Goals, Objectives and Learning Outcomes

CBPM Graduate and Undergraduate Programs

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BACHELOR OF ARTS BUSINESS ADMINISTRATION (BABA)

Goals

Business Administration majors will demonstrate:
1. Understanding of core business functions.
2. Ability to critically evaluate, analyze and interpret information to make decisions.
3. Understanding of the diversity of cultures which exists locally, nationally, and internationally.
4. Ability to communicate ideas and information effectively in oral and written format.
5. Ability to use appropriate technological tools.
6. Ability to work collaboratively in group situations to solve problems.
7. An understanding of role of social responsibility in organization
8. Understanding of essential skills to become a successful leader.

Objectives and Learning outcomes for BABA Program Goals

Objective 1-1: Students will demonstrate competency in business functions. (Goal 1)

Learning outcome:
- 1.1-1: Students will perform minimally at the national average in the COMP-XM business simulation in the area of financial theory and analysis. (BUS 496)
- 1.1-2: Students will perform minimally at the national average in the COMP-XM business simulation in the area of operations management. (BUS 496)
- 1.1-3: Students will perform minimally at the national average in the COMP-XM business simulation in the area of implementation of corporate strategy. (BUS 496)
- 1.1-4: Students will perform minimally at the national average in the COMP-XM business simulation in the area of marketing theory and research. (BUS 496)
- 1.1-5: Students will perform minimally at the national average in the COMP-XM business simulation in the area of integration of functional areas of business. (BUS 496)
- 1.1-6: Students will perform minimally at the national average in the COMP-XM business simulation in the area of manager’s fiduciary responsibility. (BUS 496)

Objective 2-1: Students will demonstrate understanding of quantitative models such as formulas, graphs, tables. (Goal 2)

Learning Outcome:
- 2-1.1: Apply quantitative tools to generate data and draw appropriate inferences. (BUS 330)

Objective 3-1: Identify and analyze similarities and differences among individuals and groups. (Goal 3)

Learning Outcome:
- 3-1.1: Demonstrate importance of understanding cultural values and its impact on organization. (MGMT 300)
• 3-1.2: Analyze diversity of consumers and demonstrate its impact on marketing decisions. (BUS 360)

Objective 4-1: Communicate effectively and with purpose in business by applying the Standard English fundamentals. (Goal 4)

Learning Outcome:
• 4-1.1: Demonstrate ability to create a business report. (BUS 496)
• 4-1.2: Demonstrate ability to cite research in an academic paper. (BUS 360)
• 4-1.3: Demonstrate ability to communicate in oral presentation. (BUS 347)
• 4-1.4: Ability to use nonverbal behavior to communicate effectively. (BUS 347)

Objective 5-1: Demonstrate knowledge and understanding of information technology as related to business. (Goal 5)

Learning Outcome:
• 5-1.1: Demonstrate information literacy and the ability to identify, obtain, evaluate, and effectively use information for business decision making. (BUS 410)
• 5-1.2: Demonstrate the ability to determine and use the appropriate technology to support information search and discovery methods. (BUS 410)

Objective 6-1.: Students will identify processes and competencies to work collaboratively. (Goal 6)

Learning Outcome:
• 6-1.1: Students will identify processes for effective teamwork. (MGMT 300)

Objective 7-1: Demonstrate understanding of the ethical considerations involved in organization. (Goal 7)

Learning Outcome:
• 7.1.1: Identify and analyze ethical questions in organization. (BUS 496)
• 7.1.2: Describe and analyze the choices available to those facing ethical questions. (BUS 496)

Objective 8-1: Students will explore theories that build basis for effective leadership. (Goal 8)

Learning Outcome:
• 8-1.1: Demonstrate understanding of various theories of leadership. (MGMT 355)
• 8-1.2: Be able to identify appropriate conditions necessary for effective delegation. (MGMT 355)
BACHELOR OF SCIENCE BUSINESS ADMINISTRATION (BSBA)

Goals

Business Administration majors will demonstrate:
1. Understanding of core business functions.
2. Ability to critically evaluate, analyze and interpret information to make decisions.
3. Understanding of the diversity of cultures which exists locally, nationally, and internationally.
4. Ability to communicate ideas and information effectively in oral and written format.
5. Ability to use appropriate technological tools.
6. Ability to work collaboratively in group situations to solve problems.
7. An understanding of role of social responsibility in organization.
8. Students will acquire skills needed to enter and succeed in the business world after graduation.

