification, the opportunity to respond, and a written resolution. Students may appeal any sanction within five business days of receiving written notice of the outcome.

Student Confidentiality and Privacy Policy

Harson University follows the Family Educational Rights and Privacy Act (FERPA) framework as a rigorous, nationally recognized standard for protecting student privacy.

FERPA Framework

The Family Educational Rights and Privacy Act (FERPA) of 1974, as amended, affords eligible students certain rights regarding their education records. An "eligible student" is a student who is 18 years of age or older or who is enrolled in a postsecondary institution. At Harson University, these rights include:

1. **The Right to Inspect and Review Education Records:** Students have the right to inspect and review their education records within 45 days of the day the University receives an access request. The student should submit a written request to the Registrar, identifying the specific record(s) the student wishes to inspect. The University official arranges access and notifies the student of the time and place where the records may be inspected.

2. **The Right to Request Amendment of Education Records:** Students have the right to request the amendment of their education records that they believe are inaccurate, misleading, or in violation of their privacy rights. Students who wish to ask the University to amend a record should submit a written request to the University official responsible for the record, clearly identifying the part of the record they want changed and specifying why it should be changed. If the University decides not to amend the record as requested, it notifies the student of the decision and advises them of their right to a hearing regarding the request for amendment.

3. **The Right to Consent to Disclosure of Information** Students have the right to provide written consent before the University discloses personally identifiable information (PII) from their education records, except to the extent that FERPA authorizes disclosure without consent.

   Harson University discloses education records without a student's prior written consent under the following exceptions, among others, as authorized by FERPA:
   - To school officials who have a legitimate educational interest. A school official is a person employed by Harson University in an administrative, supervisory, academic, research, or support staff position; a person or company with whom Harson University has contracted to perform an institutional service or function (e.g., attorney, auditor, or collection agent); a volunteer or an official serving on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.
   - To officials of another school in which a student seeks or intends to enroll.
   - In connection with financial aid for which the student has applied or received.
   - To parents of a dependent student, as defined by the Internal Revenue Service (IRS). The University requires a copy of the parents' most recent federal tax return or other appropriate documentation to verify dependency.
   - In a health or safety emergency.
   - To comply with a judicial order or lawfully issued subpoena.

Directory Information: Harson University has designated the following as "Directory Information," which the University may release to the public without the student's prior consent:

- Name and personal/institutional email of the student
- Major and minor fields of study
- Enrollment status (e.g., full-time, part-time)
- Dates of attendance
- Degrees, honors, and awards received
- Participation in officially recognized activities and sports
- Photographs (for official university purposes)
- Most recent previous educational agency or institution attended

Restriction of Directory Information: The student has the right to restrict the disclosure of directory information. To do so, they must notify the Registrar's Office in writing. The request for restriction will apply to all directory information specified by the student.

Data Breach Notification

In the event of a data breach affecting student records, Harson University notifies affected students promptly in accordance with applicable federal and state laws. The notification includes the nature of the breach, the types of information involved, and steps students may take to protect themselves.

Students may submit requests by contacting the Office of the Registrar by email, phone, or through the student portal.

Refund Policy in Disciplinary Cases

Harson University reserves the right to impose disciplinary measures—including expulsion—at any time when warranted by conduct, following due process. In cases of suspension or expulsion, the current refund policy will apply, and the effective date of the sanction will be used for any corresponding calculations.

Satisfactory Academic Progress (SAP) Policy

Purpose and Scope

The Satisfactory Academic Progress (SAP) Policy outlines the academic standards that all students must meet to maintain continued enrollment at Harson University. The policy applies to all students enrolled in 100% online undergraduate and graduate degree programs offered in Spanish.

Cumulative Grade Point Average

All *Harson University* students must meet and maintain the cumulative grade point average (GPA) required by the university.

- *Undergraduate students* must maintain a minimum cumulative GPA of 2.0.
- *Graduate students* must maintain a minimum cumulative GPA of 3.0

Failure to maintain the required cumulative GPA may result in a warning, probation, or academic suspension under the Satisfactory Academic Progress policy.

Rate of Progress (PACE)

To ensure the timely completion of academic programs, Harson University measures each student's rate of progress, referred to as PACE. This calculation determines whether a student is completing their coursework at a rate sufficient to graduate within the maximum allowable timeframe.

PACE is calculated using the following formula:

$$\text{PACE} = \left(\frac{\text{Cumulative Credits Earned}}{\text{Cumulative Credits Attempted}} \right) \times 100$$

Students must maintain a minimum PACE of 67%, meaning they must complete at least 67% of all attempted Semester Credit Hours. All attempted credits, including withdrawals, repeated courses, incompletes, and accepted transfer credits, are included in the calculation.

Failure to meet the required PACE may result in a warning, probation, or academic suspension under the Satisfactory Academic Progress policy.

SAP Review Process and Academic Status

SAP is reviewed at the end of each 16-week semester (including review of enrollment results for both 8-week terms A and B on students' GPA and PACE). Students will receive written notification of their educational status immediately following each 16-week semester.

Good Standing: The student is meeting all measures of the SAP policy and is in good standing.

Academic Warning: If a student fails to meet SAP for the first time at the conclusion of a 16-week semester, they will be placed on Academic Warning for one semester. No appeal is required. Students may continue enrollment and are encouraged to meet with the Student Services Advisor and Associate Dean if needed.

Academic Suspension: If a student fails to regain SAP standing during the Academic Warning semester and does not appeal—or if they fail to meet the terms of Academic Probation—they will be academically suspended. Suspended students are not eligible to register for classes unless they successfully appeal.

