

Bachelor of Business Administration
(Final Year BBA)
Akamai University
Revised 2017



Advanced study in business administration provides an effective path to advancement for working executives, nonprofit managers, and professional businessmen and businesswomen. Akamai University has committed to the development of business professionals and assembled the essentials of business knowledge within a tremendously vital series of program elements. In addition to basic principles, the program presents business specializations in a wide array of major concentrations, permitting participants to personalize their overall program of study.

Business leaders can no longer afford to continue doing business without the critical skills necessary for success. To address this challenge, the program teaches the fundamentals of business, emphasizing practical skills important to the "real world" of corporate and business administration in a manner that is applicable to the regional and business challenges of the participant. In an increasingly competitive global environment, organizations need to develop managers capable of dealing with complexity and change.

With its exclusive business perspectives, this Final Year BBA Program equips managers for successful careers for any size and type of organization, whether in manufacturing or the service industries. The emphasis of the Akamai BBA is firmly on the application of concepts to achieve integrated management solutions and on development of personal capabilities and empowerment to the fullest extent.

OBJECTIVES

The principle objectives of the Final Year BBA Program are to permit business executives and professionals:

- To complete the final elements of their International BBA Program in just 12 – 18 months
- To integrate meaningful prior learning in fulfillment of element of the degree
- To initiate using new knowledge and skills in their business and professional lives
- Develop the ability to examine problems and challenges from the perspective of the total organization
- To acquire the skills and insights to develop effective, competitive strategies, and to build, train, and direct work teams who implement those strategies.
- Anticipate and manage the frequent changes that occur in business environments.
- Prepare as a leader who stands among the next generation of senior executives.

ENTRY REQUIREMENTS

BBA applicants must have a diploma (or equivalent) in a relevant discipline or the equivalent in formal professional training and advanced professional certifications with several years of progressively more responsible business-related experience.

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As a basic rule, mature adults should have approximately 5 years of business-related work experience.

The self-employed professional and small business entrepreneur should be above age 30 at the time of enrollment.

Bachelor's participants must accumulate a minimum of 120 semester credits toward the degree, as outlined by the University. In addition to the credit requirements for the two business concentrations, the senior project and final examination, students must complete additional course credits to bring the summary total of approved coursework to a minimum of 120 semester credits.

The Akamai University BBA Program is designed and intended to serve only the final year of undergraduate study. Consequently, Akamai University accepts up to 90 semester credits in transfer from other recognized colleges and universities, corporate training, professional training associations, and approved formal non-college training organizations. Students may also earn credit from prior learning assessment via portfolio reviews and challenge examinations.

All students must earn a minimum of 30 semester credits during enrollment at the University and maintain good standing for an enrollment period of at least one calendar year.

Required: The equivalent of 90 semester credits in transfer of college courses of business training and prior learning assessment from portfolio reviews and challenge examinations. A section on importing credit from prior college and training and learning professional achievements is discussed later in this program overview.

Plus: Course modules totaling 30 credits, as listed below:

- First Business Concentration (9 credits)
- Second Business Concentration (9 credits)
- Senior Project (6 credits)
- Final Examination (6 credits)

BUSINESS CONCENTRATIONS

Each area of concentration is a nine credit array of courses from a specific field of study in the field of business. BBA student must select two concentrations to complete the program.

Strategic Management

Finance

Marketing Management

Human Resource Management

Organizational Behavior

Supply Chain Management

Quantitative Analysis

Accounting

Operations

Economics

Business Law

Entrepreneurship for Women

Nonprofit Administration

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Strategic Management

- BUS 415: Strategic Management (3 credits)
- BUS 417: Strategic Brand Management (3 credits)
- BUS 419: Creating World Class Company (3 credits)

Finance

- BUS 421: Financial Management & Accounting (3 credits)
- BUS 422: Financial Strategies and Decision-making (3 credits)
- BUS 423: Management Information Systems (3 credits)

Marketing Management

- BUS 431: Public Relations for Marketing Management (3 credits)
- BUS 432: Media Relations (3 credits)
- BUS 433: Branding (3 credits)

Human Resource Management

- BUS 441: Human Resources Management (3 credits)
- BUS 443: Strategic Employee Resourcing & Rewards (3 credits)
- BUS 447: Strategic Management (3 credits)

Organizational Behavior

- BUS 452: Human Behavior in Organizations (3 credits)
- BUS 453: Change Management in Organizations (3 credits)
- BUS 454: Motivation toward Higher Performance (3 credits)

Supply Chain Management

- SCM 461: Supply Chain Development and Trends (3 credits)
- SCM 463: Complexities/Challenges Supply Chain Management (3 credits)
- SCM 465: Design Supply Chain Strategies and Measurement (3 credits)

Quantitative Analysis

- BUS 471: Quantitative Analysis (3 credits)
- BUS 472: Econometric Theories and Forecasting (3 credits)
- BUS 474: Managerial Decisions (3 credits)

