



William Howard Taft
— U n i v e r s i t y —

Deming School of Business

Bachelor of Science in Business Administration (BSBA) Completion Program

A Non-Resident Independent Study Degree Program

This catalog is for students who enrolled in the BSBA program prior to October 26, 2021.

The University's School of Business is dedicated to the memory of W. Edwards Deming (1900-93), a consultant and academic scholar recognized as the father of the total quality management movement and a proponent of life-long learning.

This catalog supplement should be carefully reviewed in conjunction with the University's *General Catalog* by individuals considering application to the *BSBA completion* program. Additional catalog supplements are available for other University degree programs.

Any questions on the information contained in this catalog supplement should be directed to the Admissions Office at the address or telephone numbers below:

William Howard Taft University

*3333 S. Wadsworth Blvd., Suite D228
Lakewood, Colorado 80227*

(877) 894-TAFT (8238)

(303) 867-1155

Admissions@Taft.edu

www.Taft.edu

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Message from the Dean

William Howard Taft University has served students for over three decades.

Welcome to the W. Edwards Deming School of Business at William Howard Taft University. William Deming's (1900-1993) significant contributions to the theory of quality improvement include the Fourteen Points for Quality Improvement and the System of Profound Knowledge. Deming's Theory of Profound Knowledge consists of four parts: appreciation for a system, knowledge about variation, theory of knowledge, and knowledge of psychology. He believed in what Gestalt Theorists stated as: the whole is different and/or greater than its parts.

He knew that to improve/change/or fix a system, you have to understand it first. Deming helped create a system that proved to be holistic and dynamic, and is still used around the world in industry, government, and academia.

Dr. Deming was also known for his many quotes, and the following is one favorite: "It is not enough to do your best; you must know what to do, and then do your best." This quote that can be easily applied to your business studies here at William Howard Taft University. We will help you in acquiring the knowledge needed to do your best, and become the best in your future endeavors.

Anita Cassard, MPA, PhD

Dean

William Howard Taft University, W. Edwards Deming School of Business

Dr. Anita Cassard completed her undergraduate coursework at the Economic Research Institute and Institute of Advanced Studies in Vienna, Austria. She received her MPS from Milano The New School for Management and Urban Policy in New York City, and her doctoral degree from Walden University in Minneapolis, Minnesota (Applied Management and Decision Sciences).

Dr. Cassard is a member of Sigma Iota Epsilon-Zeta Rho Chapter and Delta Mu Delta, and has published papers in scientific journals including: Insight – A Journal of Scholarly Teaching, JABE- the Journal of Applied Business and Economics, and JSBHS- Journal of Social, Behavioral, and Health Sciences. VDM-Publishing in Germany with distributions in Europe, Asia, and the United States published her book, The Sherpa Leadership Model: A Model of Disempowerment.

Dr. Cassard has spent the past twenty years building bridges between higher education and the global business environment to empower people of all backgrounds to work together and become successful citizens.

Dr. Cassard received her PhD in Applied Management and Decision Sciences with a specialization in Leadership and Organizational Change from Walden University, Minnesota and her MPS from Milano The New School for Management and Urban Policy in NY/NY.





Bachelor of Science in Business Administration (BSBA) Program

OVERVIEW OF THE PROGRAM

The Bachelor of Science in Business Administration (BSBA) Degree Completion program is designed for students who have already earned a minimum of 60 semester units (or an Associate's Degree) from an appropriately accredited institution.

The program is a directed independent study undergraduate degree program designed to develop well-rounded business professionals. This is accomplished through the presentation of the technical and interpersonal skills necessary to obtain entry-level positions in business, or as independent business operators. Graduates of the *Program* will emerge with a recognized degree and a set of diverse and relevant skills that are applicable in the pursuit of administration, management, or entrepreneurial opportunities and growth.

The program offers Foundation courses, and the option of one of six areas of specialization (Concentration courses) designed to meet specific professional applications. Foundation courses build a broad understanding of the important elements of business management and administration while providing for a number of elective options. Concentration courses supplement the foundation by allowing students to develop a deeper understanding of a defined area of study.

Students in the program may pursue a concentration in any one of the following areas:

- Marketing
- eBusiness
- Finance
- Accounting
- International Business
- Project Management

The program is also a great starting point for people who eventually want to specialize in a certain business area and perhaps earn a Master's Degree.

OBJECTIVES

The objectives of the *Bachelor of Science in Business Administration (BSBA)* completion program are as follows:

1. To develop the business and management skills necessary to obtain entry-level positions in the field of business or as independent business operators.
2. To offer a program of coursework and practical exercises in business financing, management, and sound operational practices that will enhance the professional and personal lives of its students.
3. To explore the intricacies of effective management and marketing of businesses of varying size and structure.
4. To allow for a number of elective tracks focused on various entrepreneurial and business issues and procedures.

