

MANAGEMENT COURSES

Student Learning Outcomes¹

MGT 202: Business Professions

At the end of this course students should be able to:

1. Describe and use the elements of effective decision making—research, assessment and consequence.
2. Apply elements of effective decision making to areas that are central to career development – self assessment, market conditions and planning.
3. Develop the abilities to plan for effective communication – learn how to reflect, present and evaluate communication.

MGT 352: Human Resource Management

At the end of this course students should be able to:

1. Describe trends in the labor force composition and how they impact human resource management practice.
2. Discuss how to strategically plan for the human resources needed to meet organizational goals and objectives.
3. Define the process of job analysis and discuss its importance as a foundation for human resource management practice.
4. Explain how legislation impacts human resource management practice.
5. Compare and contrast methods used for selection and placement of human resources.
6. Describe the steps required to develop and evaluate an employee training program.
7. Summarize the activities involved in evaluating and managing employee performance.
8. Identify and explain the issues involved in establishing compensation systems.

MGT 353: Creativity and Innovation

At the end of this course students should be able to:

1. Explain the influence of problem solving techniques, team processes, and environmental conditions on creativity in organizations.
2. Describe the innovation process, including the innovation value chain, the role of champions, and commercializing an innovation.
3. Explain the process involved in managing creativity or innovation effectively and apply this knowledge to your own creative idea or innovation.
4. Analyze organizational practices that facilitate creativity and innovation.

¹ Updated August 2015

5. Develop case study analysis skills (specifically, identifying critical issues in case studies and applying course material to case studies).

MGT 355: International Entrepreneurship

At the end of this course students should be able to:

1. Analyze the conditions for entrepreneurship in various countries.
2. Identify possible sources and characteristics of viable business opportunities in the international context.
3. Describe the unique features of opportunities in emerging and bottom-of-the-pyramid (BOP) markets.
4. Assess feasibility of an international business idea.
5. Describe the basic elements of exporting/importing.
6. Develop alternative business concepts for pursuing viable opportunities in the global environment.
7. Identify the types of human, information, and financial resources required for launching and managing an international new venture.
8. Identify the cultural dimensions that distinguish different countries on work-related attitudes.
9. Analyze how different countries require different strategies.
10. Apply strategic theories and frameworks to organizations in a global context.
11. Integrate functional areas into strategic business problems from a general management perspective.

MGT 357: Multinational Business and Comparative Management

At the end of this course students should be able to:

1. Explain the different political, legal, and economic systems and technological forces in the international environment and their impact on international management.
2. Assess and describe the drivers and consequences of globalization, its impact on specific regions, and the emerging concerns about its mixed influences on countries around the world.
3. Describe and apply the concept of “national culture” and explain how the culture of one group of people can be distinguished from that of another, and the implications of these differences for international management.
4. Integrate and apply the basic elements of international strategic management, including the pressures and cost/benefits of strategies that emphasize global integration versus local adaptation; describe the specialized strategies required for entering foreign markets.
5. Identify the theories and techniques used to lead and motivate employees across cultures.
6. Explain and apply the mechanisms for ensuring effective control and decision-making in international organizations

MGT 358: Fundamentals of Entrepreneurship

At the end of this course students should be able to:

1. Describe what it takes to be an entrepreneur; describe multiple ways to become an entrepreneur (including but not limited to lifestyle/family, social, corporate, franchise, licensing, or growth oriented ventures).
2. Identify opportunities using ideation and trend-spotting technique.
3. Define a business concept based on trend analysis.
4. Articulate the core components of business model and what makes an idea a good opportunity.

MGT401: Business Internship

At the end of this course students should be able to:

1. Plan and implement a complex project within a finite time period.
2. Apply management theory to organizational cultural environments.
3. Coordinate financial resources, materials, and machines to solve management problems.
4. Employ people skills to solve management problems.
5. Develop benchmarks to measure progress against project activities.

MGT 444: Business Ethics and Corporate Governance

At the end of this course students should be able to:

1. Explain the philosophical arguments for and criticisms of 4-6 ethical theories.
2. Apply 4-6 ethical theories to current business situations.
3. Discern ethical content in current business news.
4. Describe the corporate governance triad that controls the modern corporation.