Accounting

- BUS 426: Financial Management and Accounting (3 credits)
- BUS 427: International Accounting (3 credits)
- BUS 428: Management Information Systems (3 credits)

Operations

- BUS 481: Principles of Operations (3 credits)
- BUS 482: Logistics and Supply Chain Management (3 credits)
- BUS 483: Management in the Face of Change (3 credits)

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Economics

BUS 404: Microeconomic Principles (3 credits)

BUS 406: Macroeconomic Principles (3 credits)

BUS 408: International Economics (3 credits)

Business Law

BUS 491: Legal Aspects of Business Operations (3 credits)

BUS 492: International Business Law (3 credits)

BUS 493: International Business Ethics (3 credits)

Entrepreneurship for Women

BUS 573: Social, Psychological, and Economic Aspects of Women Entrepreneurship (3 credits)

BUS 570: Women Entrepreneurs and New Venture Formation (3 credits)

BUS 571: Women in Leadership (3 credits)

Nonprofit Administration

BUS 501: Theory and Practice of Nonprofit Organizations (3 credits)

BUS 502: Organizational Policy for Nonprofits (3 credits)

BUS 503: Strategic Management for Nonprofit Organizations (3 credits)

SENIOR PROJECT (6 credits)

The fifteen-credit Senior Project is undertaken upon successful completion of the final examination. The project is intended to provide the University with a quality review of the student's professional and academic competencies.

- Overview of Senior Project
- Senior Project Proposal
- Manuscript Outline
- Referencing the Literature
- Manuscript Presentation
- Senior Project Review

Overview of Senior Project

The fifteen-credit Senior Project is undertaken upon successful completion of the final examination. The project is intended to provide the University with a quality review of the student's professional and academic competencies.

The process includes a brief proposal stage, data gathering and manuscript preparation stage, and a project review stage. Students are provided an opportunity to investigate an area of special interest in their academic concentration, which has potential for advancing their profession development.

The Senior Project is presented in a formal manuscript approximating 50 double-spaced typewritten pages including attachments with proper referencing and citations of the scholarly literature. The student's project should convey a comprehensive understanding of the subject matter. While most projects may take the form of a standard research project, with the mentor's approval, students may

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pursue another appropriate format such as an audio- or videotape project, a recorded public performance, a business plan, original work of art, detailed case study or another relevant project.

Senior Project Proposal

Before beginning the research of the scholarly literature and data gathering activities and any actual writing of your project manuscript, students prepare and submit a formal proposal for approval. The University provides an approved research proposal format requirements within the online program handbook. Students should be prepared to provide necessary facts and information as needed by the mentor in reviewing the research proposal. Students are also expected to carefully examine the University's manuscript guidelines to conform their documents.

It will prove best for students to begin discussions with their primary mentor concerning the Senior Project topic soon after registration. After sufficient exploration, the expectations of the mentor and the manuscript requirements for the project will become clear. Students should also discuss with their mentor the issues of research protocol related to working with human subjects and the use and care of live animals, if this is to be part of the Senior Project.

Manuscript Outline

The student will be guided in the presentation of a master outline for the proposed manuscript. This will help the student more fully develop the proposal package and clarify the structure of the academic argument. The manuscript outline is intended to bring strength to the scholarly discussion, helping the student organize an effective exploration of the subject matter. The student should carefully review the University's written guidelines for manuscript preparation provided in the online program handbook.

Referencing the Literature

Students pursuing the alternative Bachelor's Program may be new to the referencing requirements for major academic papers and should discuss these with the primary mentor before beginning the project.

Manuscript Presentation

The Senior Project should closely adhere to the manuscript guideline presented in the University's online program handbook and the Publication Manual of the American Psychological Association. The manuscript should be prepared and bound in an acceptable manner for permanent archival storage. Spiral and press binding are acceptable.

Project Review

Once students have prepared the Senior Project manuscript, they will schedule the formal review process. The primary mentor and the Center Director (or an assigned representative) will conduct both the formal physical review of the manuscript and the oral review of the project.

The physical review of the project manuscript usually takes the review committee two to four weeks. Each reviewer will prepare questions and commentary relative to the underlying review of the literature, the project methodology, the mechanics of the project, and formal presentation of the findings, conclusions and recommendations.

The oral review of the project is conducted under the direction of the primary mentor with the assistance of Center Director (or an assigned representative). The examination is carried out by telephone

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conference call or another synchronous method and is designed to allow detailed investigation of the project. The faculty reviewers explore issues related to the project including methodology, review of literature and interpretation of the findings.

One outcome of the project review process is a set of final expectations directing the student through the remaining tasks for correcting the project manuscript. Once the final manuscript is approved, the student will arrange suitable binding for the document and later ship the bound project to the University headquarters for permanent archival storage.