Academic Probation: If a student has successfully appealed a SAP violation (see below), they will be placed on Academic Probation for one 16-week semester or more if adhering to an Academic Improvement Plan. Failure to meet Plan requirements for any given 16-week Semester will result in Academic Suspension.

Appeal Process

Students may appeal their suspension due to extenuating circumstances such as medical issues, personal hardship, or family emergency. The appeal must include:

- A written explanation of the circumstances
- Supporting documentation (e.g., medical notes, legal records)
- An Academic Improvement Plan developed with an academic advisor

All appeals should be sent directly to the Registrar's Office by email, no later than 30 calendar days from the start of the 16-week semester following SAP suspension. If the appeal is approved, the student will be placed on Academic Probation for one term. Decisions for Satisfactory Academic Progress (SAP) Appeals are normally made within 3 weeks of submission.

Academic Probation and Continued Enrollment

Students on Academic Probation must meet all conditions of their Academic Improvement Plan. Failure to do so will result in Academic Dismissal. Dismissed students may reapply for admission after sitting out one full academic year.

Academic Record and Notifications

All SAP statuses (Probation, Warning, Suspension) will be recorded in the student's official academic file. Students will be notified via email and the student portal.

Maximum Time Frame (MTF)

University students are expected to complete their degree program requirements within a reasonable time frame. The maximum time frame is assessed by the number of credits attempted. Students must complete their program within 150% of the published program length.

- Bachelor of Science in Business Administration (120 credits): maximum of 180 credits attempted.
- Bachelor of Science in Marketing Management (120 credits): maximum of 180 credits attempted.
- Master in Digital Marketing (30 credits): maximum of 45 credits attempted.
- Master in Innovation and Entrepreneurship (36 credits): maximum of 54 credits attempted.
- Master in Business Administration (45 credits): maximum of 67 credits attempted.

Admissions

Non-Discrimination Policy

Harson University is committed to promoting equal opportunity in educational programs, admissions, and employment. It does not discriminate on the basis of race, creed, color, sex, religion, national origin, age, disability, veteran status, marital status, sexual orientation, gender identity, gender expression, or any other protected group status in accordance with applicable federal, state, and local laws of non-discrimination and equal opportunity.

Furthermore, Harson University ensures that no qualified person is denied access, participation, or benefits of the university because of a disability. Upon request, the university will provide appropriate and reasonable accommodations to ensure equal and full access to educational opportunities, programs, and activities.

Harson University supports a policy against harassment. Students, faculty, and administrative staff must work together in an atmosphere free from all forms of harassment, exploitation, or intimidation.

Admissions Policy and Criteria

Harson University welcomes applications from all candidates and admits students solely based on their credentials and relevant University standards.

Harson University offers graduate and undergraduate programs of study. The admission process at Harson University involves a comprehensive assessment to determine if an applicant meets the university's minimum requirements. Applicants must have a US high school diploma or equivalent foreign degree to meet the minimum admission criteria for a bachelor's program. Applicants to a master's program must hold a US bachelor's degree or equivalent foreign degree.

Harson University reserves the right to deny admission to any student when the university determines that it is not in the best interest of the student or the institution. Additionally, if a student has an unsatisfactory academic, conduct, or behavioral record, it may result in an admissions denial. The university further reserves the right to deny or revoke admission if it determines that the applicant or student poses a threat or is significantly disruptive to the university community.

Applicants must submit their admission applications before the intended academic term. Applications for admission must be submitted no later than two weeks before the semester commences. If the student is a minor (under 18 years old), the signature of a parent or guardian is required.

Admission Requirements

Bachelor's Degree Programs

- Pay the Application Fee of $85 (non-refundable).
- Submit a copy of a valid government-issued photo ID.
- Applicants with **high school degree** only:
    - Submit a copy of official High School transcripts.
    - Submit a copy of the High School or GED diploma.
- Applicants with an **associate degree**:

- Submit a copy of the official associate degree transcripts.

Master's Degree Programs

- Pay the Application Fee of $85 (non-refundable).
- Submit a copy of a valid government-issued photo ID.
- Submit a copy of official bachelor's degree transcripts.
- Submit two (2) letters of recommendation from supervisors, faculty, or professional associates.
- Submit a formal resume or curriculum vitae indicating education and complete work history.

Additional Requirements

- Online students must have access to high-speed internet.
- Upon acceptance, students must immediately pay the first tuition payment to enroll in their courses.
- Harson University offers its programs in Spanish. Applicants whose native language is other than Spanish must pass a proprietary language proficiency test successfully.

International Students

Harson University welcomes applications from international students. Since Harson operates as an online institution, students do not need to be physically present in the United States. Consequently, international students do not need to secure a visa when enrolling at Harson University. However, all international students must successfully fulfill the admission requirements.

To meet the university's minimum criteria, international students applying for bachelor's degree programs should hold a foreign degree equivalent to a US high school diploma. For those applying to master's degree programs, international students should possess a foreign degree comparable to a US Bachelor's degree.

Applicants from non-U.S. high schools or institutions of higher education must undergo an evaluation of their official academic records or grade certificates to determine their equivalency to US studies. An agency certified by the National Association of Credential Evaluation Services (NACES) must prepare this evaluation.

Transfer Students

A student wishing to transfer from another college or university must:

- Fulfill all requirements of the admission process.
- Provide a course syllabus or a college catalog, if needed.

Typically, a student who qualifies for re-admission to their previous educational institution is eligible for admission to Harson University.

The Associate Dean determines course equivalency for transfer credit. All transferred courses must be completed at an accredited institution of higher education, with a minimum grade of "C" (2.0) for bachelor's programs and "B" (3.0) for master's programs.