Successful graduates of the program will demonstrate:

- Application of research and knowledge in the following broad-based areas: business management, accounting, marketing, economics, organizational behavior, and finance.
- The ability to evaluate ethical issues, recognize business, legal and regulatory issues, and make appropriate decisions and recommendations based on sound research, reasoning, and analysis with sensitivity to stakeholder interests.
- An ability to identify the connections between business and community and make socially responsible and environmentally sustainable choices when incorporating business operations & strategy.
- An understanding of the use of information systems to gather data, assess information, and formulate meaningful reports to make effective business decisions.
- The traits and actions of effective leaders and how to effectively manage individuals and teams in the business environment.

PRESENTATION

The online BSBA Completion program utilizes a directed independent study modality and requires no classroom attendance. It includes 48 units in business foundation courses, and 12 units from one of six concentration areas.



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The program is presented on a Semester basis. Students are generally enrolled in 12 units (four courses) each Semester. Each Semester consists of a minimum time period of 16 weeks from the date study commences.

Students not completing all Semester coursework in the 16-week period will be granted an automatic two month extension of time to complete the Semester. Students may take a leave-of-absence between Semesters however, except in special circumstances, the entire *Program* must be completed within seven years.

Each course contains a series of lessons generally consisting of reading assignments supplemented occasionally by various multimedia. Students are tested through objective examinations, and written assignments and essays.

DIRECTED INDEPENDENT STUDY

The advantages to independent study are obvious – flexibility in the study schedule, the ability to complete coursework from almost anywhere in the world, and the ability to interact with instructors and students with common interests from all regions of the United States and many foreign countries. However, independent study education is not the best alternative for all students.

While there are exceptions and every individual is different, experience has shown certain personal attributes are often helpful or detrimental in the successful completion of distance learning courses. Students who have been successful in independent study programs often have many of the following attributes:

- Are good at prioritizing tasks and often get things done ahead of time without being reminded and, as a result, are excellent time managers;
- Are highly motivated;
- Recognize independent study is an alternative means to achieve educational goals – not an “easy way” to achieve such goals;
- Have a strong desire to complete their educational goals.

Because students won’t be sitting in a classroom on a regular basis and won’t have an instructor or classmates nearby to remind them of assignments, a student must be self-directed and conscientious about completing assignments to succeed in the program. As with all things

in life, the greater the motivation to do something, the greater the chance of success.

Individuals who possess the following attributes *may not* be a good candidate for an independent study program:

- Students who strongly prefer face-to-face interaction with instructors and classmates;
- Students who find classroom discussion is almost always helpful;
- Students who need feedback from their instructor immediately and often;
- Students with poor self-discipline and planning skills.

The first three points are not possible in our directed independent study modality. The flexibility that makes this type of program attractive to many students requires greater self-discipline and planning than in a traditional classroom program where the timing of the course is predetermined. While the University will assist the student in preparing a study plan, a student must exercise self-discipline in the completion of the degree requirements.

Commitment and self-discipline are the keys to success.
No applicant will be admitted to the program unless the University believes they have the academic ability to succeed. However, the degree of commitment and self-discipline cannot always be accurately assessed at the time of admission.

ADMISSION POLICIES AND REQUIREMENTS

To be considered for admission to the *Program* applicants must have earned a minimum of 60 semester units (including a minimum of 30 units in General Education) from an appropriately accredited college or university.

General education courses include those that address English, human communications (including, but not limited to, foreign languages and speech), mathematics, natural sciences, social sciences, and the arts and humanities. If you are unsure whether courses you have previously taken qualify as general education, you may reach out to Admissions.

To apply for admission to the *Program*, an applicant must first complete the University’s Application for Admission Form along with submitting the required application and transfer credit evaluation fee. If the applicant is accepted



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for admission to the program, enrollment materials will be prepared and sent to the applicant for review and signature.

As set forth in the University's *General Catalog*, Internet access and minimum computer requirements and skills are required as a condition of admittance.

FOREIGN APPLICANTS

Applicants whose native language is not English and who have not earned a degree from an appropriately accredited institution where English is the principal language of instruction must receive a minimum score of 530 on the paper-based Test of English as a Foreign Language (TOEFL), or 71 on the iBT, or its equivalent. For more information on TOEFL visit [their website](#).

Applicants with degrees earned at institutions located outside the United States must have their academic transcripts evaluated and certified by a National Association of Credential Evaluation Services, Inc. (NACES) member organization.

APPLICATION PROCESS

To apply for admission to the program, an applicant must complete the University's [Application Form](#) and pay the associated \$75 Application Fee. **In addition, we require the following documents to complete an application:**

- Resume
- Copy of ID
- Associate's degree transcript
- OR
- Incomplete Bachelor's degree transcript

It is not necessary to submit official transcripts of the highest relevant degree at the time of application; however, official transcripts will need to be received directly from the institution of origin within 30 days of enrollment.