FINAL EXAMINATION (6 credits)

Once the coursework for the business concentrations have been satisfactorily completed, the University schedules the Comprehensive Final Examination. The Center Director and an assigned faculty specialist representing the student's primary academic area conduct the written and oral elements of the final examination.

The written portion is open book style with selected essay questions requiring creative responses that reach for the higher levels of cognition. Your answers are expected to draw from the academic competencies of your program with proper referencing of the scholarly literature. The oral component of the examination is normally completed by telephone conference and is intended to allow detailed investigation of your written responses.

PROGRAM FACULTY

Premkumar Rajagopal, BBA, MBA, Dip.Mgmt, Ph.D.

Supply Chain Management, Operations, Qualitative Analysis, and Economics

Dr. Premkumar received his MBA from Northern University of Malaysia and his Ph.D. in Supply Chain Management from University of Science Malaysia. He served as Manufacturing Superintendent at Seagate Technology; Logistics Superintendent, Logistics Manager, and Head of Supply Network Planning, and Logistics Integrator at Intel Technology. Dr. Premkumar served as lecturer at Jabatan Veterinar Kluang, Institute Veterinar, EDS Advance Academy, Malaysia and MBA lecturer at University of Southern Queensland; University of Sunshine Coast; University of Nottingham Trent, UNITAR, USM and University of Midwest Missouri. Dr. Premkumar presented papers at the International Conference ICORD on operations research for development and International College on developing trends in logistics for Sedaya. Most recently, Dr. Premkumar's papers were accepted by the Asia Pacific Logistics Federation Conference; British Academy of Management; and Operation Research Society UK. Dr. Premkumar's teaching and consulting interests include corporate strategic management, organizational behavior and development, people management, and logistics and supply chain management. His current research interests include supply chain initiatives and trends in logistics (reverse logistics). Dr. Premkumar is a member of the Graduate Society at University of Science Malaysia.

Harvey Menden, Ph.D.

Organizational Behaviour, Operations, and Economics

Dr. Menden is Director, Training and Organizational Development for a multi-billion dollar business. He previously held the position as a Senior Consultant for the Human Resources Organizational Capability Group at Amoco Corporation. He has provided services as either an employee or an external

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consultant to Fortune 500 companies such as The General Electric Company, The Coca-Cola Company, Black and Decker, Canada Life, and Little Tikes. He possesses extensive experience within Human Resources, Organizational Development, Organizational Behavior, International Business, and Adult Education. Dr. Menden is a member of the International Society for Performance Improvement (ISPI) and has previously served on the Atlanta chapter's board. He serves as adjunct faculty at Newport University. Dr. Menden received his Ph.D. in Business Education from International Institute for Advanced Studies, D.Min. from CBCS, an MBA from Newport University, and a BS in Political Science from the State University of New York.

Prof. Sue Lim, BA in Econ, MBA (UK)

Strategic Management and Human Resource Management

Sue Lim has held a leadership role in human resources management for more than two decades, with emphasis in general management and training. Ms. Lim has nearly ten years experience as regional senior manager with well-known MNCs. Her most recent corporate leadership role was with a local conglomerate, where she served as Group Vice-President for Human Resources, holding regional human resource responsibilities. Ms. Lim has trained extensively on HR related courses such as areas in recruitment, performance management, human resources developments, industrial relations and management development programme. She has trained for organisations like Northport, Tenaga , National Berhad, Bank Rakyat, Southern Finance, KLSE, SONY, UEM, University Hospital, Borsch, Cycle and Carriage and many well known establishments. Sue Lim earned her Bachelor of Arts in Economics (Hons) from the University of Lancaster, UK and a Master of Business Administration from the University of Nottingham. She delivers high-energy, practical-driven, experiential workshops that enhance personal, professional, and organizational development. Her unique approach for connecting with people includes a blend of humor, creative teaching techniques, and practical applications. She is well able to relate theoretical HRM concepts through real life examples that enhance the learning process. Sue Lim is Senior Facilitator for Human Resource related modules and Strategic Management module for the MBA programs.

Niranjan Ray, B.S.E.E., M.S.E.E., Ph.D. (Engineering)

Finance and Accounting

Dr. Ray received his B.S.E.E., M.S. E.E. and Ph.D. (Engineering) from Jadavpur University in India. He has taught at several universities including Jadavpur University, India, Engineering University, Bangladesh and International Institute of Management Science, India. He served as a Faculty Head of Computer Division of the Indian Institute of Material Management, Kolkata, India. He was an adjunct faculty of University of Redlands, California and Greenwich University, Norfolk Island. He served as a Principal Adviser, Software Design and Development of EDSA Micro Corporation., USA. As a corporate trainer he taught Managers, Engineers of Parsons Corporation, USA in Relational Database Management System (DBMS). He also provided training on courses of Computer and DBMS to Managers, Engineers of State Electricity Board, Kolkata, India, and Indian Administrative officers at Administrative training Institute, Kolkata, India. He is a Competent Toast Master (CTM) of Toast Master of International, USA. Dr. Ray was a senior member of IEEE, USA. He has a number of published papers to his credit. His primary interests are in teaching and research in the fields of Computer Science and Engineering, Management Information Systems, Computer Applications in Business Administration including Project Management, and Systems Analysis and Design.

