

Bachelors Degree Business Administration Competencies (NACE,2022) and Learning Objectives					B.B.A.	
Competency Goals	Current Learning Objectives	Updated Learning Objectives	Performance Target	Measures/How to Assess	Course assessed (I for introductory, D for developing, M for mastery)	Course Learning Objectives (Direct Link to BBA Undergraduate LOs)
Effective communication - Students will communicate business information in a clear and concise manner.	BG 1 Demonstrate competency in written and oral communications.	BG 1.1 Demonstrate competency in written communications.	Written Assignment Rubric	Written Assignments, Exams, Research Project	BBA 204 (I)	<a href="#">LO10</a>
				Written Assignments	BBA 336 (I)	<a href="#">LO2</a>
				Written Assignments	BBA 337 (D)	<a href="#">LO3</a>
				Written Assignments	BBA 339 (D)	<a href="#">LO6</a>
				Written Assignments, Exams, Research Project	BBA 407 (M)	<a href="#">LO11</a>
		Written Assignments, Exams, Research Project	BBA 432 (M)	<a href="#">LO10</a>		
		BG 1.2 Demonstrate competency in oral communications.	Oral Assignment Rubric	Oral Presentation	BBA 204 (I)	<a href="#">LO10</a>
				Oral Presentation	BBA 313 (D)	<a href="#">LO1</a>
				Oral Presentation, Class Discussion	BBA 341 (D)	<a href="#">LO4</a>
				Oral Presentation	BBA 407 (M)	<a href="#">LO11</a>
Class Discussion	BBA 313 (D)			<a href="#">LO10</a>		
Critical Thinking/Analytical Skills - Students will analyze business situations through sound reasoning.	BG2 Demonstrate competency in quantitative and analytical skills.	N/A	70% pass	Case Study	BBA 405 (M)	<a href="#">LO4</a>
				Multiple Choice, Research Projects	BBA 467 (M)	<a href="#">LO4</a>
Technology - Students will demonstrate competency in existing technologies with ability to adapt to new and emerging technologies.	BG3 Demonstrate competency in current technology used in the business environment.	N/A	70% pass	Client Projects	BBA 341 (M)	<a href="#">LO4</a>
				Assignments, Projects	BBA 405 (M)	<a href="#">LO4</a>
				Assignments, Research Projects	BBA 467 (D)	<a href="#">LO2</a>
Business Ethics and Corporate responsibility - Students will identify ethical issues and evaluate potential conflicts of interests.	BG4 Demonstrate knowledge of business ethics and corporate responsibility.	N/A	70% pass	Multiple Choice, Written Assignment	BBA 328 (D)	<a href="#">LO5</a>
				Multiple Choice, Written Assignment	BBA 329 (D)	<a href="#">LO6</a>
				Multiple Choice	BBA 332 (D)	<a href="#">LO4</a>
				Case Study, Discussion Board	BBA 336 (D)	<a href="#">LO6</a>
				Case Study, Discussion Board	BBA 337 (M)	<a href="#">LO7</a>
				Case Study, Multiple Choice, Written Assignments, Class Discussion	BBA 339 (M)	<a href="#">LO7</a>
				Case Study, Multiple Choice, Written Assignments, Class Discussion	BBA 367 (M)	<a href="#">LO6</a>
Global Awareness - Students will demonstrate attitudes, knowledge, and skills necessary for navigating the challenges and opportunities of a globalized world.	BG5 Demonstrate knowledge of global and multicultural perspectives.	BG5.1 Demonstrate attitudes, knowledge, and skills necessary for navigating the challenges and opportunities of a globalized world.	70% pass	Multiple Choice, Written Assignment	BBA 432 (D)	<a href="#">LO8</a>
				Multiple Choice	BBA 433 (M)	<a href="#">LO2</a>
Diversity, Equity & Inclusion - Students will be made aware of how different perspectives and viewpoints can enrich the business environment and lead to better solutions.	BG5 Demonstrate knowledge of global and multicultural perspectives.	BG5.2 Demonstrate cultural sensitivity, respect and ability to learn from and work with people of a wide range of backgrounds.	70% pass	Multiple Choice, Written Assignment	BBA 328 (D)	<a href="#">LO3</a>
				Multiple Choice, Written Assignment	BBA 329 (D)	<a href="#">LO5</a>
				Multiple Choice	BBA 332 (D)	<a href="#">LO4</a>
				Multiple Choice, Written Assignment,	BBA 367 (D)	<a href="#">LO6</a>
				Multiple Choice	BBA 433 (M)	<a href="#">LO5</a>
Technical Knowledge of Business - Students will demonstrate technical knowledge of the following areas: marketing, HR, management, and Entrepreneurship.	AG6 Demonstrate knowledge and understanding of the following areas: marketing, HR, and management.	AG6.1 Students will demonstrate proficiency in key concepts of Entrepreneurship.	70& pass	In-class activities	BBA 313 (I)	<a href="#">LO5</a>
		AG6.2 Students will demonstrate proficiency in key concepts of Marketing.	70& pass	Embedded questions in the final exam	BBA 332 (I)	<a href="#">LO1</a>
		AG6.3 Students will demonstrate proficiency in key concepts of HR.	70& pass	Embedded questions in the final exam	BBA 328 (I)	<a href="#">LO1</a>
		AG6.4 Students will demonstrate proficiency in key concepts of Management.	70& pass	Embedded questions in the final exam	BBA 204 (I)	<a href="#">LO1</a>
Career Development and Professionalism - Student will demonstrate self-advocacy and sensitivity to different work environments.	N/A	BG7 Demonstrate proficiency in exploring development opportunities and demonstrate effective work habits and acts in workplace.	70% pass		CED 201, CED 301	
					BBA 370	<a href="#">LO5</a>
					BBA 375	<a href="#">LO1</a>
Leadership - Students will	N/A	BG8 Demonstrate the ability to oversee	Group presentation rubric	Group Projects	BBA 204 (I)	<a href="#">LO1</a>