Courses with a grade below "C" will not receive credit. Credits for internships and co-op courses with pass-fail or satisfactory-unsatisfactory grades are not accepted. It is the student's responsibility to confirm whether the university will accept the courses.

Transfer students may need to retake specific courses to help maintain satisfactory progress in their academic program.

Re-Admission

Former Harson University students, regardless of subsequent attendance at another institution, are re-admission candidates and should complete the re-admission application process.

Students seeking re-admission must:

- Pay $50 Re-Admission Fee.
- Submit a Re-Admission Application.
- Submit Transcripts from any institutions attended after Harson University.
- Students who do not meet satisfactory academic standing must submit a Personal Statement.
- Interview with the Re-Admission Committee if necessary.

Applications must be submitted at least two (2) weeks before the beginning of the semester. The student must submit all required documentation along with the application to become a student candidate.

Students approved for re-admission must complete a new Enrollment Agreement and pay tuition and fees according to the rates at the time of re-admission. Students must also comply with the university's satisfactory academic progress policy as well as abide by the university's policies and procedures.

Disciplinary Re-Admission Policy

A student must apply for re-admission after being withdrawn for disciplinary reasons. The re-admission policy is as follows:

- Students will be on disciplinary probation for one (1) academic year.
  If there are no disciplinary violations, the student will no longer be on disciplinary probation in the following academic year.

Credit for Experiential Learning

Harson University recognizes that students may acquire college-level knowledge and skills through learning experiences outside traditional college coursework. Qualified applicants may be awarded academic credit for prior learning when they demonstrate achievement of learning outcomes equivalent to those of a Harson University course.

Credit may be considered for documented learning acquired through sources such as:

- Professional employment
- Military education and training
- Industry certifications and professional licenses
- Continuing education and executive education
- Professional development programs

- Structured certificate programs
- Domestic or international academic immersion experiences
- Employer-sponsored education and training
- Research, community leadership, or other documented educational experiences

Academic credit is awarded only for demonstrated college-level learning. Credit is not awarded solely for participation, attendance, employment experience, training, or time spent in an activity.

Eligibility

Credit for Experiential Learning (CEL) is available only to applicants seeking admission to Harson University. Requests for experiential learning credit must be submitted, evaluated, and approved before enrollment in the equivalent Harson University course. Once a student enrolls in an equivalent course, that course is no longer eligible for experiential learning credit.

Evaluation Process

Applicants must submit documentation supporting the learning experience, which may include certificates, transcripts, course syllabi, learning outcomes, portfolios, capstone projects, professional work products, employer verification, or other evidence demonstrating achievement of applicable course learning outcomes.

Qualified faculty evaluate each request using assessment methods appropriate to the discipline and the course being considered. Assessment methods may include portfolio review, challenge examinations, performance assessments, evaluation of professional artifacts, capstone projects, oral presentations, or other approved assessment methods. Faculty use standardized evaluation criteria aligned with the learning outcomes of the equivalent Harson University course.

Award of Credit

Experiential learning credit is awarded only when qualified faculty determine that the applicant has demonstrated achievement of the learning outcomes of the equivalent Harson University course. Credit is recorded on the student's academic record as transfer or experiential learning credit, as appropriate. Experiential learning credit does not receive a letter grade and is not included in the student's cumulative grade point average unless otherwise provided by University policy.

Appeals

Applicants who wish to appeal an experiential learning credit decision must submit a written appeal to the Associate Dean within 15 business days of receiving the decision. The appeal should include the basis for the request and any additional supporting documentation. An independent review will be conducted by a qualified faculty member or subject matter expert not involved in the original evaluation. The decision of the appeal constitutes the University's final determination.

Student Identity Verification Policy

Harson University verifies the identity of all students who apply, enroll, and participate in academic activities through a structured verification process.

Verification at Admission

All applicants must provide a valid government-issued photo identification as part of the admissions process. The document must include the applicant's full legal name, document number, date of birth, photograph, and expiration date. Admissions staff review and validate the ID to ensure consistency with the information provided in the application. When inconsistencies arise, the University may request a live video confirmation or additional documentation before admission is finalized.

Acceptable identifications include:

- Passport
- Government-issued ID
- Driver's license

If discrepancies are detected, the Admissions staff may request:

- A live video call
- Proof of address or secondary ID
- Signature verification

Verification After Enrollment

Once admitted, each student receives a unique institutional email, username, and password that grants access to Harson+ (the learning management system) and Academia (the student information system). Students must change the initial password upon first login. The LMS automatically records login locations, device information, activity timestamps, and submission history to detect irregularities and safeguard student identity.

Ongoing Identity Verification

Throughout their studies, students must authenticate their identity during key academic interactions. Courses that include proctored assessments require students to verify their identity through live remote proctoring with automated Proctorizer identity-verification software. The activities selected for this software represent the validation of learning objectives relevant to the course.

Furthermore, synchronous sessions are conducted via Zoom, where the faculty member connects through an administrative account, and students are required to register their full names for formal identification within the virtual classroom.

Faculty also verify identity through participation monitoring and video interaction. Students must maintain an updated profile photo in the Learning Management System (LMS)."

Protection of Identity Information

The University stores all identification documents and authentication data securely, with encryption, and restricts access to authorized institutional personnel. Harson University does not share student identity information with external parties unless legally required.

Responsibilities

Verification responsibilities are shared across the institution. The Admissions Office conducts initial verification, the Registrar ensures consistency of records, faculty confirm identity during academic activities, and the IT Department maintains secure authentication systems.

Non-Compliance

Any attempt at impersonation or unauthorized access violates academic integrity and may result in disciplinary actions such as course failure, suspension, dismissal, or legal referral.