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Richard K. Tweneboah, Ph.D.

Finance and Accounting

Dr. Tweneboah started his professional career as a health care consultant in Ghana and participated in many complex projects for various health care organizations in Africa and Europe. He served as an accountant and financial analyst with major corporations including American Express, Medtronic Incorporated, Coopers and Lybrand, LLP, Northwest Bank, US Bank and others. Dr. Tweneboah is recently authoring two books in managed health care for the developing world. He earned his doctorate in Health Services from Walden University, his Master's in Health Services Management from the New School for Social Research in New York City, and his Bachelor's from the Graduate School of Management in London.

Seamus Phan, Ph.D.

Marketing Management

Dr. Phan has been an Asian pioneer in several fields, including computer-based training (CBT), service quality, digital prepress, and knowledge management. He was the first in-house developer of network-based learning with multimedia in 1987 for a major computer parts manufacturer, where at that time, all such programs were typically out-sourced to external development houses. In that capacity, Dr. Phan developed a total of 8 training programs, all with multimedia and interactivity, and online testing across an intranet, a first in Singapore in that era that predated the Internet. Dr. Phan has also been an external corporate educator and facilitator to many multinational corporations and government agencies, teaching about the adoption of vendor-neutral e-business, Internet connectivity, Internet security, wireless networks, business transformation and leadership. He is also a knowledge management pioneer, and his intranet solutions have been adopted by leading companies in law, manufacturing and retail. Dr. Phan has been credited as a credible and incisive journalist and editor, and has served as contributing editor for Network Computing Asia (CMP), Asia correspondent for ETHIX, correspondent for TechTV, and has been a frequent on-air analyst for leading broadcast channels such as CNBC, Bloomberg, Channel NewsAsia and NewsRadio 93.8 and Capital Radio 95.8. He has consulted and helped many technology startups from USA, Israel and Europe achieve media presence in Asia Pacific. Dr. Phan received his doctoral degree in Business from Greenwich University, where he conducted a major dissertation concerning the use of the Internet as a self-analysis tool to improve small businesses in Singapore.

Ashok Kumar, LLM (Aus) GCDR(Aus) CA(Aust) CA(NZ) ACIS FTIA AAMINZ

Finance and Accounting

Pror. Kumar is a barrister (counsel) in the Trust Chambers in Sydney Australia. He has worked as a manager and accountant for a number of companies in Australia, New Zealand and Fiji. Mr. Kumar is a qualified chartered accountant and has worked as senior accountant for a major international accountancy firm in the business advisory services role. He has specialized in tax, commercial law, insolvency and other areas of law, and has consulted for major organizations, delivering high impact consulting advice and training programs aimed at enhancing profitability and efficiency in business organizations. His experience extends from commercial roles in private companies, consulting to being a barrister in prestigious chambers in Sydney. Mr. Kumar has postgraduate alternative dispute resolution qualifications and has mediated many business and property disputes. He has consulted extensively with private industry such as, EMC, GE, Linge AG and large Australian companies. Mr. Kumar has been involved in some major tax and commercial litigation in Australia. His diverse background includes serving the telecommunications, transportation, consulting, gaming, fashion, law, heavy machinery and

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healthcare industries, as well as government and social service agencies. Mr. Kumar holds Master of Laws degree from the prestigious Sydney Law School, Graduate Certificate in Dispute Resolution from the University of Technology, Sydney. He holds the Graduate Certificate from from the University of Technology, Sydney. Mr. Kumar is a member of the Institute of Chartered Accountants in New Zealand and in Australia. He is a member of the Institute of Chartered Secretaries, an Associate of the Institute of Arbitrators and Mediators of New Zealand and a fellow of the Taxation Institute of Australia. Mr. Kumar has prepared papers and articles for professional journals and serves on the Business Forum Planning Committee with the Institute of Chartered Accountants in Australia and with a number of business and community organizations. Mr. Kumar has tutored students in undergraduate Commerce and Law programs in Australia and New Zealand. He is a well-known professional sports person in Fiji and Australia.

COURSE DESCRIPTIONS

Economics

BUS 504: Microeconomic Principles (3 credits)

This course provides a review of microeconomic theory and practice. Theories related to consumers, products and costs will receive an examination. Competitive markets and applications are covered. Additionally, markets and completion will be examined using working examples.

BUS 506: Macroeconomic Principles (3 credits)

This course reviews the concept of Economics including terms, scope and methods. Topics provide a detailed look at economic systems; supply and demand; the concept of equilibrium of the market; macro economic analysis; and effects on the world economy.

