

MBA for Executives

Course-Level Student Learning Outcomes

May 2009

BA 601: Management of organizations and Human Resources

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

1. Apply knowledge of how to effectively analyze, manage and understand 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.
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BA 602: Statistics for Business Decisions

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

1. Use data from a sample to make inferences about a population.
 2. Apply probability theory in decision making situations
 3. Formulate hypotheses for decision making and research
 4. Analyze data using appropriate statistical techniques
 5. Interpret the results of statistical analysis
 6. Present statistical results using graphics, text, and the spoken word.
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BA 603: Executive Financial Accounting

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

1. Read and analyze corporate financial statements.
 2. Discern what the numbers mean and do not mean.
 3. Make inferences from the accounting statements about the financial health, likelihood of success, and other important attributes of various business entities.
 4. Analyze and interpret financial accounting information to make business and economic decisions.
 5. Explain how other countries' financial reporting differs from U.S. best practices.
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BA 604: Executive Managerial Accounting

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

1. Define managerial accounting terminology and explain techniques.
 2. Recognize and assess the planning, control, decision-making and reporting functions of managerial accounting.
 3. Describe the significance and limitations of financial and managerial accounting for decision making purposes and the degree to which a company's accounting system captures the underlying business reality.
 4. Explain management's role in accountability, including accounting policies, practices and judgments underlying corporate financial statements.
 5. Use critical thinking skills [enhanced analytical skills] that are useful in developing approaches and solutions to unstructured problems.
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BA 605: Managerial Marketing

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

1. Analyze markets and customers utilizing primary and secondary sources of information.
 2. Define and apply knowledge of key concepts such as: Market Segmentation, Target Market selection, and Positioning.
 3. Identify and explain the elements of the marketing mix and be able to discuss how they are integrated into a comprehensive plan.
 4. Explain the value of building a brand and the necessary steps required to accomplish and maintain a successful brand in the market.
 5. List and describe the elements of an Integrated Marketing Communications program and discuss how to assure synergy from one communications tool to another.
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BA 615: Strategic Financial Management

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

1. Identify and explain the key financial drivers of shareholder value.
 2. Describe and explain statement of cash flows, financial statement analysis, and determinants of growth.
 3. Identify and explain firm financial needs, sources, and terms of financing alternatives.
 4. Explain investment evaluation and valuation methods.
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BA 616: Competitive Analysis

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

1. Identify the competitive "forces" in unregulated product markets in the domestic and global economy.

2. Explain the impact these forces have on the economic profits, rates of return, and relative market shares of the business firms that operate in unregulated product markets in the domestic and global economy.
 3. Describe and explain how a firm should “deal” with these forces so as to enhance its long run economic profitability.
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BA 700: Business in a Global Environment

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

1. Explain how national cultures influence the behavior of people in organizations around the world.
 2. Identify what is required for people to work in a global context successfully.
 3. Identify different leadership, negotiation & communication processes & practices across different cultures.
 4. Identify several factors that create a successful global enterprise.
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BA 701: Executive Entrepreneurship

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

1. Evaluate a new venture opportunity that could be pursued by an inspired team either under an existing corporate umbrella or through an independent start-up.
 2. Design a business model appropriate for pursuit of the new venture opportunity.
 3. Estimate the financial requirements needed to pursue a new venture.
 4. Give examples of the types of challenges faced by early stage and corporate entrepreneurs.
 5. Identify key value drivers associated with the various stages of an organization’s life cycle.
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BA 702 (A): The Legal Environment of Business

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

1. Describe the American legal system, including: courts, jurisdiction and the regulatory framework affecting business.
 2. Explain key concepts of business law relating to contract formation, the selection of a business organization, and product/tort liability.
 3. Use knowledge of business law to analyze legal issues facing a company.
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BA 702 (B): Social Responsibility and Business Ethics

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

1. Discern, analyze, and discuss ethical content in current business news.
 2. Briefly apply 4-6 ethical theories to current business situations.
 3. Analyze a business ethics issue in detail according to at least one ethical theory.
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BA 703: Strategic Management

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

1. Systematically analyze an organization's external and internal environments.
 2. Give examples of the major issues related to formulation of business-level, corporate-level and international strategies.
 3. Articulate possible solutions to problems associated with strategy formulation and implementation in the context of large, multinational enterprises as well as smaller organizations affected by globalization.
 4. Apply strategic management tools and frameworks to real world problems and situations.
 5. Think critically and analytically in discussing strategic issues.
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BA 705: Marketing Strategy

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

1. Identify and explain the range of problems and issues involved in the development, implementation, and evaluation of marketing strategy and planning.
 2. Use contemporary theories, tools and techniques for strategic market planning decisions.
 3. Identify and evaluate marketing strategy problems and make strategic market planning decisions.
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BA 707: Executive Seminar in Negotiations

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

1. Explain key negotiating concepts, theories and strategies.
 2. Negotiate effectively and confidently using both integrative and distributive styles.
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BA 709: Seminar in the Global Financial Environment

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

1. Explain economic measurement, theories of interest rates, inflation, and international trade.
2. Use a quantitative model to explain economic growth.
3. Identify the fundamental forces behind government fiscal policy, monetary policy, business cycles, exchange rates, and economic crises.
4. Evaluate the potential for doing business in selected countries.

5. Describe and explain the financial management techniques used to manage interest-rate, commodity price, and exchange-rate risks.
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BA 710: Executive Leadership

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

1. Assess their leadership practices, values, life perspective, and create action plans for development.
 2. Identify the various perspectives and thinking guiding leadership research and development.
 3. Improve skills in leading individuals and teams.
 4. Identify and implement the processes through which they can enhance leadership capacity throughout their organization.
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BA 711A: Seminar in Contemporary Challenges (Product Innovation Management)

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

1. Identify and explain the steps in the New Product process and the role of each.
 2. Describe the various methods used to generate new products and translate them into New Product Concepts.
 3. List the different research methods used to test the viability of new Products in the market place.
 4. Develop a comprehensive New Product marketing launch plan . . . starting with ideation through to the completion of the proposed marketing mix.
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BA 711B-Part I: Seminar in Contemporary Challenges (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. Analyze a current event in the business news through a corporate governance lens.
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BA 711B-Part II: Seminar in Contemporary Challenges (Corporate Governance)

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

1. Explain and describe board evaluation, statutory and other legal constraints affecting corporate governance, and director liability issues.
 2. Evaluate and apply key corporate governance practices and principles.
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BA 790: Directed Readings in Business Administration

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

1. Develop an integrative Entrepreneurial Value Based Management Framework comprising three key drivers: Market Opportunity, Competitive Position, and Deal Structure.
2. Explain and discuss cash flow and working capital management, and financial analysis and planning as applied to startups.
3. Explain and discuss valuation analysis and valuation issues as applied to startups.
4. Describe the role of investors – for example, angels VCs, vendors – in financing and operations of startups.