Technology Requirements Policy

Harson University has identified the following minimum technology requirements for students. These specifications ensure that students have the necessary tools and connectivity to participate fully in academic activities, access digital resources, and engage in instructional delivery.

Hardware Requirements

Students must have personal access to a desktop or laptop computer. Mobile devices (tablets or smartphones) may be used with limited functionality.

Minimum specifications:

- Processor: 1.5 GHz or higher
- Memory: 8 GB RAM (4 GB minimum acceptable)
- Storage: 128 GB or higher
- Integrated or external webcam
- Microphone and speakers or headset

Internet Connectivity

Students must have reliable internet access to participate in online learning activities.

Minimum requirements:

- 5 Mbps internet speed
- Stable connection for synchronous (live) sessions

Recommended:

- 10 Mbps or higher for optimal performance

Software Requirements

Students must have access to the following software:

Operating Systems:

- Windows 10 or higher
- macOS 10.13 or higher
- Android or iOS (for limited mobile access)

Web Browsers (latest version recommended):

- Google Chrome
- Microsoft Edge
- Mozilla Firefox
- Safari

Productivity Tools

- Word processing software (e.g., Microsoft Word or equivalent)
- Spreadsheet software (e.g., Excel or equivalent)
- PDF reader (e.g., Adobe Acrobat)

Security

- Updated antivirus software (recommended)

Platforms and Academic Tools

Students are required to access and use the following institutional platforms:

- Learning Management System (LMS): Moodle / Academia
- Virtual classroom platform: Zoom
- Institutional email and communication tools

Students are responsible for ensuring they can access and effectively use these systems.

Additional Recommendations

To enhance the learning experience, students are encouraged to:

- Use a headset or headphones during live sessions
- Keep all software updated
- Limit simultaneous applications during classes
- Prefer using a desktop or laptop over mobile devices

Finance

Tuition and Fees

Harson University offers three (3) graduate (Master's) programs and two (2) undergraduate (Bachelor's) programs. See below:

Bachelor of Science in Business Administration

Credits	Cost/Credit	Total Cost	Approximate Duration
120	$166.67	$20,000	40 months*

Bachelor of Science in Marketing Management

Credits	Cost/Credit	Total Cost	Approximate Duration
120	$166.67	$20,000	40 months*

Master in Digital Marketing

Credits	Cost/Credit	Total Cost	Approximate Duration
30	$555.56	$16,667	10 months*

Master in Innovation & Entrepreneurship

Credits	Cost/Credit	Total Cost	Approximate Duration
36	$555.56	$20,000	12 months*

Master in Business Administration (MBA)

Credits	Cost/Credit	Total Cost	Approximate Duration
45	$555.56	$25,000	16 months*

*Approximate program length calculated based on a full-time student with 12 Semester Credit Hours per semester.

Non-Tuition Fees

Other fees paid by students that are not related to tuition. See below:

Application Fee	
Application Fee	$85 [1]
Re-Enrollment Fee	$50 [2]
Late Payment Fee	$50 [3]
Program Change Fee	$50
Official Document Issuance Fee (Digital Copy)	$50 [4]
Graduation Fee	$200

1 One-time fee (non-refundable).
2 You must complete a new Enrollment Agreement and will be charged the applicable Tuition and Fees at the time of readmission.
3 May be charged more than once during the semester.
4 Available only if the graduation fee has already been paid. Documents available: Official transcript or diploma.

Scholarships

Overview

Harson University offers a limited number of institutional scholarships designed to support students who demonstrate strong academic performance, significant professional achievement, or financial need. Scholarships are awarded at the time of admission or during a student's enrollment, depending on the scholarship type. All scholarships reduce the total program cost billed to the student and are documented through a formal Scholarship Award Letter that clearly identifies the scholarship amount and its effect on tuition obligations.

How to Apply

Candidates interested in applying for a scholarship must complete a Scholarship Application Form, which is provided by the Sales team during the recruitment process. Once a prospective student is identified and progresses through the admissions process, the Admissions Office collects all required documentation, including the scholarship application.

The application process is consistent across all scholarships. Applicants are required to submit the following:

- Name of the organization where the applicant worked or participated
- Title of the position held
- Dates of the position or experience
- Brief description of responsibilities
- Essay explaining the impact generated, in alignment with the specific scholarship for which the applicant is applying (maximum 300 words)

Applications may be submitted in one of two formats:

- A written essay
- A short video explaining the applicant's experience and impact

Scholarship Types

Harson University offers the following institutional scholarships. All scholarships are either merit-based or need-based, as defined below.

Merit-Based Scholarships

Merit-based scholarships are awarded based on definable and verifiable academic achievement, professional accomplishments, or demonstrated excellence aligned to program outcomes. Criteria may include a minimum GPA threshold, completion of significant professional accomplishments relevant to the program of study, submission of a portfolio, résumé, or statement demonstrating academic excellence or leadership, or evidence of awards, certifications, or recognition in the applicant's field.

Merit-based scholarship applications are evaluated by the Scholarship Review Committee, which consists of the Executive Director, Registrar, and one member of the Academic Leadership team. Committee members independently score applications using an institution-approved rubric that assigns weighted scores to academic criteria, professional accomplishments, written statements, and supporting documentation. The committee then reaches a consensus decision based on rubric results.