BUS 408: International Economics (3 credits)

This course covers global trade and international monetary theories. Students examine tariffs and other trade-restricting devices, trade blocs and global trading problems. Topics include trade determination theories, theories of exchange rate, problems of the international monetary system, evaluation of monetary, fiscal and exchange rate policies, inflation and unemployment, effects of exchange rate changes, and international interdependence and policy coordination.

Strategic Management

BUS 415: Strategic Management (3 credits)

This course examines the strategic management process. Participants receive instruction in effectively establishing company direction, completing industry analyses, evaluation of company resources and competitive capabilities, strategic competitive advantages and strategic implementation. Topics also examine business models and strategies in the Internet era, building resource strengths and organizational capabilities.

BUS 417: Strategic Brand Management (3 credits)

This course explores the field of strategic brand management including brand positioning and brand building, product management, and measuring and managing brand equity over time. This course utilizes case studies of leading marketers (Starbucks, KFC, Nike, Coca-Cola, and Levi's) and their

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strategies for effectively building and managing brands. Topics include customer focus, brand positioning and identity, creating points of difference and competitive advantages, marketing communications and messages and building customer loyalty. Building brand portfolios, sub-brands and line extensions and distribution strategies will also be covered.

BUS 419: Creating World Class Company (3 credits)

This course explores the seven attributes and one rule appropriate for becoming a world-class company: differentiation, focus, thinking globally, the perpetual spirit of innovation, sensitive radar system, retention of talent, social and environmental responsibility.

Finance

BUS 421: Financial Management and Accounting (3 credits)

This course addresses budgeting methods and processes, management and control, investment decisions, capital management, and long term financial decision-making. Topics examine financial and management accounting, managerial decision making and finance issues. Students explore bookkeeping and accounting for business transactions and assets and liabilities, determining profit, measuring financial performance, interpreting accounting information, costs, working capital, budgeting and financial planning.

BUS 422: Financial Strategies and Decision-making (3 credits)

This course investigates theory and practice of financial management from a corporate perspective. Topics cover financial management objectives, principles of capital investment, project evaluation techniques, capital structure decisions, financing techniques, dividend policy, working capital management and elements of risk management. Students explore issues of debt and equity, authority, misrepresentation and misleading deceptive conduct, market regulation, fund raising provisions of corporation law, dispute resolution, insolvency, and consumer credit, corporate treasury management, domestic and cross-border mergers and acquisitions, corporate risk modeling, commercial property management, financial ethics and codes of conduct, long-term corporate financing strategies, and international funds investment. Topics also include capital budgeting, capital structure, dividend policy, taxation and financial decision making, corporate funding sources, international financial management issues, valuation techniques, and financial management policies.

BUS 423: Management Information Systems (3 credits)

This is a course in managing information systems in an organization. This course provides an overview of information systems, their role in organizations, and the relation of information systems to the objectives and structure of an organization. Human aspects, models of systems, and general theory of systems are discussed. Applications are considered, including budgeting, planning, decision-support systems, and microcomputer applications.

Accounting

BUS 526: Financial Management and Accounting (3 credits)

This course addresses budgeting methods and processes, management and control, investment decisions, capital management, and long term financial decision-making. Topics examine financial and management accounting, managerial decision making and finance issues. Students explore bookkeeping

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and accounting for business transactions and assets and liabilities, determining profit, measuring financial performance, interpreting accounting information, costs, working capital, budgeting and financial planning.

BUS 427: International Accounting (3 credits)

The course covers international accounting including the influence of environmental, cultural, political and managerial factors on the development of accounting theory and practice.

BUS 428: Management Information Systems (3 credits)

This is a course in managing information systems in an organization. This course provides an overview of information systems, their role in organizations, and the relation of information systems to the objectives and structure of an organization. Human aspects, models of systems, and general theory of systems are discussed. Applications are considered, including budgeting, planning, decision-support systems, and microcomputer applications.

Marketing Management

BUS 431: Public Relations for Marketing Management (3 credits)

This course is intended to guide public relations practitioners in building maximum ethical principles into their daily professional activities. As many public relations practitioners may have a tendency to bend truths with "spin" and approach their skill at the level of "advertising," topics in this course assist the PR professional to select effective means for presenting the truth as simple as it is, and with art and wit.

BUS 432: Media Relations (3 credits)

This course guides the media relations professional toward vital long term competencies for the long haul in building effective allies with the media. While many practitioners believe media relations is solely about "winning and dining" the media and "forcing" the media to tell stories in a favorable manner, this style of media relations can be viewed as no more than another form of advertising. True media relations is about the long haul, and about building long term, trusted relationships, unlike "bursty" advertising campaigns.