MGT 452: Family Business Management

At the end of this course students should be able to:

1. Describe, discuss and explain a “family business system” and identify the family member’s particular roles in the family business and where they fit in the family enterprise system.
2. Describe the various roles and activities of family members working in a family business, evaluate and differentiate between key employees and family employees
3. Develop a Succession Process that highlights key competencies and selection criteria and relates clearly to the overall strategic plan.
4. Compare and contrast the factors which influence the qualities of healthy families and firms.

5. Identify potential contributions of legal, insurance, accounting and banking industries to family business continuity.
6. Develop a genogram (family tree) which in essence gives the fundamental basis of being able to “read” the dynamics and pertinent issues facing a family business.
7. Develop a Family Council with a Family Creed depicting the business fundamentals required for entry and exit strategies into a family business by using the right sort of governance structure.

MGT 455: Social Entrepreneurship

At the end of this course students should be able to:

1. Articulate the basic concepts of social entrepreneurship.
2. Through problem-solving skills, present recommendations to overcome barriers to social enterprise development.
3. Recognize and assess free-market opportunities that may be transformed into solving a social need(s).
4. Identify and use non-traditional key human resources to exploit an innovative idea or opportunity to develop a new social enterprise.
5. Analyze the best practices, successes and failures, opportunities and constraints in the field of social entrepreneurship and sustainable business practices.
6. Use creative design and innovative verbal communications as a competitive advantage in developing a social enterprise.
7. Recognize all the stakeholders that require input into a social venture and the student’s ability to develop meaningful relationships to gain their support for the venture.
8. Identify non-traditional and innovative financing mechanisms used within the field of Social Entrepreneurship to allow students to become knowledgeable about alternative funding practices.

MGT 459: Franchise Management

At the end of this course students should be able to:

1. Evaluate franchise offerings with a critical analysis.
2. Articulate the indicators and contra-indicators of when franchising should be a viable business expansion strategy.
3. Differentiate between the challenges and rewards faced by franchisors and franchisees, and the legal duties of both.
4. Develop a business plan for the launch of a new franchise opportunity sufficient to sell the concept to a banker or other lender.
5. Provide the key elements of a franchise disclosure document.
6. Identify the primary sources of conflict between franchisors and franchisees.

7. Articulate the feasibility of franchising as a growth strategy in new entrepreneurial ventures.

MGT 460: Business Plan Development

At the end of this course students should be able to:

1. Utilize screening and feasibility tools to effectively conduct a feasibility analysis to determine the worthiness of a potential new business idea.
2. Complete a business plan including an executive summary, industry and market analysis, a marketing strategy and plan, operations plan, product/service development plan and company structure.
3. Identify the financial requirements of a new business and develop pro forma financial statements (e.g. income statement, balance sheet, cash flow, etc.).

MGT 461: Human Resource Selection

At the end of this course students should be able to:

1. Assess the legal implications of a selection process.
2. Interpret selection test scores.
3. Calculate the reliability and validity of test scores.
4. Evaluate information on a job for selection purposes.
5. Assess the benefits/issues with various selection methodologies.
6. Evaluate and critique an organization's selection process.

MGT 462: Compensation

At the end of this course students should be able to:

1. Conduct job analysis interviews and develop job descriptions.
2. Explain the difference between internal and external equity.
3. Differentiate between the worth of jobs and the pay of job incumbents.
4. Analyze the impact of contextual variables (e.g., labor unions) on the wage setting process.
5. Explain what is involved in developing compensable factors and their metrics.
6. Evaluate jobs on the dimensions represented by the compensable factors to arrive at point scores.
7. Recognize different ways of converting job evaluation point scores to wages.
8. Discuss the mechanics and role of variable pay plans.

MGT 463: Performance Management

At the end of this course students should be able to:

1. Discuss the importance of performance management, organizational strategic planning and succession planning.
2. Describe how to measure employee behaviors and results.
3. Identify and explain how to best implement a performance management system.
4. Compare and contrast the concepts of performance management and employee development.
5. Explore and identify ways to utilize the personal self as an instrument in the performance management process.
6. Explain the benefits of reward systems for team performance management.
7. Assess the legal issues involved with team performance management reward systems.