The following scholarships are merit-based:

- **Academic Excellence Scholarship** Available to candidates with a strong academic record and demonstrated academic achievement. A minimum GPA of 3.5 is required for undergraduate applicants; graduate applicants must present a minimum GPA of 3.7. Applicants are required to submit official or unofficial academic transcripts to verify academic performance.
- **Global Professional Scholarship** Designed for professionals with at least one year of experience in international or multinational companies. Understanding of the global business environment and the ability to operate in multicultural contexts will be valued. Applicants are required to submit a current résumé to verify relevant professional experience.
- **Entrepreneurial Spirit Scholarship** For candidates who have led, participated in, or developed entrepreneurial projects. Ideal for those who think creatively and implement ideas with initiative and innovation. Applicants are required to submit a current résumé and describe their entrepreneurial experience within the application essay.
- **Future Leadership Scholarship** Awarded to students with natural leadership skills demonstrated in professional, social, or community contexts. Seeks to inspire those who motivate and mobilize others with their vision.
- **Executive Leaders Scholarship** For professionals with executive experience, such as vice presidents or equivalent roles, who have led international teams and contributed to the strategic development of their organizations. Applicants are required to submit a current résumé to document executive-level experience and leadership responsibilities.
- **Social Impact Scholarship:** Awarded to candidates who demonstrate measurable contributions to their communities or a strong commitment to generating positive social impact. Applicants must provide evidence of their involvement and a clear explanation of how they will use their degree to further contribute to society.

Scholarship Award Documentation

For every scholarship granted, Harson University issues a formal Scholarship Award Letter that includes the following:

- The total tuition for the student's program
- The scholarship amount awarded
- The resulting adjusted tuition the student is obligated to pay
- Whether the award applies to the full program or a specific set of courses
- Any conditions for maintaining eligibility, such as minimum GPA or continuous enrollment

Billing Rights Summary

If a student believes that their account balance is incorrect or would like more information about a transaction on their account, the student may contact the Student Services Office at services@harsonuniversity.com.

Please include the following information in the email:

- Student's name.
- Student ID number.
- Brief description of the request, question, or inquiry.

Students can also fill out an inquiry form on the student portal at Academia.

Students do not have to pay the amount in question while the university investigates, but they are required to pay the portion of the bill that is not in dispute.

Payment Policy

Applicable fees must be paid in full before the start of each academic semester or monthly, as selected during the Enrollment process. Students will receive account balance notifications and official communications through all approved communication channels. Students must access their financial portal at Academia to make payments or review their transaction history.

- Accounts are considered in good standing if they meet the following criteria:
- Students have no outstanding balance for any charges that have exceeded their due date.
- Students are up to date with their approved payment plan.

Outstanding Balances

Harson University provides advanced education knowledge, skills, and values in line with the market through the development of creativity, technology, entrepreneurial success, and job training. As such, the university has developed an accessible tuition and fee structure to allow students to focus primarily on their education. However, students are responsible for meeting the financial obligations associated with their education. A financial hold will be placed on the student's account if they have an unpaid balance.

Students should contact finance@harsonuniversity.com or services@harsonuniversity.com as soon as possible to resolve any outstanding balances on their accounts.

Collection Policy

Harson University's collection policy is activated when any of the following situations occur:
The student has an outstanding balance at the end of a 16-week semester.

- The student fails to comply with an established payment plan.
- The student does not pay the remaining balance by payment due dates, after scholarship funds have been applied.
-

If any of these circumstances occur, the University will administratively withdraw the student from their current enrollment and cancel any future course registrations. The student will then be referred to a collection agency or credit reporting agency in their country of residence (additional costs may apply, and outstanding balances may be reported to national credit bureaus). Once the account is transferred to a collection agency, all communication regarding the debt will be managed directly by that agency.

Cancellation Policy

Students have five calendar days after signing the Student Enrollment Agreement to cancel any obligation, including tuition and fees. Students who withdraw after the five-calendar-day cancellation window, but prior to the start date of their first term, receive a 100% tuition refund, but the University retains the Application Fee. The cancellation notice may be submitted in person, by certified mail, or via email or postal mail addressed to the Office of the Registrar: registrar@harsonuniversity.com.

Refund Policy

Students who withdraw during the official withdrawal period for an 8-week term (e.g. add/drop period) receive a 100% tuition refund for that term. The official withdrawal period begins on the first day of classes and ends on the Sunday of the second (2nd) week of the term. Students who withdraw after the conclusion of the official withdrawal period for a term do not receive a refund of any tuition or fees applicable to that term. All applicable refunds are made within 30 days of the official withdrawal date, or administrative withdrawal determination date (if applicable). Students are provided with a 100% refund for any tuition paid for future 8-week terms that were not started as of the date of withdrawal.

Sample Refund Calculation: If a student enrolled in two courses for the current 8-week term, and paid for the term in advance, then withdrew on Tuesday of Week 3, they do not receive a refund for the current term.

Faculty

Harson University is a student-centered, mission-driven institution that prepares successful professionals to meet the challenges of a highly competitive, knowledge-driven society that demands economic improvement and significant social and environmental responsibility.

Faculty	Education
Ana Cristina Archilla	• Juris Doctor. InterAmerican University Law School, San Juan, Puerto Rico. • Law Program in Family, Constitutional, and Criminal Law in Cuba. InterAmerican University Law School, Havana, Cuba • BA in English Literature-Creative Writing and French. Agnes Scott College, Decatur
Betzabel Garcia	• Specialization in Entrepreneurship ADEN International Business School, The George Washington University, School of Business • Master's degree in education and research, Universidad del ISTMO • Doctorate in Business Administration, ADEN University • Professional Executive Coach, Association for Coaching, London ADEN International Business School. • Master's degree in business organization, Universidad Latina de Panamá • Bachelor's degree in business administration with a minor in marketing, Universidad Latina de Panama
Denisse Nazario	• Ed. D in Instructional Technology and Distance Education, Nova Southeastern University, Fort Lauderdale, FL • Master of Science in Exceptional Student Education, Nova Southeastern University, Fort Lauderdale, FL. • Master of Public Health – University of Puerto Rico, Rio Piedras, PR. • Bachelor of Science in Health Science and Administration, University of Puerto Rico, Rio Piedras, PR.
Edgar Martinez	• MBA in International Management, Thunderbird School of Global Management, Phoenix, AZ. • B.S. in Systems and Organizational Management, Polytech University of Puerto Rico, Miami, FL • Top Technician in Informatics, IUTAJS, Caracas, Venezuela.