demonstrate the ability to delegate, inspire and communicate effectively.		<b>processes, guide initiatives and steer their employees toward the achievement of goals.</b>		Group Projects	BBA 327 (D)	<a href="#">LO4</a>
				Case Study, Research Projects	BBA 407 (M)	<a href="#">LO10</a>
<b>Teamwork - Students will effectively work in teams and develop strengths of others to attain common goals.</b>	<b>N/A</b>	<b>BG9 Demonstrate ability to work collaboratively with a diverse range of colleagues and develop strengths of others to attain common goals and objectives.</b>	Group presentation rubric	Group Projects	BBA 204 (I)	<a href="#">LO1</a>
				Group Projects	BBA 313 (D)	<a href="#">LO3</a>
				Group Projects	BBA 327 (D)	<a href="#">LO6</a>
				Case Study, Research Projects	BBA 407 (M)	<a href="#">LO10</a>

## **BBA 204: Principles of Management**

**Current Catalog Description:** Basic management concepts involving the theory and practice of attainment of organizational goals through planning, organizing, leading and controlling organizational resources. [ 3 credits]

**Cross listed:** LEH BBA 304/BBA 204

**Proposed Description:** This course introduces students to basic management concepts involving the theory and practice of attainment of organizational goals through planning, organizing, leading and controlling organizational resources.

**Learning Objectives:** By the end of semester, students will be able to:

1. Explain the primary functions of management including planning, organizing, leading, organizing and controlling.
2. Demonstrate understanding of information literacy reinforcing ethics and corporate social responsibility.
3. Describe functional, product, customer, geographic and matrix organization structures.
4. Discuss the history of the practice of management.
5. Describe business structures such as corporations, partnerships and proprietorships.
6. Explain the role, and discuss the interaction of firm's internal and external environment.
7. Identify, calculate and use concepts like profitability, liquidity, leverage and activity ratios.
8. Explain the role of human resource management in a firm.
9. Describe organizational control and explain why it is a key management function.
10. Demonstrate competency in written and oral communications.

## **BBA 327: Organizational Behavior and Development**

**Current Catalog Description:** Human behavior in the organizational setting; the interface between human behavior and organizational performance; structures and processes characteristic of organizations themselves; ethical issues emerging in the management of human resources; development of human resources towards the attainment of organizational as well as individual goals. [3 credits]

Prerequisite: BBA 204

**Learning Objectives:** By the end of semester, students will be able to:

1. Discuss key concepts of human behavior in the organizational setting;
2. Explain structures and processes characteristic of organizations;
3. Describe the development and attainment of organizational goals and individual goals;
4. Discuss individual human behaviors in organizations as influenced by personality, values, perceptions, and motivations;
5. Analyze the interface between human behavior and organizational performance;
6. Discuss strategies to manage groups and teams;
7. Describe ethical issues emerging in the management of human resources.