MGT 464: Legal Issues in Managing Employees

At the end of this course students should be able to:

1. Use and explain the basic legal vocabulary of employment law.
2. Explain and apply the legal principles that apply to a wide range of workplace issues.
3. Explain your individual legal obligations as a manager or human resources specialist in confronting legal issues that arise in the workplace.
4. Identify resources available to the manager seeking guidance in addressing issues of workplace law.
5. Distinguish between workplace legal duties and rights and those guided by ethics and company policy.

MGT 465: Labor Relations

(Course not currently being offered)

At the end of this course students should be able to:

1. Identify and describe the context in which unions and employers meet to organize, bargain, and resolve disputes.
2. Describe and assess the system for organizing a workplace.
3. Describe, experience, and assess the collective bargaining process, including preparation, negotiation, and impasse/settlement.
4. Describe and assess the process which is used to settle rights disputes.
5. Describe and critique the American system of labor relations in an international economy.

MGT 466: International Human Resource Management

At the end of this course students should be able to:

1. Describe the role of cultural context in organizations and apply it to the structure and implementation of Human Resource Management practices.
2. Identify the Human Resource Management challenges facing multinational corporations, including staffing, training & development, performance management, and compensation.
3. Exhibit a global mindset and sensitivity to cultural issues in organizations.

MGT 467: Diversity Issues

At the end of this course students should be able to:

1. Describe legislation and federal acts related to diversity issues.
2. Analyze issues facing different categories of diversity such as race, sex, age, religion, physical ability, sexual orientation, national culture, and so on.
3. Compare and contrast frameworks for managing and embracing diversity.

MGT475: Leadership in Organizations

At the end of this course students should be able to:

1. Discuss the role of individual difference characteristics in leadership.
2. Compare and contrast leadership and management.
3. Define power sources in an organization and its key role in leadership.
4. Identify ways to motivate, empower, and inspire others.
5. Describe different models and theories of leadership.
6. Explain the leadership practices necessary to implement change, including overcoming resistance to change and the importance of vision.
7. Describe the role culture, diversity and gender can play in leadership.
8. Use skills in communication, negotiation, leading a meeting, and solving problems in a group environment.

MGT 626: Competitive Analysis of Industries

At the end of this course students should be able to:

1. Develop a disciplined and an integrative approach to analyzing a firm's environment (including its industry, competitors and customers) and internal resources (stemming from its internal operations and functions) and to formulating and implementing long term strategy.

2. Develop a company's strategy and implement it with tactics that align the internal functions (such as R&D, production, marketing, management, and finance) in support of the strategy and adjust strategies and tactics as dictated by market conditions.
3. Describe, analyze, and offer strategic options/solutions to strategic business problems and opportunities from a general management perspective, cutting across functional areas.
4. Use oral, written, and computer skills to conduct project-related communication and transactions with fellow members of a strategic management or policy team.

MGT 669: Human Resource Management

At the end of this course students should be able to:

1. Describe the role of human resource managers in the organization.
2. Explain work force trends and culture and analyze their impact on HR practices in organizations.
3. Discuss the various aspects of the human resources function such as recruitment, selection, performance appraisal and training.
4. Describe the impact of legal constraints and influences on human resource practices.
5. Analyze organizational cases and apply appropriate concepts and practices to their solutions.

MGT 672: International Human Resource Management

At the end of this course students should be able to:

1. Describe the role of cultural context in organizations and apply it to the structure and implementation of Human Resource Management practices.
2. Identify and analyze the Human Resource Management challenges involved in multinational corporations, including expatriation and repatriation, recruitment, staffing, training & development, performance management, and compensation.
3. Evaluate the Human Resource Management issues facing a particular country.
4. Exhibit a global mindset and sensitivity to cultural issues in organizations.