BUS 433: Branding (3 credits)

This course provides instruction in the use of ethical branding communications. As branding in many circles has no synergy with the "soul" of the business, and many top public relations executive mistakenly believe branding is just about a pretty logo, a catchy tagline, and lots of celebrity endorsements this course brings back into focus the soul of branding.

Human Resource Management

BUS 441: Strategic Human Resource Management (3 credits)

Participants review essential elements of HRM, including trends in the changing HRM environment. Topics include study of the impact of new management practices, discriminatory personnel management practices, employee resourcing, employee development, and employee relations.

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BUS 443: Strategic Employee Resourcing and Rewards (3 credits)

The course provides an overview of basic principles and current trends selection and recruitment. Topics emphasize the value and strategic implications of good selection for an organization and examines concepts and selection tools, such as job analysis and psychometric testing, interviews, CVs, and references. Topics also explore how companies can attract and retain the best people and winning the war for talent via effective on-line recruiting. It focuses on the organizational reward system and specifically on issues of fair compensation and benefits as well as on how they can be aligned with the overall strategic goals of the corporation. The main components of a compensation system such as job descriptions, analysis and evaluation (e.g., ranking, classification, factor comparison and point method), pay structures and salary surveys will be explained and an overview of incentive plans e.g., merit pay, gain sharing, profit sharing, stock options, ESOP will also be provided. Issues of organizational justice and fairness will also be an important element of this course.

BUS 447: Strategic Management (3 credits)

This course examines the strategic management process. Participants receive instruction in effectively establishing company direction, completing industry analyses, evaluation of company resources and competitive capabilities, strategic competitive advantages and strategic implementation. Topics also examine business models and strategies in the Internet era, building resource strengths and organizational capabilities.

Organizational Behavior

BUS 452: Human Behavior in Organizations (3 credits)

An examination of the prerequisite human sensitivities necessary to deal with the human challenges within the workplace. Student will learn to thoroughly analyze the situation and create a coordinated and effective action plan before making a decision. Includes the perspective of the individual, interaction between individuals and the organization as a whole.

BUS 453: Change Management in Organizations (3 credits)

An examination of theory related to managing change in the workplace. Student will develop a written change plan for an on the job application or an evaluation of the effectiveness of change within an organization. The course will focus on John P. Kotter's change model.

BUS 454: Motivation toward Higher Performance (3 credits)

An exploration of motivation in work organizations with emphases on drives, needs, outcomes, satisfaction, behavior, bases for decision to work in an organization, extrinsic rewards, job performance, and interpersonal influences. Student will conduct an employer-specific project or a comparative analysis of two organizations addressing real world issues in this field of study. Student will prepare a written presentation of the project.

Supply Chain Management

SCM 461: Supply Chain Development and Trends (3 credits)

Participants will understand how supply chain management adds value to their organizations and learn how to develop a supply chain strategy that aligns with the corporate strategy.

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SCM 463: The Complexities & Challenges of Supply Chain Management (3 credits)

This module describes the key interdependency and complexities that exist within the supply chain. Participants shall analyze the dynamics within the supply chain to optimize performance and profitability and shall learn to recognize supply chain challenges within their industry.

SCM 465: Designing Supply Chain Strategies and Measurement (3 credits)

This module shall assist the participants in aligning the supply chain strategies to meet industry and market needs. Participants shall understand the innovative technologies enabling channel relationship and global visibility and will learn to develop the supply chain initiatives and measurement to achieve efficiency and responsiveness.

Quantitative Analysis

BUS 471: Quantitative Analysis (3 credits)

Qualitative analysis applies mathematical techniques to business situations introducing additional mathematical techniques including applied calculus. Topics cover descriptive statistics, discrete probability distributions, the normal distribution, sampling distributions, estimation, hypothesis testing, statistical quality control, simple linear regression and correlation. Topics also include mathematics of finance, linear equations and functions, graphs of functions, systems of linear equations, inequalities, linear programming, and non-linear models as well as nonlinear models, derivatives, graphing and optimization with derivatives, and integration.

BUS 472: Econometric Theories and Forecasting (3 credits)

This course provides a working knowledge of the basic techniques of econometric theory, used by top managers to make long-term strategic decisions. Topics may include applications in cash flow forecasting, cost prediction, earnings forecasts, bankruptcy prediction, foreign exchange forecasting, interest rate forecasting, and technological forecasting. The course also reviews statistical methods, hypothesis testing, and modeling, with respect to financial data.

BUS 474: Managerial Decisions (3 credits)

This course introduces business research methods and the foundations of management decision-making processes. The course covers the application of quantitative models to the business arena, and explores decision analysis theory. Students examine available means for using mathematics for solving business problems and for interpreting the results of decision models.

Operations

BUS 581: Principles of Operations (3 credits)

This course provides an introduction to the concepts, processes, and methods of managing and controlling operations in manufacturing or service settings. Topics cover current issues in globalization, supply chain strategy, e-business, and ERP. Course activities make use of case studies to provide connections with real world operational situations.