Objectives and Learning outcomes for BSBA Program Goals

Objective 1-1: Students will demonstrate competency in business functions. (Goal 1)

Learning outcome:
- 1.1-1: Students will perform minimally at the national average in the COMP-XM business simulation in the area of financial theory and analysis. (BUS 496)
- 1.1-2: Students will perform minimally at the national average in the COMP-XM business simulation in the area of operations management. (BUS 496)
- 1.1-3: Students will perform minimally at the national average in the COMP-XM business simulation in the area of implementation of corporate strategy. (BUS 496)
- 1.1-4: Students will perform minimally at the national average in the COMP-XM business simulation in the area of marketing theory and research. (BUS 496)
- 1.1-5: Students will perform minimally at the national average in the COMP-XM business simulation in the area of integration of functional areas of business. (BUS 496)
- 1.1-6: Students will perform minimally at the national average in the COMP-XM business simulation in the area of manager’s fiduciary responsibility. (BUS 496)

Objective 2-1: Students will demonstrate understanding of quantitative models such as formulas, graphs, tables. (Goal 2)

Learning Outcome:
- 2-1.1: Apply quantitative tools to generate data and draw appropriate inferences. (BUS 330)

Objective 3-1: Identify and analyze similarities and differences among individuals and groups. (Goal 3)

Learning Outcome:
• 3-1.1: Demonstrate importance of understanding cultural values and its impact on organization. (MGMT 300)
• 3-1.2: Analyze diversity of consumers and demonstrate its impact on marketing decisions. (BUS 360)

Objective 4-1: Communicate effectively and with purpose in business by applying the Standard English fundamentals. (Goal 4)

Learning Outcome:
• 4-1.1: Demonstrate ability to create a business report. (BUS 496)
• 4-1.2: Demonstrate ability to cite research in an academic paper. (BUS 360)
• 4-1.3: Demonstrate ability to communicate in oral presentation. (BUS 347)
• 4-1.4: Ability to use nonverbal behavior to communicate effectively. (BUS 347)

Objective 5-1: Demonstrate knowledge and understanding of information technology as related to business. (Goal 5)

Learning Outcome:
• 5-1.1: Demonstrate information literacy and the ability to identify, obtain, evaluate, and effectively use information for business decision making. (BUS 410)
• 5-1.2: Demonstrate the ability to determine and use the appropriate technology to support information search and discovery methods. (BUS 410)

Objective 6-1.: Students will identify processes and competencies to work collaboratively. (Goal 6)

Learning Outcome:
• 6-1.1: Students will identify processes for effective teamwork. (MGMT 300)

Objective 7-1: Demonstrate understanding of the ethical considerations involved in organization. (Goal 7)

Learning Outcome:
• 7.1.1: Identify and analyze ethical questions in organization. (BUS 496)
• 7.1.2: Describe and analyze the choices available to those facing ethical questions. (BUS 496)

Objective 8-1: Demonstrate knowledge and understanding of skills that contribute to achieving professional success. (Goal 8)

Learning Outcome:
• 8-1.1: Students will define, describe, and demonstrate an understanding of the processes, behaviors and etiquette rules for a minimum of 10 skills for achieving professional success. (BUS 242)