An admissions representative will contact the applicant if further documents are required, such as a degree evaluation. Once all necessary documents are received, the applicant will be sent for review and should hear back about acceptance within two business days.

TRANSFER CREDIT, PORTFOLIO CREDIT, AND CREDIT BY EXAM

Students may apply to have prior coursework and examinations from a number of sources reviewed by the

University for academic credit toward the Program. A maximum of 90 units may be awarded for Transfer Credit or a combination of Transfer Credit, Credit-by-Exam and Portfolio Credit. In no case may the combined number of Portfolio Credit and Credit-by-Exam exceed 30 units. In all cases, a minimum of 30 units must be completed through coursework at William Howard Taft University.

Transfer Credit: In addition to the 60 units required for admission, an additional 30 units of transfer credit toward specific courses in the Program may be awarded for postsecondary courses completed by the student at other institutions if such courses are found to meet the standards and learning objectives of the specific course for which credit is sought. Transfer credit must be from an appropriately accredited institution. To be considered, students must have earned a minimum GPA of 2.00 (grade of C) or better in these substitute courses and taken them within the past seven years. Validation of transfer credits is at the sole discretion of the University and must be substantiated by official transcripts sent directly from the granting institution to Taft University. A \$55 non-refundable Transfer Credit Evaluation Fee is assessed to evaluate previous academic work presented for transfer into the program.

Portfolio Credit: Portfolio Credit is a demonstration of college-level learning for adequately documented and validated experiential equivalent learning of a postsecondary nature. A typical example is achievement of select certifications that relate directly to coursework in the program. Students with prior military experience may also apply to have military coursework and documentation evaluated for possible equivalent college credit. A maximum of 30 units may be awarded for Portfolio Credit subject to evaluation. A \$100 non-refundable Portfolio Credit Evaluation fee is assessed for students wishing to apply experiential equivalent learning toward the program.

Credit by Exam: Academic credit toward the program may be granted for select CLEP and DANTES exams. Credit is awarded consistent with the recommended standards of the American Council on Education (ACE). A maximum of 30 units may be awarded for Credit by Exam, subject to evaluation.

The awarding of transfer credit or portfolio credit is considered on a case-by-case basis and awarded at the sole discretion of the University.



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HOW TO ENROLL

Once an applicant is conditionally accepted for admission to the program, an admissions representative will inquire about the applicant's desired start date (within six months of acceptance). After confirmation of the desired start date, a formal *Enrollment Agreement* will be prepared and sent to the applicant for review and signature via DocuSign. Enrollment may begin on the 15th of any month.

Applicants are encouraged to contact Admissions with any questions regarding enrollment procedures.

DEGREE REQUIREMENTS

To earn the *Bachelor of Science in Business Administration (BSBA)* degree, a student must complete the courses listed in the curriculum section of this *Catalog Supplement* in good academic standing and pass all examinations.

All requirements must be completed within five years from the date of initial enrollment.

FACULTY

The University employs faculty qualified to undertake the level of instruction or course development that they are assigned. They possess degrees or credentials appropriate to the degree program and level they teach. A complete listing of faculty and their qualifications is set forth in the *Faculty Catalog Supplement* available on the website.

INCOME TAX CREDITS AND DEDUCTIONS

Many students may qualify for the Lifetime Learning Credit (equal to 20% of their qualified education expenses) on their federal income tax return. Additional information on the Lifetime Learning Credit can be found on the University's website. Some education expenses may also qualify as a business deduction for work-related education pursuant to Section 162 of the Internal Revenue Code.

It is recommended that applicants consult with their tax advisor or read IRS Publication 970 (Tax Benefits for Education) to determine how these credits or deductions might benefit them individually.

FINANCIAL INFORMATION

Tuition for the BSBA program is \$225 per unit. Current information on financial aid can be found on Taft University's website.

Enrollment in the Program will generally qualify students for payment deferrals on existing federally insured student loans. Applicants seeking deferrals on existing student loans should check with their lenders prior to enrollment.

FEE SCHEDULE

Application Fee*	\$75
Transfer Credit Evaluation Fee*	\$55
Portfolio Credit Evaluation Fee*	\$100
Registration Fee (per semester)	\$50
Computer Library Fee (per semester)	\$45
Diploma Fee*	\$75
Transcript Fee (Two Provided at No Cost)	\$10
Late Payment Fee (Declined Credit Card, Per Item)	\$25

Students may pay any of the above fees Visa®, MasterCard®, Discover® or American Express®.

The cost of books and materials, other than each course syllabus, is not included in the tuition. Most books and materials may be purchased at local colleges, retail bookstores, directly from publishers, or on the internet. The cost is estimated to average approximately \$150 per course, but many sources offer great discounts.