BUS 482: Logistics and Supply Chain Management (3 credits)

This course is an overview of the field of supply chain management. Topics cover the complexities and

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challenges of supply Chain Management, the designing of supply chain strategies and supply chain development and trends.

BUS 483: Management in the Face of Change (3 credits)

Students investigate effective management of organizations operating in unpredictable and rapidly changing environments. Topics address management theory and leadership, human resource management, employee relations, leadership, management advancement and development, operations, strategy, systems thinking and organizational learning, and total quality management. Students consider the international perspectives of management including the global organization, cross-cultural management, workplace cultures, organizational restructuring, and new patterns of work design.

International Business Law

BUS 491: Legal Aspects of Business Operations (3 credits)

Students will gain an understanding of basic legal terminology and an understanding of the court system at the local, state, and national level. Students will gain an understanding of contract law, effective utilization of financial transactions, employment and agency relationships, and the understanding of the regulations governing different types of business organizations. While the course has a focus upon the legal system in the USA, it also has extensive implications for the international business community.

BUS 492: International Business Law (3 credits)

This course gives the international business student an overview of the legal concepts affecting individuals and/or organizations that are involved in international business. The student will be exposed to a broad survey of legal issues businesses confront in the international market place. Specifically, the student will learn about the treaties giving rise to international law, differing legal regimes, international dispute resolution processes including principles of jurisdiction, differing governmental structures as they relate to commerce, global information systems regulations and international social issues affecting businesses and their operations.

BUS 493: International Business Ethics (3 credits)

An analysis of ethical issues arising in contemporary business life. Sample topics include: fair and unfair competition; responsibilities towards employees, society and the environment; honesty and integrity in business; the moral status of corporations.

Entrepreneurship for Women

BUS 573: Social, Psychological, and Economic Aspects of Women Entrepreneurship (3 credits)

Student examine the historical and contemporary perspectives of human behavior, psychology, sociology, and cross-cultural comparisons of women entrepreneurship.

BUS 570: Women Entrepreneurs and New Venture Formation (3 credits)

This course is an intensive study of concepts, tools, methods, and theories of research in women entrepreneurship and new venture formation. Topics cover major aspects of small business management from starting a business through financing, marketing, and managing. [Author and Instructor: Dr. Mirjana Radovic]

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BUS 572: Women in Leadership (3 credits)

The course examines issues of women in leadership within the general business and social environments. Topics stress the new role of women in leadership, the emergence of the new business and organizational culture. Students examine research revealing the favorable contributions of women in business leadership and success of the contemporary business culture.

Nonprofit Administration

NPM 501: Theory and Practice of Nonprofit Organizations (3 credits)

This course examines the theoretical foundations, structures, and processes of nonprofit organizations. Topics explore historical development and impact, and the social, political, legal, and economic environment in which nonprofit organizations exist. Students will also study the complexities of organizational governance confronted by volunteer and professional

NPM 502: Organizational Policy for Nonprofits (3 credits)

This course studies the role of organizational strategy and its relation to policy formation within nonprofit organizations. Topics examine methods used for strategy analysis, how to relate to organizations with missions overlapping one's own, and how to develop sound organizational policy recommendations in all functional areas of the organization.

NPM 503: Strategic Management for Nonprofit Organizations (3 credits)

Students examine proactive nonprofit management with focus upon establishing meaningful management strategies toward achieving the organizational mission. Topics examine the means for understanding of the organization's mission, objectives and resources, efficient use of scarce resources in service to the nonprofit mission, structuring program objectives toward a well-crafted vision, and selecting management strategies to enhance coordination across organizational units.

ASSESSMENT OF THE PRIOR LEARNING

The route toward the award of the Bachelor's degree includes an extensive equivalency evaluation of the student's career background and educational preparation. The process includes a review of college transcripts and non-college training documentation, and a thorough assessment of the student's professional portfolio.

Review of Prior Education and Training Documentation

Review of Professional Portfolios

Review of Prior Education and Training Documentation

College coursework and college level equivalency training completed at recognized education and training institutions are accepted credit-for-credit, provided the coursework satisfies meaningful elements of your program of studies. As a participant in the alternative undergraduate program, students may have an unlimited number of transfer credits applied toward their degree. Student's should carefully review the University's guidelines regarding transfer credits and explore these details with their primary mentor.

Bachelor of Business Administration

The University will accept all credits, point-for-point from recognized educational institutions, including training institutions (such as those organizations approved by the American Council of Education and other reputable groups across the global community). Formal transcripts or notarized affidavits must be provided for all awards of transfer credits. All transfer courses are translated to the semester credit system followed by the University.

Review of Professional Portfolios

As a participant in the alternative undergraduate program, students may have an unlimited number of equivalency credits applied toward their degree through assessment of professional portfolios.