### **BBA 328: Human Resource Management**

**Current Catalog Description:** Emphasis of the managerial approach to the employment of human resources. Large-scale enterprise and managerial goals, economic and social matrix for hiring and developing human resource inputs, and collective bargaining.[ 3 credits]

Prerequisite: BBA 204

**Learning Objectives:** By the end of semester, students will be able to:

1. Identify and explain functions of human resource management and how they relate to the broader business context;
2. Explain Human Resources role as a strategic contributor to organizational initiatives and effectiveness;
3. Describe impact of employment discrimination laws on human resource management decisions and practices;
4. Explain various human resource management roles and responsibilities in relationship to line management and other day-to-day business activities.
5. Describe ethical decisions and implications in the human resource context.

### **BBA 329: Union/Employer Relations**

**Current Catalog Description:** Legal requirements for employers and labor organizations; negotiation and implementation of collective bargaining agreements; relationship between labor law and practice. [ 3 credits]

Prerequisite: BBA 204

**Learning Objectives:** By the end of semester, students will be able to:

1. Explain the structure of government and the structure of the federal and New York State court systems, specifically as it applies to labor law;
2. Discuss the relationship between employers and employees who wish to bargain collectively, with or without a union;
3. Discuss relationship between employees and their bargaining agent/union;
4. Outline and argue fundamental principles of labor law, including the terms and conditions of employment, a collective bargaining agreement, negotiation, and unfair labor practices;
5. Analyze public interest labor law issues such as ERISA, OSHA, employment discrimination, and wrongful discharge.
6. Describe ethical principles as they address the employer/employee relationship.

### **BBA 332: Marketing Management**

**Current Catalog Description:** Nature and functions of marketing; marketing environment, consumer motivation and behavior; marketing institutions at the wholesale and retail levels; market research, product planning, pricing policies, sales management and promotion; and government regulation. . [ 3 credits]

Prerequisite: BBA 204

**Proposed Description:** This course teaches the basic principles of marketing. Topics

includes the nature and functions of marketing; the marketing environment, consumer motivation and behavior; marketing institutions at the wholesale and retail levels; market research, product planning, pricing policies, sales management and promotion; and government regulation.

**Learning Objectives:** By the end of semester, students will be able to:

1. Explain marketing and the components of the marketing mix
2. Identify and discuss the steps in creating a marketing strategy
3. Describe the basis for market segmentation and positioning
4. Explain the role of product and branding, role of pricing and distribution channels, and the importance of ethics and diversity.

### **BBA 336: Business Law I**

**Current Catalog Description:** Fundamentals of legal liability. Federal and New York State court systems; the attorney-client relationship. Principles of the law of contracts, sales, product liability, and agency. [ 3credits]

**Learning Objectives:** By the end of semester, students will be able to understand and apply the:

1. structure of government and the structure of the federal and New York State court systems;
2. structure of legal reasoning and analysis;
3. basic principles of legal liability in constitutional, criminal, and civil law;
4. fundamental principles of contract law, including offer and acceptance; conduct invalidating assent (duress, undue influence, fraud, and mutual mistake); consideration illegal bargains; contracts that must be in writing; and remedies for breach of contract;
5. attorney-client relationship and agency theory;
6. ethical principles that apply to business relationships.

### **BBA 337: Business Law II**

**Current Catalog Description:** The law of partnerships, corporations, and other business organizations. Personal property, secured transactions, and commercial paper as treated under the Uniform Commercial Code. The landlord-tenant relationship. [ 3 credits]

Prerequisite - BBA 336

**Learning Objectives:** By the end of semester, students will be able to understand and apply the:

1. legal powers, duties, and organization of partnerships;
2. legal powers, duties, and organization of various corporate structures;
3. structure of legal reasoning and analysis;
4. principal-agent theory, including the liability of a principal for the contracts and negligence of an agent;
5. elements of negligence, including vicarious liability and respond at superior;
6. Uniform Commercial Code provisions regarding personal property, secured transactions, and commercial paper;
7. ethical principles that apply to business relationships.

### **BBA 339: Commercial Transactions**

**Current Catalog Description:** Key topics from the Uniform Commercial Code concerning mercantile transactions; sales and leases; commercial paper; bank deposits, collections, and funds transfers; letters of credit; secured transactions. [ 3 credits]

Prerequisite BBA 336

**Learning Objectives:** By the end of semester, students will be able to understand and apply:

1. civil laws and procedures, including contract and tort liability;
2. sale of goods, the performance of sales contracts, transfer of title and risk of loss, warranties, product liability, and remedies for breach of contract;
3. negotiable instruments, the requirements for negotiability, types of negotiable instruments, legal transfer, the rights of a holder in due course (HDC), and the rules and requirements of bank deposits, collections of deposits and electronic funds transfers;
4. secured transactions, collateral attachment, perfection of security interests, and priorities among competing claims;
5. federal bankruptcy law basic concepts and types of bankruptcies;
6. structure of legal reasoning and analysis;
7. ethical principles that apply to business relationships.