EMPLOYER TUITION REIMBURSEMENT

The University will provide reasonable documentation to students seeking tuition reimbursement from their employer. However, if employer acceptance or tuition reimbursement is a material consideration, the University recommends applicants ascertain the policy of their employer prior to enrollment.

FINANCIAL AID

Advancing your professional education is an investment in your personal and professional development. The University makes every effort to make a post-graduate education an achievable goal for all qualified applicants.

The University participates in the Department of Veterans Affairs (VA) and Armed Forces Tuition Assistance (TA) education programs designed specifically for military active duty, reserve, veterans, or spouse and family.

LOAN DEFERRALS & GRANTS

Current information on financial aid is set forth on the University's website. Enrollment in the program will generally qualify students for payment deferrals on existing federally insured student loans. Applicants seeking deferrals on existing student loans should check with their lenders prior to enrollment.



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FREQUENTLY ASKED QUESTIONS

Q. How long does it take to complete the program?

A. The University's commitment to the Distance Education Accrediting Commission (DEAC) precludes any student graduating from a university degree program in less than one year. Students may take as long as five years to complete the program.

Q. Will you accept transfer credits?

A. Yes, in addition to the 60 units required for admission to the program, students may transfer up to a maximum of 30 additional earned units, subject to evaluation. Applicants seeking transfer credit should include complete information on prior undergraduate studies at the time of application. A *Transfer Credit Form* is available to download from the University website.

Q. Is there ever a need to attend a physical class?

A. No. Academic and administrative procedures are carefully designed so that students can complete all requirements for graduation entirely online without unreasonably disrupting their professional or family lives.

Q. I'm not sure I want to complete the entire program. Can I take just one course rather than enroll in the entire program?

A. No. Students are enrolled in an average of 12 units each semester with the exception of the final capstone project; however, a student who elects not to complete the program or enroll in additional semesters has no financial obligation to the university beyond the current semester.

Q. Is this program approved for federal student aid?

A. No. We do not currently accept Title IV loans for the Bachelor of Science in Business Administration (BSBA) program.

Q. Are there any other financial aid options available to students not eligible for Title IV?

A. Yes. Many students are eligible for financial aid through employer tuition reimbursement programs and/or Taft University's *Partners in Professional Education (PIPE)* program. Additionally, the university offers a no-interest payment plan, which permits students to pay 30% of the semester's tuition at the time of enrollment and the remaining balance over a five-month period. Other financing sources or scholarship opportunities may also be available via the website's [Scholarships & Grants](#) page.

Q. Will credits earned in this program transfer to another institution?

A. The acceptance of transfer credits between academic institutions lies within the discretion of the receiving college or university. Credits earned at William Howard Taft University may or may not be accepted by another institution, depending upon its own programs, policies, and regulations.

Q. Will I need to complete courses pursuant to a rigid timetable?

A. No. Each semester consists of a minimum time period of 16 weeks from the date study commences. Students not completing all semester coursework in the 16-week period will be granted an automatic 2-month extension. There are no assignments that must be submitted on a weekly or monthly schedule and students may take time off between semesters. However, except in special circumstances, the entire program must be completed within five years from the date of matriculation.

Q. How are examinations handled?

A. Students are required to pass one proctored examination each semester, totaling three examinations for the entire program. The exams can be proctored online by ProctorU under the supervision of a web camera and microphone – or students can select a member of the Consortium of College Testing Centers (CCTC). CCTC offers proctoring services at over 250 locations throughout the United States.

Q. What research tools are available to students?

A. The university provides all students with independent online research tools to assist in performing coursework through the *Library & Information Resources Network (LIRN) Virtual Library Collection*. LIRN is an extensive collection of scholarly information, sources, and reference titles from a variety of databases. Students pay a \$45 Computer Library Fee each semester.

Q. How soon can I get started?

A. The program utilizes an open enrollment policy. Students may commence study on the 15th of any month. Approved applicants may delay enrollment for a maximum of six months. If an approved applicant has not enrolled within six months of acceptance, a new application, including fees and documents, will be required.