Objective 8-2: Demonstrate an understanding of the job search processes. (Goal 8)
Learning Outcome:
- 8-2.1: Students will demonstrate their understanding of using a career interest matrix to match career options to their talents, skills, values, and preferred activities. *(BUS 242)*
- 8-2.2: Students will analyze company visions and cultures and compare those with their values and beliefs. *(BUS 242)*
- 8-2.3: Students will analyze career requirements, compare them with their current skill set, and identify areas for development. *(BUS 242)*

Objective 8-3: Demonstrate a preparedness to seek a professional career. *(Goal 8)*

Learning Outcome:
- 8-3.1: Students will demonstrate preparedness to present their professional resume and cover letter to prospective employers. *(BUS 242)*
- 8-3.2: Students will demonstrate the ability to respond with prepared and organized answers to common interview questions. *(BUS 242)*
BACHELOR OF SCIENCE ACCOUNTING (BSAC)

Goals

Accounting majors will demonstrate:
1. An understanding of the concepts and rules underlying financial accounting and reporting.
2. An ability to interpret and communicate financial/accounting information to various stakeholders.
3. An ability to solve business problems and make decisions utilizing accounting information.
4. An understanding of federal taxation concepts and rules as they apply to individuals.
5. An understanding of the services accountants provide for the public’s best interest and the ethical considerations involved in the accounting profession.
6. An ability to use accounting and tax application software.

Objectives and Learning outcomes for BSAC Program Goals

Objective 1-1: Demonstrate an understanding of the preparation and reporting of corporate financial statements. (Goal 1)

Learning Outcome:
- 1-1.1: Prepare a balance sheet, including all the assets, liabilities and stockholders’ equity of the company. (ACCT 301)
- 1-1.2: Prepare an income statement, including the revenues, expenses, gains, losses and earnings per share of the company. (ACCT 301)
- 1-1.3: Prepare a statement of cash flows, including the operating, investing, financing and significant non-cash investing/financing activities of the company. (ACCT 302)

Objective 1-2: Demonstrate an understanding of the underlying financial accounting rules and concepts, including generally accepted accounting principles. (Goal 1)

Learning Outcome:
- 1-2.1: Demonstrate an understanding of the Conceptual Framework of Financial Reporting. (ACCT 301)
- 1-2.2: Demonstrate an understanding of generally accepted accounting principles. (ACCT 301 and ACCT 302)

Objective 2-1: Demonstrate an understanding of how the accounting rules and concepts are applied to a real-life company. (Goal 2)

Learning Outcome:
- 2-1.1: Analyze, interpret and communicate information in the annual report and/or 10-K of publicly held corporations. (ACCT 301)
Objective 3-1: Demonstrate an understanding of how to identify and use relevant accounting information to solve business problems. (Goal 3)

Learning Outcome:
- 3-1.1: Determine the costs of products and services. (ACCT 307)
- 3-1.2: Perform cost-volume-profit analyses and interpret the results. (ACCT 307)
- 3-1.3: Prepare budgets and measure and interpret variances between budget and actual amounts. (ACCT 307)

Objective 4-1: Demonstrate an understanding of the basic tax model relevant to the individual taxpayer. (Goal 4)

Learning Outcome:
- 4-1.1: Determine the federal income tax on individuals. (ACCT 308)
- 4-1.2: Prepare a federal income tax return for the individual. (ACCT 308)
- 4-1.3: Prepare tax returns using tax application software, such as TurboTax, TaxAct or TaxCut. (ACCT 308)

Objective 4-2: Demonstrate an understanding of how to conduct tax research. (Goal 4)

Learning Outcome:
- 4-2.1: Prepare an analysis of a tax problem/issue. (ACCT 308)
- 4-2.2: Conduct tax research using internet resources and tax research databases, such as RIA, etc. (ACCT 308)

Objective 5-1: Demonstrate an understanding of Auditing and the ethical considerations involved in the accounting profession. (Goal 5)