### **BBA 341: Marketing Applications in a Digital World**

**Current Catalog Description:** Principles and theories of marketing are applied through the use of digital marketing tools in social media advertising, marketing research, product design, supply chain management and other marketing functions. [ 3 credits]

Prerequisite: BBA 332.

**Learning Objectives:** By the end of semester, students should be able to:

1. Map industry techniques and skills to fundamental marketing models, including the marketing mix, marketing plan, segmentation principles, marketing research principles and consumer behavior theories.
2. Describe the components within the digital advertising eco system.
3. Outline typical potential career paths in the marketing discipline of today.
4. Perform several practical marketing tasks using software applications for:
  - a. website design,
  - b. website analytics and optimization,
  - c. Internet advertising including social media tactics
5. Understand the importance of emerging legislation as it relates to consumer privacy and protections.

### **BBA 367: Consumer Behavior**

**Current Catalog Description:** Global, regional, and local dimensions of consumer decision-making; impact of motivation, perception, knowledge, attitudes, and information processing abilities upon the behavior of consumers. [ 3 credits]

Prerequisite: BBA 332 or BBA 433.

**Proposed Description:** Consumer Behavior is an intermediate level course and assumes

basic knowledge of marketing. The course materials focus the myriad of factors that are present in the world of consumers. Like other studies of human behavior, the study of consumer behavior is a look at the basic research that has been conducted to expand our understanding of how people make decisions and go about buying, using and disposing of products/services.

**Learning Objectives:** By the end of semester, students will be able to:

1. Identify factors that govern consumer decision making before, during and after the acquisition of products
2. Explain emotional and cognitive elements of consumer decision making
3. Describe the role and interaction of consumer's external environment
4. Discuss marketing implications of consumer decision making
5. Discuss and demonstrate how marketers develop practical strategies that are rooted in consumer behavior theory
6. Explain the role and importance of ethics and diversity

### **BBA 405: Management Decision Making**

**Current Catalog Description:** Individual and organizational factors influencing managerial decision making; optimal rules of choice under different decisional environments; heuristic decision making, selected topics of management science. [ 3 credits]

Prerequisite: BBA 204 and either ECO 302 or BBA 303.

Learning Objectives: By the end of semester, students will be able to:

1. Understand and effectively describe how managers use Business Analytics to formulate and solve problems for business decision making
2. Understand various descriptive, predictive, and prescriptive methods used in Business Analytics
3. Communicate effectively with data
4. Confidently use essential analytics tools like Excel and R to collect, visualize, and analyze data to support business decision making and evaluate results

### **BBA 407: Strategic Management**

**Current Catalog Description:** Corporate-level decision-making under different economic conditions, legal institutions, government policies, technological progress, environmental concerns, ethical considerations, and demographic variables. Emphasis on case studies. [ 3 credits]

Prerequisite: BBA 204 and ACC 171.

**Proposed Description:** Capstone course in management on how to formulate, implement, and evaluate corporate, business and functional level strategies that enable organizations to achieve and sustain competitive advantage. An organization's Mission and Vision Statements, internal and external factors, SWOT, five forces framework, objectives and financial ratios are discussed. Corporate governance, leadership responsibilities and ethical dilemmas in planning are covered. Case Analysis is introduced.

**Learning Objectives:** By the end of semester, students should be able to:

1. Explain and describe the formal strategic management process.
2. Explain and describe the effect of stakeholders (internal and external) and broad

- environment on an organization's Strategy Planning.
3. List Porter's five forces of Industry Competition.
  4. List two examples each of functional, business, and corporate level strategies.
  5. Explain the importance of ratios.
  6. Define Corporate Governance, and explain mission and vision statements.
  7. Explain Strategic Control and Crisis Management.
  8. List four characteristics of an effective objective.
  9. Define Strategic Case Analysis.
  10. Demonstrate strategic leadership skills.
  11. Demonstrate competency in written and oral communications.

### **BBA 432: International Business Management**

**Current Catalog Description:** Critical issues in managing multinational organizations: international management skills, cross-cultural negotiations, ethical problems, global human resource management, and the structuring of multinational organizations. [ 3 credits]

Prerequisite: BBA 204.