- Overview of Portfolio Process
- Prior Learning Policy
- The Portfolio Document
- Portfolio Evaluation
- General Guidelines for Review Process

The professional portfolio should be developed relative to creditworthy elements of the student's career background for which sufficient credible evidence exists to correlate effectively with college-level learning objectives. The source of prior learning might be advanced employment experience, non-college training, continuing education, seminars and conferences, professional achievements, employment training, language training, technical classes, training leading to special certificates, diplomas and licenses or other advanced level learning obtained from personal and professional achievements.

Duplicative credit may not be awarded. Students are advised to carefully review the University's guidelines covering prior learning assessment and discuss these matters in detail with the primary mentor starting immediately after program registration.

Prior Learning Policy

The University respects the college-level prior learning of its adult students to the extent that such learning is appropriate to the degrees pursued by our students and satisfies the expectations of the University's faculty. The University allows prior learning to be credited toward the Bachelor's degree from transfer courses (by transcript review) and from appropriate career experience and non-college training (by professional portfolio evaluation).

Mid-career adults have creditworthy elements in their backgrounds for which sufficient credible evidence exists of advanced level learning. The source of prior learning might include work experience, non-college training, continuing education, seminars and conferences, career experiences and personal achievements, employment training, language training, technical classes, training leading to special certificates, diplomas and licenses and other advanced level learning obtained from personal and professional achievements.

Under the direction of the University's primary mentors, and within certain clearly defined guidelines, students may submit an array of professional portfolios for assessment of college equivalency credit in fulfillment of the requirements for the alternative Bachelor's degree.

Bachelor of Business Administration

The Portfolio Document

The portfolio document must be presented in a manner that allows a detailed formal evaluation to be made of the prior learning. Students are required to attach copies of the necessary documentation, affidavits and certificates that permit an effective comparison of the prior learning experiences to the course objectives. While the portfolio document must include this authentic documentation, an equally important element is the student's narrative that summarizes and discusses the knowledge, skills and competencies acquired in the professional setting, or through non-college training. Portfolios are allowed in all academic fields and are usually designed to permit the student to demonstrate higher levels of cognition where they have used the subject matter to address real world situations in a creative manner. Permission to submit a portfolio for assessment should be requested by the student at the time the Study Plan is established.

Prior learning assessment courses deemed complete will have the specified semester credits awarded on the student's permanent record. If a student is unsuccessful at passing the portfolio assessment, the mentor may decide to assign additional text and journal readings and other necessary exploratory activities in order to prepare the student for an additional course assessment (at additional cost to the student). After successfully completing these additional assignments and assessments, course credit will be granted. A standardized attachment to the Study Plan is used to communicate the content of the prior learning assessment to be undertaken.

Portfolio Evaluation

Professional portfolio evaluation is a detailed assessment of a student's prior learning in a limited and defined area, including the gathering together of authentic documents to validate and demonstrate advanced level learning. The task of the University faculty is to guide the student in structuring a formal written presentation in support of documentation from professional achievements and non-college training. To be awarded credit, all prior learning must clearly fulfill the academic objectives of the course and reflect the appropriate level of complexity in academic learning. The primary faculty advisor shall independently evaluate each course approved for portfolio assessment. Upon completion of each course pursued by prior learning assessment, at the time of submission of the course grade, the portfolio document is transferred by post to the University headquarters for storage in the University archival library.

General Guidelines for the Portfolio Review Process

The following guidelines explain the process whereby Bachelor's students may progress through the alternative process of the College Equivalency Review.

- Students enroll for the Final Year BBA Program and pursue the equivalency review must submit a complete Admission Application including the \$50 Admission Fee.
- The University assigns a qualified primary faculty advisor to assist the student in assembling an effective array of portfolio documents addressing the minimum requirements for the Bachelor's degree.
- The University supplies the student with standard portfolio presentation forms and guidelines to be used in providing materials and information for equivalency review relative to professional achievements, non-college training, proficiency examinations, and prior college coursework.

Bachelor of Business Administration

- The primary faculty advisor assists the student in itemizing each element of prior learning for college equivalency credit (1-6 credits per element of the review) and will guide the student in gathering required documentation, and written materials needed for review.
- The student submits the entire document in binders with a complete Table of Contents and section dividers.
- Photocopies of documentation, letters of support, affidavits and student narratives must be provided as background for items listed on the portfolio forms. A complete set of documents and supporting materials must be included.
- The assigned faculty advisor will review the student's portfolio package in its entirety (transcripts and portfolio materials) and determine the semester credits earned. The primary mentor will request advisement from the University administration is consulting with appropriate faculty relative to certain areas of the portfolio review.
- Should the assigned faculty advisor determine that additional materials, documentation (or further academic work) is required in a subject matter area; the student would be expected to respond accordingly prior to the issuance of the course credit and the degree.