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CURRICULUM

The following courses are required in the *Bachelor of Science in Business Administration (BSBA)* program:

	Unit Value
Foundation Courses (27 units)	
ACC300 Accounting I*	3
BUS301 Business Fundamentals*	3
BUS335 Business Math*	3
BUS340 Business Information Systems*	3
BUS350 Human Resource Management*	3
FIN310 Finance Fundamentals*	3
MKT305 Marketing Fundamentals*	3
BUS499 Comprehensive Business Plan	6
Foundation Electives (21 units)	
ACC301 Accounting II	3
ACC410 Cost Accounting	3
ACC415 Financial Accounting	3
ACC420 Managerial Accounting	3
ACC430 Introduction to Taxation	3
BUS300 Business Research	3
BUS330 Human Relations in Business	3
BUS345 Business Ethics	3
BUS370 Business Law	3
BUS380 Leadership in Organizations	3
BUS390 Entrepreneurship	3
BUS395 Strategic Management	3
BUS400 Quantitative Methods	3
BUS405 Fundamentals of Macroeconomics	3
BUS406 Fundamentals of Microeconomics	3
BUS410 Operations Management	3
Concentration Areas (12 units – Choose One Area)	
Marketing	
MKT400 Consumer Behavior	3
MKT410 Marketing Research	3
MKT420 Internet Marketing	3
MKT430 Channel Management	3
Information Technology	
BUS415 eCommerce	3
BUS420 Data Management	3
BUS430 Fulfillment & Customer Service	3
MKT420 Internet Marketing	3
Finance	
FIN440 Corporate Finance	3
FIN445 Investments & Portfolio Management	3
FIN450 International Finance	3
FIN455 Financial Institution Management	3
Accounting	
ACC400 Intermediate Accounting	3
ACC405 Advanced Accounting	3
ACC425 Accounting Information Systems	3
ACC440 Auditing & Attestation	3
International Business	
BUS460 Global Business Foundations	3
BUS465 Trade in International Business	3
BUS470 Legal Operations in International Business	3
MKT435 Marketing Concepts in International Business	3
Project Management	
PM400 Fundamentals of Project Management	3
PM410 Project Quality & Risk Management	3
PM420 Intermediate Project Management	3
PM430 Effective Project Management	3
Gen Ed Credits	60
Total Credits	120

*If a student has satisfied the learning objectives for any of these required courses through previous approved coursework (Transfer or Portfolio Credit), then an elective course may be substituted.

COURSE DESCRIPTIONS

Foundation Courses

ACC300 – Accounting I (3 units)

This is the first of two courses that introduce students to the comprehensive components that constitute managerial and financial accounting. Students will examine and be able to prepare financial statements, budgets, and employ accounting data in making strategic and managerial business decisions.

BUS301 – Business Fundamentals (3 units)

This course introduces students to fundamental business concepts, the business environment, forms of business, management, marketing, and the principles of business finance.

BUS335 – Business Math (3 units)

This course links mathematics with real business practices in real businesses and gives students a better appreciation for and understanding of the concepts that are vital in the business world. Topics include banking, business statistics, trade and cash discounts, markups and markdowns, payroll, consumer credit, mortgages, insurance, taxes, and stocks.

BUS340 – Business Information Systems (3 units)

This course introduces students to the fundamentals of management information systems (MIS) and how people use information systems to solve business problems and satisfy business objectives. It explores personal, workgroup, and enterprise management information systems.

BUS350 – Human Resource Management (3 units)

There is no greater asset to a company than its employees. In this course, students evaluate how to maximize a firm's potential through identifying and keeping an ideal workforce through the world of human resource management. Today's human resource professionals are not focused solely on administrative tasks. Rather, they work in all levels of the organization and are aligned with the strategic goals of the firm. Topics include HR business ethics, social responsibility, legal considerations, staffing, human resource development, performance management and appraisal, compensation, employee and labor relations, and operating in a global environment.

FIN310 – Finance Fundamentals (3 units)

This course explores the concepts, techniques, and tools used for financial decision making, including capital structure planning, financing decisions, working capital management, and financial management for global corporations.



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MKT305 – Marketing Fundamentals (3 units)

This course will examine how to create customer value, target the correct market, and build customer relationships. The changing nature of consumer expectations means that marketers must learn how to build communities in addition to brand loyalty. Today's marketing challenge is creating vibrant, interactive communities of consumers who make products and brands a part of their daily lives. Students will explore how to create value and gain loyal customers.

BUS499 – Comprehensive Business Plan (6 units)

Students taking this course will develop a comprehensive business plan for a real or fictitious business. Working from knowledge gained through completion of prior courses and with the guidance of the instructional faculty, students will develop and refine a plan that includes the major components: the executive summary section, the business section, the market analysis section, the financing section, and the management section. **Prerequisite:** Completion of all Foundation & Concentration courses.

Foundation Electives (Choose 21 units)

ACC301 – Accounting II (3 units)

This course follows ACC300 Accounting I with topics in financial analysis, costing, and performance evaluation. **Prerequisite:** ACC300.

ACC410 – Cost Accounting (3 units)

This course presents the most current practice and theory and reaches beyond cost accounting procedures to consider concepts, analyses, and management. Professional issues related to Management Accounting and Management Accountants are emphasized. Topics cover the accountant's role in the organization to performance measurement, compensation, and multinational considerations. **Prerequisites:** ACC300 & ACC301.