MGT 710: Seminar in World Business Environment

At the end of this course students should be able to:

1. Identify and discuss the formal and informal environmental factors which increase the risk and difficulty of successfully competing abroad.
2. Describe the trade theories and foreign investment patterns around the world as well as regional agreements among countries which may affect a company's ability to successfully conduct international business.

3. Explain and analyze global competitive dynamics which increase both the risk and difficulty of doing business abroad.
4. Analyze the competitive advantages of firms and determine the extent to which these can be leveraged in international markets.
5. Identify company problems, defend different points of view and recommend specific international strategies as courses of action.

MGT 721: Seminar in Group Processes and Leadership

At the end of this course students should be able to:

1. Compare and contrast leadership styles, theories and their usefulness in varying contexts.
2. Articulate the factors inherent in group culture and dynamics and the impact of teams.
3. Identify your strengths and weaknesses as a leader and group member.
4. Use supportive interpersonal skills (e.g., listening, feedback, empathy)
5. Analyze and discuss the “do’s and don’ts” of leadership via case analysis.

MGT 722: Seminar in Business Ethics and Social Institutions

At the end of this course students should be able to:

1. Explain the philosophical arguments for and criticisms of 4-6 ethical theories.
2. Discern, analyze, and discuss ethical content in current business news.
3. Briefly apply 4-6 ethical theories to current business situations.
4. Analyze a business ethics issue in detail according to at least one ethical theory.
5. Describe the distinction between moral philosophy and moral psychology, as it applies to business ethics.

MGT 723: Seminar in International Strategic Management

At the end of this course students should be able to:

1. Integrate and apply knowledge from previous business courses in an international context.
2. Use concepts, theories and analytical tools to make sense of complex business situations involving ill-defined problems.
3. Identify critical issues facing enterprises and develop strategic recommendations.

MGT 724: Entrepreneurship

At the end of this course students should be able to:

1. Identify what a feasibility study is and knows how to carry out one (including knowing what the relevant information should be included in a feasibility study, how to search for them, how to structure your study in a written format and how to present it to a relevant audience).
2. Propose your own business ideas and present it to a relevant audience.
3. Use relevant criteria and models to screen opportunities effectively.
4. Read financial statements for new ventures and uncover key assumptions underlying financial statements.
5. Calculate the financial requirements and familiarize with fund raising process for starting a venture.
6. Communicate business models and present your feasibility study to various constituencies such as financial backers or resource holders.
7. Analyze a business case, propose a credible solution to a business problem and support your decision with strong arguments.

MGT 729: Seminar in Organizational Issues

At the end of this course students should be able to:

1. Identify potential market opportunities for an early stage technology.
2. Apply models of technology and market assessment in conducting technology-based market research.
3. Utilize existing databases and other tools for conducting technology-based market research.
4. Identify the key issues associated with procuring a license for an early stage technology from a government laboratory and subsequently protecting intellectual property.
5. Prepare a commercialization analysis for an early stage technology.

MGT 743: Seminar in Business Plan Development

At the end of this course students should be able to:

1. Identify, and appropriately communicate the financial opportunity for an entrepreneurial venture of any stage.
2. Articulate technological, operational and market risks with appropriate mitigation strategies.
3. Apply various frameworks to analyze a company's resources and abilities within each function of the organization to seize available market opportunity and take advantage of emerging market trends.
4. Construct an optimal path that optimally achieves milestones and anticipated investment exit strategy.
5. Use various forms of early stage financing to appropriately fund strategic plan outlined in the business plan.

6. Effectively communicate the business plan in both written and oral form to ensure funding.
7. Constructively evaluate other business plans and funding strategies.

MGT 744: Seminar in Managing the Growing Firm

At the end of this course students should be able to:

1. Identify key problems and issues encountered by entrepreneurs and investors in managing a growing organization.
2. Give examples of the types of activities and accomplishments which add to the valuation of a growing business.
3. Anticipate factors which influence investor evaluations of growing organizations.
4. Describe the various sources of capital associated with the progression of a company through its fundable milestones.
5. Evaluate the changing managerial skill requirements associated with the progression of a company through the growth lifecycle.