**Learning Objectives:** By the end of semester, students should be able to:

1. Explain and describe the international business management process.
2. Explain and describe the key external environments facing international companies.
3. List Porter's five forces of Industry Competition.
4. Grasp the forces driving globalization and International Business.
5. Describe theories that explain national and international trade patterns.
6. Explain and understand how companies use foreign exchange markets, global capital markets to facilitate international business
7. List types of strategies used by multinational corporations and explain Global Strategy.
8. List major opportunity and risk variables for companies doing business internationally.
9. Define Direct Investment and Collaborative Strategies.
10. Demonstrate competency in written and oral communications

### **BBA 433: Global Marketing**

**Current Catalog Description:** Theory and practice of global marketing and discussion of the specific factors in that environment affecting organizational performance in terms of strategic planning and organizing for global marketing as well as managerial decisions on global market segmentation, product planning, pricing, distribution, promotion, and operations. Global market research and data analysis are also covered. [ 3 credits]

Prerequisite: BBA 204.

**Learning Objectives:** By the end of semester, students should be able to:

1. Know the basic framework of global marketing decision making
2. Differentiate between domestic and global marketing considerations
3. Know international trade considerations
4. Become familiar with regional trade agreements



5. Learn how to develop communications/advertisements/promotions for different cultures and countries

### **BBA 467: Marketing Research**

**Current Catalog Description:** A practical approach to the study of research principles and procedures as an important tool of consumer and industrial marketing decisions.

Qualitative as well as quantitative techniques are discussed, and these methods are aligned with planning, operating, and controlling aspects of marketing management. [3 credits]

Prerequisite: BBA 303 and BBA 332.

**Proposed Description:** A practical approach to the study of research principles and procedures as an important tool of consumer and industrial marketing decisions.

Qualitative as well as quantitative techniques are discussed, and these methods are aligned with planning, operating, and controlling aspects of marketing management.

**Learning Objectives:** By the end of semester, students will be able to:

1. Explain the role of marketing research in manager's decision making
2. Discuss the difference between the various sources and types of data
3. Identify and explain the steps involved in conducting research
4. Design and conduct a marketing research study and explain the findings
5. Describe current trends in research practice
6. Explain the role and importance of ethics and diversity

### **BBA 370: Internship in Business**

**Current Catalog Description:** One hour of weekly class meetings plus eight to ten hours of supervised internship in a setting where students can combine their academic education in business with work experience in their area of study. [3 credits]

Prerequisite: Departmental permission after student has located and arranged for the internship with an organization.

**Learning Objectives:** By the end of semester, students will be able to understand:

1. How the individual employee contributes to an organization
2. Technical/skills - strengths and weaknesses
3. Interpersonal communication strengths and weaknesses
4. Power structures within organizations
5. Strategic thinking for career advancement – overcoming obstacles
6. Dealing with difficult personalities at work
7. Negotiating salary

### **BBA 375: Practical Application of Associate Professional in Human Resource Management (aPHR) theory**

**Current Catalog Description:** Reviews the functional areas of human resource management, including human resource operations, recruitment and selection, compensation and benefits, HR development and retention, employee relations, and health and safety issues. [3 credits]

Prerequisite: BBA 328 or DP

**Learning Objectives:** By the end of semester, students will be able to:

1. Explain the tactical and operational tasks related to workforce management and

- HR functions
2. Discuss the hiring practices, including regulatory requirements, interview and selection process and onboarding
  3. Explain the pay and benefit programs
  4. Outline and recommend techniques and methods for delivering training programs and training individual employees
  5. Identify and explain methods for monitoring and addressing morale, performance and retention employees.
  6. Propose laws, regulations, and policies that promote safe work environment.

### **BBA 313: Foundations of Entrepreneurship**

**Current Catalog Description:** Foundational concepts and frameworks of entrepreneurship including characteristics of successful startups and entrepreneurs, entrepreneurial identity, opportunity creation and evaluation, mobilizing resources, and growth. [3 credits]

**Learning Objectives:** By the end of semester, students will be able to:

1. Describe the entrepreneurial discovery process.
2. Develop and explain an entrepreneurial mindset
3. Develop Entrepreneurial resources
4. Discuss small business accounting principles and financial management activities.
5. Develop a feasibility plan
6. Describe and identify entrepreneurial legal considerations.
7. Develop opportunity recognition competencies
8. Describe effective business concepts
9. Identify the characteristics of the successful entrepreneur and conduct a self-assessment of your potential as an entrepreneur.
10. Discuss the advantages and disadvantages of entrepreneurship as a career choice.
11. Identify the characteristics and traits of a successful entrepreneur.