ACC415 – Financial Accounting (3 units)

This course emphasizes the ideas and practices followed by today's business entrepreneurs when developing and implementing accounting information in the preparation of financial reports to external parties, including investors, creditors, and tax authorities. Students gain valuable insights into the application of accounting and accounting principles as they relate to a company's performance and valuation. **Prerequisites:** ACC300 & ACC301.

ACC420 – Managerial Accounting (3 units)

This course explores accounting as it applies to the internal managerial decision making process. Students will examine the process of identifying and applying forward-looking accounting information to plan, evaluate, and control a corporate entity.

ACC430 – Introduction to Taxation (3 units)

This course introduces students to the major concepts, updates and mandates in federal taxation. Topics include tax research, partnerships, S Corporations, tax returns, administration procedures, and US taxation of foreign-related transactions.

BUS300 – Business Research (3 units)

This course provides students with comprehensive coverage of the research experience as it relates to business topics. Managerial decision-making is the underlying theme and topics are presented and organized in a manner that allows students to thoroughly explore business research functions. Students will complete an in-depth business research project as a part of this course.

BUS330 – Human Relations in Business (3 units)

This course focuses on human relations issues and competencies relevant to today's work environment, taking a two-pronged approach that improves interpersonal skills by first presenting basic concepts and then by facilitating skill development and self-assessment. It features skill-building exercises that prepare students for today's business environment.

BUS345 – Business Ethics (3 units)

This course explores the theoretical background of ethics, ethical decision-making, relationships between businesses and stakeholders, ethical issues relating to the firm's interaction with the natural environment, health care, and ethical issues related to information technology, strategic planning, and corporate culture. Students will consider the positive consequences of ethical behavior and the negative consequences of unethical behavior.

BUS370 – Business Law (3 units)

In this course, students will explore both the contracts and the regulatory material that is crucial for business law professions. Topics include business decisions, online commerce & internet law, business ethics, international law, non internet-related legal issues, and landmark cases, which highlight the most important cases and statutes that have shaped the law in the United States.

BUS380 – Leadership in Organizations (3 units)

Effective leadership is the cornerstone of any business venture. Much research has gone into discovering how people lead effectively and many executives want to know how to turn this research toward their advantage. This course addresses both the theoretical and the practical side of leadership and provides practical advice for business leaders.



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BUS390 – Entrepreneurship (3 units)

This course introduces students to the process of entrepreneurial success and shows them how to be effective every step of the way. Topics include recognizing opportunities and generating ideas, feasibility analysis, writing a business plan, industry and competitor analysis, developing an effective business model, preparing the proper ethical and legal foundation, assessing a new venture's financial strength and viability, financing and funding, unique marketing issues, intellectual property, and strategies for growth.

BUS395 – Strategic Management (3 units)

In today's economy, gaining and sustaining a competitive advantage is harder than ever. This course examines how firms formulate, implement, and evaluate strategies. Strategic management concepts and techniques are studied with a focus on driving business objectives in the current business environment and global economy.

BUS400 – Quantitative Methods (3 units)

This course provides a simple and practical introduction to an area that students can find difficult: avoiding excessive mathematics and abstract theory. It shows how to apply quantitative ideas to the real problems faced by managers and includes numerous exercises and examples that help students understand the relevance of quantitative ideas to business.

BUS405 – Fundamentals of Macroeconomics (3 units)

This course provides an analytical approach to macroeconomics using the latest policy and data. Students are encouraged to think like economists through the application of concepts to today's events, news, and research. Topics include macroeconomic trends, fluctuations, and policy. Students explore economic growth, finance, saving and investment, inflation, the exchange rate and the balance of payments, aggregate supply and aggregate demand, US inflation, unemployment, fiscal and monetary policy, and international trade policy.

BUS406 – Fundamentals of Microeconomics (3 units)

In this course, students analyze the latest concepts in microeconomic theory. Topics include how markets work, firms and markets, market failure and government, factor markets, inequality, and uncertainty. Students explore demand and supply; elasticity; efficiency and equity; government actions in markets; global markets, utility and demand, production output and costs, perfect competition, monopolistic competition, oligopoly, and economic inequality.

BUS410 – Operations Management (3 units)

This course provides students with a comprehensive framework for addressing operational process and supply chain issues to create value through operations management. Topics include competing with operations, project management, process strategy, process analysis, quality and performance, capacity planning, constraint management, lean systems, supply chain

design and integration, inventory management, forecasting, operations planning and scheduling, and resource planning.