Learning Outcome:
- 5-1.1: Prepare a case analysis involving ethical issues faced by accountants. (ACCT 401)
- 5-1.2: Prepare an Audit plan. (ACCT 401)

Objective 6-1: Demonstrate an understanding and ability to use accounting application software. (Goal 6)

Learning Outcome:
- 6-1.1: Describe all the 10 steps in the accounting cycle in detail. (ACCT 414)
- 6-1.2: Prepare financial statement using QuickBooks for all 10 steps of the accounting cycle with no mistakes. (ACCT 414)
BACHELOR OF SCIENCE ECONOMICS (BSEC)

Goals

Economics majors will demonstrate:
1. An understanding of the basics of the functioning of the national economy.
2. An understanding of and the ability to analyze current US and global economic events including monetary and fiscal policy issues.
3. An understanding of the application of economic theory of the market system.
4. An understanding of the motives and the process by which businesses and consumers make economic decisions.
5. Skills in researching, analyzing, and synthesizing information concerning economic topics.

Objectives and Learning outcomes for BSEC Program Goals

Objective 1-1: Demonstrate an understanding of various macroeconomic variables and the impacts of the actions of decision makers such as consumers, firms, and governments on these variables. (Goal 1)

Learning Outcome:
- 1.1: Distinguish between Gross Domestic Product and Gross National Product in a global context and explain the four components of Gross Domestic Product. (ECON 320)
- 1.2: Compute price indexes, the inflation rate, and the unemployment rate and explain their uses. (ECON 320)
- 1.3: Distinguish between economic decisions that influence macroeconomic variables and those that do not influence these variables. (ECON 320)

Objective 1-2: An understanding of the mechanism through which various macroeconomic variables such as Gross Domestic Product, the interest rate, and government expenditures are determined in the economy. (Goal 1)

Learning Outcome:
- 1.1: Distinguish between exogenous and endogenous variables and understand how a change in an exogenous variable results in a change in an endogenous variables within a simple Keynesian cross model. (ECON 320)
- 1.2: Understand the role of the interest rate in a macroeconomic system and how the interest rate is related to output in equilibrium in both the real sector and the monetary sector within the IS-LM framework. (ECON 320)
- 1.3: Understand the role of the price level in a macroeconomic system and how the interest rate is related to output in equilibrium in both the demand side and the supply side within the Aggregate Supply-Aggregate Demand framework. (ECON 320)

Objective 2-1: Demonstrate an understanding of complex issues involved in international economics. (Goal 2)
Learning Outcome:
- 2-1.1: Demonstrate an understanding of the flow of funds among nations and its impact on the Balance of Payments. (ECON 325)
- 2-1.2: Explain how exchange rates are determined. (ECON 325)
- 2-1.3: Explain the various forms of trade protectionism imposed by different countries. (ECON 325)

Objective 2-2: Demonstrate an understanding of the main features of banking operations and their relationship to the monetary system. (Goal 2)

Learning Outcome:
- 2-2.1: Explain the main risks and their impact on the performance of the banking system. (ECON 323)
- 2-2.2: Explain the evolution of the regulatory environment for the banking industry. (ECON 323)

Objective 3-1: Demonstrate an understanding of the market mechanism. (Goal 3)

Learning Outcome:
- 3-1.1: Explain the various shapes of the demand and supply curves and their elasticities. (ECON 321)
- 3-1.2: Explain the process by which a market equilibrium is reached within the demand/supply framework. (ECON 321)

Objective 3-2: Demonstrate an understanding of market efficiency and failure and the regulatory role of government. (Goal 3)

Learning Outcome:
- 3-2.1: Explain the benefits of the market mechanism as a measurement of market efficiency. (ECON 321)
- 3-2.2: Explain the cause and effect of externalities and public goods. (ECON 327)
- 3-2.3: Explain the role of government in remedying the problems related to externalities. (ECON 327)

Objective 4-1: Demonstrate an understanding of the process by which consumers achieve their goals. (Goal 4)