Elio Acosta	• DBA – Marketing, San Ignacio University, Miami, FL. • Master of Business Administration, Nova Southeastern University, Miami, FL. • Bachelor of Science in Industrial Engineering Technology, Florida International University, Miami, FL.
Emperador Perez	• DBA. Marconi International University. Miami, FL. • PhD in Business Economics. Atlantic International University, Honolulu, Hawaii. • Master of Business Administration Concentration: Leadership for Managers. Keiser University, Fort-Lauderdale, FL. • BBA in Business Administration/Concentration: Management. Keiser University, Fort-Lauderdale, FL.
Ernesto German	• Master of Business Administration, Institute of Higher Studies in Administration. • Bachelor of Science in Mechanical Engineering. Boston University.
Fernando Torres	• PhD in Human Sciences. University of Zulia, Maracaibo. Venezuela. • Master's degree in business management. Industrial Management Mention. University of Zulia, Maracaibo, Venezuela. • Economist. University of Zulia, Maracaibo. Venezuela.
Frederick Vega	• LL.M., Strathclyde Law School in the United Kingdom. • J.D. University of Puerto Rico School of Law • MBA, Long Island University in New York • BBA, University of Puerto Rico Campus
Germán González Fernández	• Master's degrees in Educational Management, Universidad Europa de Madrid, Santiago, Chile • Master's degree in Commercial Management and Marketing, Universidad Europa de Madrid, Santiago, Chile • Master's degree in economics, Universidad Andres Bello, Santiago, Chile • Bachelor's degree in economics, Andrés Bello University, Santiago, Chile
Jaime Torres	• Ph.D. in Entrepreneurial Strategies, with a specialization in International and Interregional Business Interamerican University of Puerto Rico, Metro Campus • Master's degree in business administration, Major in Finance University of Puerto Rico, Metro Campus • Bachelor's degree in business administration, Major in Finance
John Jairo Castro	• Doctor of Education, Benito Juarez G. University • Doctor in Engineering, Instituto Tecnologico Metropolitano (ITM).

	• Master's degree in science and technology Tools, Francisco de Paula Santander University • Master's degree in industrial engineering, University of Pamplona • Specialization in Education, Francisco de Paula Santander University • Specialization in Cyber Security, Computer Science University Institution UNINPAHU • Electromechanical Engineer, Francisco de Paula Santander University.
Jose Mendez Cruz	• PhD in Business Administration and Global Leadership. Keiser University. Miami, FL. • Master's degree in industrial organizational psychology. Carlos Albizu University, San Juan, Puerto Rico • Bachelor's degree in industrial and organizational psychology. University of Puerto Rico, Arecibo, Puerto Rico.
Jose Rodrigo Pons	• PhD in International and Interregional Management, Interamerican University Doctoral Program, Metro Campus • DBA in Human Resources (ABD), University of Phoenix, Arizona. • MBA Management, Turabo University, Gurabo, PR. BSIE, University of Puerto Rico.
Liliana Gordillo	• Doctorate in Management and Marketing, Popular Autonomous University of the State of Puebla, Puebla, Mexico. • Master's degree in administration with Training in Organizations, Autonomous University of Chiapas, Chiapas, Mexico. • Bachelor's degree in public accounting, Autonomous University of Chiapas, Chiapas, Mexico.
Miguel Buleje	• PhD in Computer Information Science, Nova Southeastern University. • Master of Business Administration (MBA), NTU School of Applied Science • Master of Science in Cyber Security & Quality Assurance, Florida Institute of Technology • Bachelor of Science in Computer Engineering, Florida International University
Ovelio Hernandez	• Ph.D. in Management Sciences from Universidad Rafael Belloso Chacín. • Master's degree in banking and finance from Rafael Urdaneta University • Bachelor's degree in economics from the University of Zulia (LUZ)
Oscar Paredes	• Master's degree in art in education. Inter-American University of Puerto Rico. • Bachelor's Degree in Business Administration and Bachelor of Science in Business Administration with a concentration in

	Management Information Systems, Interamerican University of Puerto Rico.
Pablo Gumiel Campos	• PhD in Art History Cum Laude. Universidade Nova de Lisboa (UNL). • M.A. in History and Digital Humanities. Pablo de Olavide University of Seville (UPO). • M.A. in Advanced Studies of Spanish Art with a European Mention in Medieval Art. Complutense University, Madrid (UCM). • B.A. in Art History. Autonomous University of Madrid (UAM).
Perfecto Garcia	• Master's degree in business administration, Marketing, UAGM Metropolitan Campus • Bachelor's degree in industrial management, Minor: Marketing, Mayaguez Campus
Richard Lopez	• Master of Arts in English, National University, CA. • Master of Arts in Film Studies, National University, CA. • Bachelor of Arts in English, Florida International University, FL. • Bachelor of Arts in Spanish, Florida International University, FL.
Tomas Fontaines	• Ph.D. in Human Sciences. University of Zulia, Venezuela. • Master's degree in guidance, specializing in education. Rafael Urdaneta University. • Bachelor of Education, Specialization: Pedagogical Sciences. University of Zulia, Venezuela.
Wileidys Artigas Morales	• PhD in Social Sciences and Administration, University of Zulia, • Master's degree in business administration, University of Zulia, • Master's degree in Local Development Management, Madrid Institute of Stock Market Studies. • Affiliated with the Complutense University of Madrid • Bachelor of Business Administration, University of Zulia

Digital Library

LIRN (Library and Information Resources Network)

Harson University is committed to providing students with access to a wide range of information resources to support their academic activities. The LIRN (Library and Information Resources Network) digital library is a valuable online resource offering extensive educational materials, research databases, and digital resources. Some of the digital resources include:

- Emerald Publishing
- Gale Foundation
- Infobase
- ProQuest

The LIRN Library also offers library services in different languages to help students and faculty with research or to find e-books or other support materials.