Marketing Concentration

MKT400 – Consumer Behavior (3 units)

This course explores how the examination and application of consumer behavior is central to the planning, development, and implementation of marketing strategies. Topics include introduction to the consumer research process, market segmentation, consumer motivation, personality and consumer behavior, the family and its social class standing, influence of culture on consumer behavior, subcultures and consumer behavior, cross cultural and global consumer behavior, diffusion of innovations, consumer social responsibility, and green marketing. *Prerequisite: MKT305.*

MKT410 – Marketing Research (3 units)

This course provides students with the fundamentals of marketing research and provides them with extensive information on how to use it. Topics include: the marketing research process, characteristics of the marketing research industry, defining the problem and determining research objectives, research design, secondary data and online information databases, standardized information sources, exploratory and qualitative research techniques, evaluating survey data collection methods, measurement in marketing research, developing questions and designing the questionnaire, determining how to select the sample, determining the size of a sample, dealing with field work and data quality issues, descriptive analysis, performing tests, regression analysis, and research reporting and presentation. *Prerequisite: MKT305.*

MKT420 – Internet Marketing (3 units)

The internet and other technologies have had a profound effect on the way we do business. This transformation has resulted in new business techniques that add customer value, build customer relationships, and increase company profitability. This course explores the internet in the context of business issues that concern marketers. Topics will include website usability, search engine optimizations, and pay-per-click marketing. Social media and mobile marketing are also examined. *Prerequisite: MKT305.*

MKT430 – Channel Management (3 units)

This course explores the fundamentals of market channel management. Topics include the design, development, maintenance, and management of effective relationships among worldwide marketing channels to achieve sustainable competitive advantage by using strategic and managerial frames of reference. *Prerequisite: MKT305.*



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Information Technology Concentration

BUS415 – eCommerce (3 units)

This course covers the three major driving forces behind ecommerce, technology change, business development, and social issues. Topics include: technology infrastructure for ecommerce, the internet and www, building an ecommerce website, security and payment, business concepts and social issues, online retailing and services, online content and media, social networks, auctions, portals, and B2B ecommerce.

BUS420 – Data Management (3 units)

This course introduces the essential concepts students need to create and use small databases. Topics include: database fundamentals, the relational mode, structured query language, database design, data modeling and the entity-relationship model, database management, database administration, database processing applications, and database processing for business intelligence. *Prerequisite: BUS415.*

BUS430 – Fulfillment & Customer Service (3 units)

This course presents the fundamentals of the customer service industry, current trends and the ability to interpret those trends, and the primary abilities and strategies which lead to the successful implementation of customer service. It pinpoints the skills needed to improve and sustain customer satisfaction and business relationships. *Prerequisite: BUS415.*

MKT420 – Internet Marketing (3 units)

The internet and other technologies have had a profound effect on the way we do business. This transformation has resulted in new business techniques that add customer value, build customer relationships, and increase company profitability. This course explores the internet in the context of business issues that concern marketers. Topics will include website usability, search engine optimizations, and pay-per-click marketing. Social media and mobile marketing are also examined. *Prerequisite: MKT305.*

Finance Concentration

FIN440 – Corporate Finance (3 units)

This course presents core principles of corporate finance within a unique organizational structure that builds from perfect to imperfect markets. This unifying perspective and an example-driven presentation develop students' understanding by building from simple to complex and from concrete to theoretical. Topics include: Time Value of Money, uncertainty, risk and return, fluctuating interest rates, capital budgeting, comparables, financial theories (CAPM assumptions and M&M propositions), and capital structure. *Prerequisite: FIN310.*

FIN445 – Investments & Portfolio Management (3 units)

This course explores international capital markets using numerous examples to illustrate the applications of concepts and theories. Topics include: currency exchange rates, foreign exchange parity relations, foreign exchange determination and forecasting, international asset pricing, equity concepts and

techniques, global bond investing, alternative investments, the case for international diversification; derivatives, currency risk management, global performance evaluation, and structuring the global investment process. *Prerequisite: FIN310.*

FIN450 – International Finance (3 units)

This course will illustrate how the leaders of tomorrow's multinational enterprises will recognize and capitalize on the unique characteristics of global markets. Topics include: globalization and the multinational enterprise, financial goals & governance, the international monetary system, the balance of payments, current multinational financial challenges, the foreign exchange market, foreign currency derivatives, interest rate and cross currency swaps; foreign exchange rate determination and forecasting, transaction exposure, operating exposure, translation exposure, the global cost and availability of capital, international portfolio theory and investment, foreign direct investment theory and strategy, multinational capital budgeting, multinational tax management, working capital management and international trade finance. *Prerequisite: FIN310.*

FIN455 – Financial Institution Management (3 units)

This course focuses on managing return and risk in modern financial institutions. The central theme is that the risks faced by managers and the methods and markets through which these risks are managed are becoming increasingly similar, whether an institution is chartered as a commercial bank, a savings bank, an investment bank, or an insurance company. Although the traditional nature of each sector's product activity is analyzed, a greater emphasis is placed on new areas of activities such as asset security, off-balance-sheet banking and international banking. *Prerequisites: FIN310.*