Learning Outcome:
- 4-1.1: Explain the method for describing consumer preferences and their budget constraints. (ECON 321)
- 4-1.2: Explain the process by which consumers maximize their satisfaction. (ECON 321)

Objective 4-2: Demonstrate an understanding of the process by which businesses achieve their goals. (Goal 4)

Learning Outcome:
• 4-2.1: Explain the concepts of the production function and the cost function. (ECON 321)
• 4-2.2: Explain the process by which competitive firms achieve their goals within the equilibrium framework. (ECON 321)
• 4-2.3: Explain the process by which non-competitive firms achieve their goals within the equilibrium framework. (ECON 321)

Objective 5-1: Demonstrate the ability to identify an appropriate research topic. (Goal 5)

Learning Outcome:
• 5-1.1: Develop a detailed research proposal including sources of data. (ECON 499)

Objective 5-2: Demonstrate the ability to analyze and synthesize the collected information and communicate it effectively in written form. (Goal 5)

Learning Outcome:
• 5-2.1: Generate a written thesis consistent with Learning Objective 5-2. (ECON 499)
BACHELOR OF SCIENCE ORGANIZATIONAL MANAGEMENT (BSOM)

Goals:

Students will enhance conceptual, interpersonal, and analytical competencies required to succeed in managing the current ever changing and diverse organizations that include the following:

1. An understanding of the role of the management functions to guide organizations toward goals accomplishment.
2. An understanding of the need for continuously gathering and evaluating of information to improve organizational outcomes as needed.
3. An understanding of the diversity of cultures that exists locally, nationally, and internationally.
4. An understanding of the role of social responsibility in managerial decision-making.
5. An understanding of the need to work collaboratively through group situations to solve problems.

Objectives and Learning Outcomes for BSOM

Objective 1-1: Demonstrates an understanding of the management functions. (Goal 1)

Learning Outcome:

- 1-1.1: Students will be able to perform environmental analysis by using planning tools such as SWOT analysis and/or the Porter’s Model. (MGMT 300)
- 1-1.2: Students can identify and understand appropriateness of organizational forms. (MGMT 300)
- 1-1.3: Student will be able to identify different types of controls used to anticipate, and prevent problems, and gather information that helps to prevent future problems. (MGMT 300)

Objective 1-2: Be able to apply tools and processes of communication, motivation, leadership, and group dynamics that enable organizations to achieve organizational goals. (Goal 1)

Learning Outcome:

- 1-2.1: Be able to analyze different forms of verbal and non-verbal communications as impacted by cultures. (MGMT 358)
- 1-2.2: Be able to understand different theories of leadership for goal accomplishment. (MGMT 355)
- 1-2.3: Students will demonstrate an understanding of different theories of motivation and their contingent applicability to insure high probability of organizational success. (MGMT 459)
- 1-2.4: Will demonstrate an understanding of the dynamics of groups and teams and their impact on organizational success. (MGMT 459)

Objective 1-3: Demonstrate the ability to solve organizational management issues, and make decisions. (Goal 1)
Learning Outcome:
- 1-3.1: Students will be able to identify, analyze, and apply data to solve management challenges. (MGMT 388)
- 1-3.2: Students will demonstrate the ability to identify and utilize appropriate statistical tools appropriate to the situations. (MGMT 388)

Objective 2-1: Be able to describe information that is needed to analyze the financial viability of organizations. (Goal 2)

Learning Outcome:
- 2-1.1: Students will demonstrate the ability to use cost-benefit analysis, discounting and the capital-market-line for informed decisions. (MGMT 360)
- 2-1.2: Students will demonstrate and evaluate the use of ratio analysis to measure the financial soundness of an organization. (MGMT 360)

Objective 2-2: Students will demonstrate the ability to apply conceptual knowledge and understanding on an organizational issue to a specific research project. (Goal 2)