Access to the LIRN Library

All enrolled students have access to the LIRN Library through their student ID.
LIRN Library resources are intended exclusively for academic research and educational purposes.
Users must adhere to copyright laws and license agreements when using LIRN Library materials.
Copying or distributing copyrighted content beyond fair use or license terms is prohibited.
Users must refrain from any activity that may compromise the integrity of the LIRN Library or violate its terms of use. This includes, but is not limited to, unauthorized sharing of access credentials and downloading excessive volumes of content.

Physical Facilities

The university has a physical and digital environment in which students, faculty, staff, and technology systems interact to create more immersive and automated experiences. Harson has combined wired and wireless infrastructure and hardware to support a smart campus concept that uses access points, reduces operating costs, and supports data-driven decisions, among other essential components.

Harson University's mission promotes alignment with the global marketplace through creativity, technology, business acumen, and job readiness, which is why creating a smart campus is one of the strategies Harson University uses to expand the educational experience for students. The university has a physical and digital environment where students, faculty, staff, and technology systems interact to create more immersive and automated experiences. Harson has combined wired and wireless infrastructure and hardware to support a smart campus concept using access points, sensors, and IoT devices to improve security, reduce operating costs, and support data-driven decisions, among other essential components.

Hours of Operation

Harson University's hours of operation are based on Eastern Standard Time (EST), which is also used in Canada. This time zone covers all or part of 23 states in the United States and three provinces or territories in Canada.

The University's hours of operation are as follows:

Administrative Offices

- Monday through Thursday, 9:00 a.m. to 5:30 p.m.
- Friday, 9:00 a.m. to 4:00 p.m.

Synchronous Online Classes

- Graduate programs: twice a week from 6:00 p.m. to 9:50 p.m.
- Undergraduate programs: three times per week from 6:00 p.m. to 9:50 p.m.
  During daylight saving time
- Graduate programs: twice a week, from 7:00 p.m. to 10:50 p.m.
- Undergraduate programs: three times per week, from 7:00 p.m. to 10:50 p.m

Student assistance

Monday through Friday, from 9:00 a.m. to 9:00 p.m.

Library assistance (LIRN)

- Monday through Friday, 8:00 a.m. to 10:00 p.m.
- Saturdays and Sundays: 12:00 p.m. to 7:00 p.m.

Holidays

Harson University observes the following holidays during the academic calendar:

Holiday	Date
Martin Luther King Day	January 19, 2026
Presidents' Day	February 16, 2026
Summer Vacation	April 27 – May 2, 2026
Memorial Day	May 25, 2026
Emancipation Day	June 19, 2026
Independence Day	July 4, 2026
Fall Break	August 24–August 30, 2026
Labor Day	September 7, 2026
Veterans Day	November 11, 2026
Thanksgiving	November 26–November 27, 2026
Winter Break	December 21 – January 3, 2027
Christmas	December 24 – December 25, 2026
New Year	December 31, 2026 – January 1, 2027

Student Services

Harson University is committed to fostering an inclusive and supportive educational environment that enables students to achieve their academic and personal goals. Harson University's Student Services Policy outlines the various support services available to students, ensuring they receive comprehensive assistance and guidance throughout their academic journey. The policy reflects the University's commitment to student success. We encourage students to take full advantage of these services to maximize their educational experience.

All student support services comply with applicable federal and state regulations, as well as university policies and guidelines.

The university maintains the confidentiality of student records and information in compliance with relevant privacy laws.

Students may contact the Student Services Advisor at services@harsonuniversity.com.

Tutoring and Academic Resources

The University offers tutoring services and academic workshops, including study skills sessions, to support students' academic success and help them improve their learning strategies. Students may request tutoring through the Student Services Advisor.

Academic Advising

At Harson University, academic advising is an integral part of the educational process. The University provides comprehensive support, guidance, and resources to ensure that each student's academic experience is successful and personally fulfilling, and it encourages all students to take full advantage of these services as they pursue their educational and professional aspirations.

Advising at Harson University includes:

- Holistic approach: Advising considers not only students' educational goals but also their individual interests, career aspirations, and personal growth.
- Academic plans: Students receive help creating clear, personalized academic plans that map out the full academic journey and keep them on track.
- Degree options: Students receive insights and information to help them choose among degree programs, whether they are still exploring options or have already decided.
- Academic goal setting: Students define short- and long-term academic and career goals with guidance, ensuring that academic choices align with future objectives.
- Beyond academics: Advising recognizes that the student experience extends beyond coursework and offers guidance on balancing the demands of life in a way that supports personal growth and well-being.
- The University views student success as institutional success and supports students from enrollment through graduation and beyond. Its commitment does not end at graduation; the University also encourages lifelong learning and professional development.

At Harson University, we view student success as institutional success. We focus on students' educational journey from the moment they step on campus until they graduate and beyond.

Harson University's commitment to student academic success does not end with graduation, but also encourages lifelong learning and professional development.

