

**STUDENT LEARNING OUTCOMES  
MANAGEMENT DEPARTMENT COURSES**

**May 2009**

**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.

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**MGT 350: Management and Organizational Behavior**

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

1. Explain the influence of personality, attitudes, perceptions, and attributions on organizational behavior.
  2. Describe the motivational process and apply motivational theories to organizational scenarios.
  3. Explain group types, group development, group norms, and group decision-making techniques.
  4. Analyze and apply leadership theories.
  5. Analyze power bases and influence tactics.
  6. Identify tactics for handling stress, interpersonal communications, and conflict
  7. Describe the characteristics, determinants, & methods of creating and sustaining organizational culture.
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**MGT352: 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.
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### **MGT356: Social and Ethical Issues in Business**

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.
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### **MGT357: 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.
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### **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.
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### **MGT 405: International Business Strategy and Integration**

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

1. Identify opportunities and problems faced by top management.
2. Develop a conceptual framework for the analysis, evaluation and development of goals and strategy for organizations in a global context.

3. Describe how to implement strategies utilizing and integrating the functional areas of an organization.
  4. Apply teamwork skills as they pertain to strategy analysis, formulation and implementation.
  5. Apply communication skills as they pertain to strategy analysis, formulation and implementation.
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### **MGT450: Venture Management**

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

1. Recognize the key elements of a feasibility study and carry out key areas of the study.
  2. Use relevant criteria and models to screen opportunities effectively.
  3. Identify the different stages and activities associated with starting and managing a start-up business.
  4. Distinguish the financial requirements and fund raising process for starting a venture.
  5. Communicate business models and present your business opportunities to various constituencies such as financial backers or resource holders.
  6. Analyze a business case, and use those skills to analyze other situations that you may encounter outside of classroom.
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### **MGT 452: Family Business Management**

*Not taught 2008-2009.*

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### **MGT 453: 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.
  5. Develop case study analysis skills (specifically, identifying critical issues in case studies and applying course material to case studies).
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### **MGT 455: Social Entrepreneurship**

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### **MGT 456: International Entrepreneurship**

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

1. Discuss the importance of international entrepreneurship and the global trends affecting the emergence of new international ventures (INVs).

2. Identify and assess opportunities in international markets including those in developing countries.
  3. Discuss the advantages and disadvantages of different foreign market entry modes available to international entrepreneurs.
  4. Deal with main logistic issues regarding importing and exporting.
  5. Describe the challenges of cross-cultural issues in communication, international deal-making and networking.
  6. Foresee challenges of developing a business concept in geographically dispersed, international team.
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### **MGT 458: Management Decision Games**

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

1. Develop management strategy and business policy, both domestically and internationally.
  2. Formulate mission, objectives and strategy.
  3. Integrate a company's functional area objectives.
  4. Develop teamwork skills.
  5. Prepare a formal business strategy plan and annual report.
  6. Present a formal analysis of your plans and results, and respond to questioning by judges.
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### **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.
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### **MGT 460:**

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

1. Identify and explain formal strategic planning methods along with their theoretical foundations.

2. Describe a variety of computer based modeling techniques, their uses, and implementation methods.
  3. Conceptualize, formulate, and implement business planning models using advanced information technologies.
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### **MGT 461: Human Resource Selection**

*Not taught 2008-2009.*

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### **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.
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### **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.
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### **MGT 464: Legal Issues in Human Resources**

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

1. Use and understand the basic legal vocabulary of employment law.
2. Explain and apply the legal principles that apply to a wide range of workplace issues.
3. Understand 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.
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### **MGT 465: Labor Relations**

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.
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### **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.
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### **MGT 467: Diversity Issues**

*Not taught 2008-2009.*

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### **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. Demonstrate skills in communication, negotiation, leading a meeting, and solving problems in a group environment.
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### **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.
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### **MGT 669: Human Resource Management**

*Not taught 2008-2009.*

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### **MGT 670: Strategic Human Resources Planning and Staffing**

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.
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### **MGT 671: Seminar in Employee Involvement in Management**

*Not taught 2008-2009.*

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### **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.

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### **MGT 696: Seminar in Selected Topics (Seminar in Family Business Management)**

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

1. Identify their particular role in the family business and where they fit in the family enterprise system.
  2. Gain a systems perspective on the family business.
  3. The ability to think in terms of a “family business system”.
  4. Tools for use in day-to-day interaction with family clients.
  5. Describe the various roles and activities of family members working in a family business.
  6. Develop a Succession Process by learning about key competencies and selection criteria for the next generation leader.
  7. Evaluate and differentiate between key employees and family employees.
  8. Explore the factors which influence the qualities of healthy families and firms.
  9. Anticipate the business fundamentals required to enter a family firm through criteria for entry and exit strategies.
  10. Describe in depth the essentials of a good succession plan as it pertains to the overall strategic plan.
  11. Identify potential contributions of legal, insurance, accounting and banking industries to family business continuity.
  12. 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.
  13. Develop a Family Council with a Family Creed depicting entry and exit strategies into a family business by using the right sort of Governance Structure.
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### **MGT 696: Seminar in Selected Topics (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. Appreciate 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 various foreign market entry modes available to small businesses.
  6. Devise a plan for foreign market entry by a small venture or a medium-sized entrepreneurial firm
  7. Assess the globalization trends their impact on entrepreneurship in the U.S. and around the world.
  8. Integrate international business and entrepreneurship concepts gained in other courses and apply them in analyses of cases based on complex, real-life situations.
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## **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.
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## **MGT 721: Seminar in Group Processes and Leadership (Beth will fix)**

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

1. Analyze the unique challenges of leading organizations in all evolutionary stages.
  2. Apply effective leadership strategies to a variety of situations.
  3. Compare and contrast the factors inherent in group culture and dynamics and the impact of teams.
  4. Analyze and discuss the “do’s and don’t’s” of leadership via case analysis.
  5. Develop Action Plans for effective implementation of leadership strategies.
  6. Present a team analysis of a “real world” leadership situation.
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## **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.
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## **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.
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### **MGT724: 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 creditable solution to a business problem and support your decision with strong arguments.
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### **MGT 725: Seminar in Negotiations**

*Not taught 2008-2009.*

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### **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.
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### **MGT731: Seminar in Strategic Management of Technology and Innovation**

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

1. Evaluate the commercial potential of a new technology that could be pursued by an existing organization.
  2. Apply models of technology innovation to the analysis of an opportunity.
  3. Describe alternative approaches to deal with identified issues related to the development of technology strategy.
  4. Articulate and support a recommended course of action to implement a technology Strategy.
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### **MGT 740: Seminar in Business Management and the Natural Environment**

### **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.
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### **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.
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### **MGT 745: Seminar in Corporate 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.

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**MGT 746: Seminar in Corporate Governance**

After taking 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 21<sup>st</sup>-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.

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**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.