MGT 745: Seminar in Corporate Innovation and Entrepreneurship

At the end of this course students should be able to:

1. Evaluate a new venture opportunity that could be pursued by an existing organization.
2. Develop a plan for selling the new venture idea within the corporate decision making and resource allocation hierarchy.
3. Articulate the key roles played by various individuals within the organization who can support corporate new venture initiatives.
4. Give examples of key enablers and inhibitors of corporate innovation.
5. Differentiate between the challenges faced by corporate entrepreneurs and start-up entrepreneurs.

MGT 746: Seminar in Corporate Governance

At the end of this course students should be able to:

1. Describe the corporate governance triad that controls the modern corporation.
2. Explain the history of the complex inter-relationships among these three players and current trends that mold 21st-century corporate governance in the U.S.
3. Describe the frameworks that distinguish corporate governance systems around the globe.
4. Analyze a current event in the business news through a corporate governance lens.

MGT 747: Seminar in Managing Technology Commercialization

At the end of this course students should be able to:

1. Identify potential market opportunities for an early stage technology.
2. Apply models of technology and market assessment in conducting technology based market research.
3. Utilize existing databases and other tools for conducting technology-based market research.
4. Identify the key issues associated with procuring a license for an early stage technology from a government laboratory and subsequently protecting intellectual property.
5. Prepare a commercialization analysis for an early stage technology.

MGT 748: Seminar in International Entrepreneurship

At the end of this course students should be able to:

1. Discuss contemporary theoretical and practical developments in the area of international entrepreneurship.
2. Analyze and explain the effect of national cultures on business dealings and communication.
3. Systematically evaluate entrepreneurial conditions in various countries.
4. Identify, describe and assess entrepreneurial opportunities in the global environment.
5. Compare and contrast the nature of opportunities in developed vs. emerging economies.
6. Describe the unique features in the bottom-of-the-pyramid markets.
7. Devise a plan for foreign market entry by a small venture or a medium-sized entrepreneurial firm.
8. Assess the impact of globalization trends on entrepreneurship in the U.S. and around the world.
9. Integrate international business and entrepreneurship concepts gained in other courses and apply them in analyses of cases based on complex, real-life situations.

MGT 749: Family Business Management

At the end of this course students should be able to:

1. Describe, discuss and explain a “family business system” and identify the family members’ particular roles in the family business and where they fit in the family enterprise system.
2. Analyze and contrast the various roles and activities of family members working in a family business, evaluate and differentiate between key employees and family employees.
3. Develop a Succession Process that highlights key competencies and selection criteria and relates clearly to the overall strategic plan.

4. Compare and contrast the factors which influence the qualities of healthy families and firms.
5. Identify potential contributions of legal, insurance, accounting and banking industries to family business continuity.
6. Develop a genogram (family tree) which in essence gives the fundamental basis of being able to “read” the dynamics and pertinent issues facing a family business.
7. Develop a Family Council with a Family Creed depicting the business fundamentals required for entry and exit strategies into a family business by using the right sort of Governance Structure.
8. Depict a comprehensive knowledge of the entire family enterprise system.

MGT 790: Directed Readings in Management

After taking this course, students should be able to:

1. Identify a contemporary topic of interest within their specialized MSBA program.
2. Compile and synthesize relevant academic research pertaining to their identified topic of interest.
3. Develop and execute an appropriate research project which either illustrates current academic thinking on the topic or contributes to the state of knowledge on the topic.
4. Interpret project results for academic and / or practitioner audiences.

BA 624: Organizational Behavior and Leadership

At the end of this course students should be able to:

1. Use tools designed to effectively analyze, understand, and lead individuals, groups and organizations.
2. Explain the theory and application issues regarding the nature and process of group development and dynamics.
3. Explain the challenges of managing human resources in the 21st century.
4. Use communication and negotiation skills to relate to others.
5. Describe the complexity associated with organizational change.
6. Analyze organizational cases and apply appropriate concepts and practices to their solutions.
7. Articulate an increased self-awareness regarding their own strengths and weaknesses and plan for their future.
8. Apply the principles, values, and standards that guide ethical behaviors in the world of business.