Accounting Concentration

ACC400 – Intermediate Accounting (3 units)

This course integrates FARS/Codification exercises, cases, and simulations into the lessons and introduces students to the codification project. It explores how to leverage everyday accounting programs like Excel, GLS, and other computerized accounting software giving students a strong background in the tools needed in the accounting profession. *Prerequisites: ACC300 & ACC301.*

ACC405 – Advanced Accounting (3 units)

This course allows students to think critically about accounting, just as they will do preparing for the CPA exam. Students gain a well-balanced appreciation of the Accounting profession and explore financial reporting as a product of intense and considered debate that continues today and into the future. *Prerequisite: ACC400.*



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ACC425 – Accounting Information Systems (3 units)

This course presents an overview of the conceptual foundations of Accounting information Systems (AIS). It explores control and audit of accounting information systems, accounting information systems applications, and the systems development process. Topics include: transaction cycles and controls, systems life cycle, databases and data modeling, computer-based controls, fraud, and auditing. **Prerequisites:** ACC300 & ACC301.

ACC440 – Auditing & Attestation (3 units)

Revised annually, this course is a comprehensive study for the Certified Public Accountant's (CPA) Exam and prepares students with detailed outlines, study guidelines and skill-building problems and solutions that help them to identify, focus on, and master the specific topics that need the most work. It contains all current AICPA content requirements in auditing and attestation. **Prerequisite:** ACC400.

International Business Concentration

BUS460 – Global Business Foundations (3 units)

This course illustrates how successful managers must function in a competitive world. It emphasizes skills development, emerging markets, and geographical literacy. Topics include: an overview of international business; global marketplaces and business centers; legal, technological, and political forces; the role of culture; ethics and social responsibility in international business; international trade and investment theory; international monetary system and the balance of payments; exchange and international financial markets; international cooperation among nations; international strategic management; strategies for analyzing and entering foreign markets; international organization design and control; leadership and employee behavior in international business; international marketing; international financial management; human resource management and labor relations.

BUS465 – Trade in International Business (3 units)

This course introduces students to the fundamentals of trade in international operations and provides an informative focus on the future development of the world economy. Students will explore the underlying issues involved in developing and managing cross-border trade, the structure of the global economy, the dynamics governing world trade, the practice of export trade – the methods, procedures, conventions, documentation and laws. Finally, students will examine the prospects and likely future development of global trade. **Prerequisite:** BUS460.

BUS470 – Legal Operations in International Business (3 units)

This course emphasizes practical application and theory of international business law. Students will explore the diversity and similarity of how firms are currently regulated and governed around the world. Topics include: structure of the legal environment for global business, international relations, multinational enterprises, dispute settlement across national borders, rules for global trade in goods and services, and legal

issues involving foreign investment, intellectual property, money and banking, sales, transportation, financing, and taxation. **Prerequisite:** BUS460.

BUS435 – Marketing Concepts in International Business (3 units)

This course illustrates the excitement, challenges, and controversies of global marketing. Case studies feature high-profile, real-world companies and products, allowing students to explore the latest research, master concepts, and understand the challenges associated with marketing in a global arena. **Prerequisite:** BUS460.

Project Management Concentration

PM400 – Fundamentals of Project Management (3 units)

This course examines the basic principles behind project management; its purpose, the profession, the discipline, its basic concepts and techniques and accepted managerial practices. The primary focus of the course is on the basic framework of project management; methods required to initiate, plan, execute and monitor a project to successful completion.

PM410 – Project Quality & Risk Management (3 units)

Drawing from a basic understanding of quality standards, best practices and methodologies such as Six Sigma and ISO 9000, this course examines the fundamental principles, and critical importance of quality and risk in the managing of projects and the products of projects. Students explore the steps involved in prioritizing requirements and establishing metrics to define and assure quality and effectively identify and manage risks to projects. **Prerequisite:** PM400.

PM420 – Intermediate Project Management (3 units)

This course combines the academic and Institutional frameworks of Project Management with its practical business applications. This course provides the broad based knowledge required to perform effectively as a project manager and introduces more advanced concepts and tools, aligning concepts with the Project Management Institute's standard A Guide To The Project Management Body Of Knowledge (PMBOK Guide). **Prerequisite:** PM400.

PM430 – Effective Project Management (3 units)

This course takes the student beyond basic project management methodologies and into advanced knowledge that includes executive management considerations, agile practices and soft skills. It provides the advanced knowledge required to perform as an experienced leader of projects and people. **Prerequisite:** PM400.

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Catalog Addendum for California Residents

STUDENT TUITION RECOVERY FUND

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120-day period before the closure of the institution or location of the institution or were enrolled in an educational program within the 120-day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by

the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.

4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of non-collection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.