Monitoring Student Progress

The Student Services Advisor monitors students' academic progress and remains available to address any difficulties students encounter. Students can reach the Student Services Advisor at any point in their academic journey for guidance, solutions, and timely support.

Career Services

Education is not only about acquiring knowledge but also about preparing for a satisfying and successful career. Harson University offers the following career services:

- Résumé and portfolio development: Students receive help crafting résumés that highlight their accomplishments and developing professional portfolios.
- Interview preparation: Students receive advice, feedback, and resources to improve their interview skills and interact confidently with potential employers.
- Students may request career services support through the Student Services Advisor.

Job Placement

Harson University does not offer direct job placement services. Students and alumni also have access to the Universia platform, which offers resources and opportunities for job search and professional development.

Harson University offers guidance in job searching; however, the University does not guarantee job placement. In addition, completing a course or program in a language other than English may reduce employability opportunities in sectors where English is a requirement.

Disability Support Services

Harson University is committed to promoting an inclusive and accessible learning environment in which all students, regardless of their abilities or limitations, can fully participate, engage, and excel. This Disability Policy outlines our commitment to supporting students with disabilities and ensuring equal access to educational opportunities.

Reasonable Accommodations: The university provides reasonable accommodations to students with disabilities to ensure their access to education, including academic, curricular, and extracurricular activities. Students with disabilities may request such accommodations by contacting the Office of Student Services (services@harsonuniversity.com). Requests for accommodations must be made in advance to ensure timely implementation. Accommodations are determined on an individual basis, taking into account the specific needs and requirements of each student. Accommodations may include, but are not limited to, extended exam time, note-taking assistance, and accessible facilities.

Harson University is committed to providing a physically accessible environment to accommodate individuals with disabilities.

Harson University's cloud-based systems include the Learning Management System (Moodle) and the student information system (Academia), among other digital resources accessible to students with disabilities. Information is available in alternative formats upon request.

Confidentiality: The University respects the privacy and confidentiality of students with disabilities. Only those directly involved in providing accommodations and support have access to student documents and personal information.

Legal Compliance: Harson University adheres to all applicable federal and state laws, including the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act, to ensure that students with disabilities receive protection and support.

The Disability Policy is a commitment to providing an inclusive, accessible, and supportive educational environment. Harson University will assist students with disabilities in the pursuit of academic excellence and personal growth. The university encourages students to take full advantage of the support services and accommodations available as they embark on their academic journey.

Harson University supports a policy against harassment. Students, faculty, and administrative staff should work together in an atmosphere free from all forms of harassment, exploitation, or intimidation.

Complaint Policy

Harson University is committed to maintaining a fair and transparent academic environment. The university recognizes that disputes or concerns may occasionally arise, and it is in the university's interest to address these issues promptly and fairly. Students are encouraged to seek resolution by discussing any issues with their professors, Student Services Advisor, or staff members. Many problems can be resolved through open communication and mutual understanding.

Harson University believes that all students are entitled to due process, including notice and an opportunity to be heard. Students are encouraged to resolve issues through administrative channels before initiating a formal complaint.

Definition of Complaint:
A complaint is a formal written concern submitted by a student regarding any aspect of the institution's operations, including academic matters, administrative services, institutional policies, or overall student experience, that has not been satisfactorily resolved through informal or standard institutional channels.

This policy applies to all student complaints and provides a structured process to ensure that concerns are reviewed, addressed, and resolved in a fair, timely, and consistent manner.

Formal Complaint Procedure

If an issue remains unresolved after following the usual channels of resolution, or if the student believes it should be escalated, they may proceed with the formal complaint procedure as follows:

- Students must complete and submit the official complaint form, which is publicly accessible on the institution's website and through the student portal.
- Students must provide and upload any/all supporting documentation.

Complaints Review Committee

Once a written complaint has been received, a Complaints Review Committee will be convened by the Executive Director to investigate the matter.

The Committee will consist of a minimum of three (3) members and will include:

- Student Services Advisor
- Associate Dean
- Executive Director

Additional members may be included depending on the nature of the complaint. Any individual directly involved in the matter under review will be excluded from the Committee to ensure impartiality.

1. **Investigation:** The Complaints Review Committee will conduct a thorough investigation, including interviews, document review, and consultation with the parties involved. Where a complaint concerns a faculty member or administrator, that individual will be provided sufficient opportunity to respond before any final decision is made.
2. **Resolution:** The Committee will make a recommendation for resolution based on the results of the investigation. This may involve corrective actions, policy changes, or other measures to address the complaint.

3. **Notification:** Students will be notified in writing of the committee's findings and any recommended resolution within 30 calendar days of the complaint being received.
4. **Appeal Process:** If a student is not satisfied with the resolution, they may appeal in writing to the Executive Director of Harson University (at complaints@harsonuniversity.com) within 5 days of receiving the decision. The Executive Director will review the appeal and render a decision, communicating their finding to the student within 30 calendar days.
   The Executive Director's decision is final.
5. **Confidentiality and Recordkeeping:** All information related to the complaint procedure will be treated with the utmost confidentiality and will only be shared with those directly involved in the resolution process. Records of all complaints will be maintained for documentation and institutional review purposes.
6. **Compliance:** All complaint procedures comply with applicable federal and state laws and with university policies and procedures.

External Complaint Resources

Students who have exhausted all internal complaint channels may contact the Florida Department of Education's Commission for Independent Education (CIE):

Commission for Independent Education (CIE) Florida Department of Education 325 West Gaines Street, Suite 1414 Tallahassee, FL 32399 (850) 245-3200 https://www.fldoe.org/policy/cie/student-concerns.stml