Learning Outcome:
- 2-2.1: Students will demonstrate the ability to apply the tools of social scientific inquiry into an organizational issue. (MGMT 496)

Objective 3-1: Demonstrate an understanding of the impact of the environment on organizations. (Goal 3)

Learning Outcome:
- 3-1.1: Be able to understand changing demographics and their impacts on organizations, for example, diversity, multiculturalism, and globalization. (MGMT 358)
- 3-1.2: Be able to make appropriate recommendations from the analysis to improve the study and practice of contemporary management. (MGMT 496)

Objective 3-2: Understanding the role of authority, responsibility, and delegation in organizations. (Goal 3)

Learning Outcome:
- 3-2.1: Understand the impact of centralization and decentralization on organizational stakeholders. (MGMT 459)
- 3-2.2: Be able to identify appropriate conditions necessary for effective delegation. (MGMT 355)

Objective 4-1: Demonstrate an understanding of consequential and non-consequential theories of ethics. (Goal 4)

Learning Outcome:
- 4-1.1: Students will be able to apply consequential and non-consequential theories in managerial decision-making. (BUS 343)
• 4-1.2: Students will be able to differentiate outcomes of decisions based on consequential and non-consequential theories of ethics. (BUS 343)

Objective 5-1: Students will identify process and competencies to work collaboratively. (Goal 5)

Learning Outcome:
• 5-1.1: Students will identify processes for effective teamwork. (MGMT 300)
MASTERS OF BUSINESS ADMINISTRATION / MBA FOR EXPERIENCED PROFESSIONALS (MBA / MBAX)

Goals

Students in the MBA should expect to develop:

1. Solid interpersonal, communication, teamwork, and leadership skills.
2. Problem solving and decision making skills in a dynamic, ever-changing, global environment.
3. An understanding of technology and its role in effective decision-making.
4. A commitment to an ethical and socially responsible behavior in a diverse business environment.
5. A strategic understanding of the functional/operational areas of business.

Objectives and Learning outcomes for MBA

Objective 1: Prepare an operating budget to support managerial decision making. (Goal 2 & 5)

Learning outcome:

- 1-1: Identify, calculate, and categorize all relevant costs and revenues in connection with an operating budget. (BUS 503)
- 1-2: Prepare various components of the operating budget (based on a given sales forecast) needed for production, purchases, direct materials, direct labor, manufacturing overhead, selling and administrative expenses, cash, etc. (BUS 503)
- 1-3: Prepare budgeted financial statements. (BUS 503)
- 1-4: Perform a sensitivity analysis on the operating budget. (BUS 503)
- 1-5: Assess the usefulness of the budget to the company in making business decisions. (BUS 503)

Objective 2: Identify the impact of information technology on an organization and utilize IT to increase productivity and/or competitive advantage. (Goal 3 & 5)

Learning outcome:

- 2-1: Apply management models to identify organizational problems. (BUS 510)
- 2-2: Select appropriate IT systems. (BUS 510)
- 2-3: Select appropriate IT applications. (BUS 510)
- 2-4: Assess the implications of implementing an IT system. (BUS 510)

Objective 3: Be able to find, for a variety of market structures, a firm’s optimal price and/or quantity decision using marginal analysis, and also be able to translate a theoretically derived decision into a language that can be understood by practitioners in a business community. (Goal 2 & 5)

Learning outcome:

- 3-1: Set up and apply the optimality condition in order to find the optimal quantity of output and/or price. (BUS 525)
• 3-2: Determine whether to produce in the short run or to shut down immediately. (BUS 525)
• 3-3: Translate an optimal production decision into a markup factor. (BUS 525)
• 3-4: Construct an optimal price discrimination strategy. (BUS 525)
• 3-5: Construct an optimal two-part tariff strategy. (BUS 525)

Objective 4: Maximize firm value by efficiently allocating financial resources in an environment of uncertainty. (Goal 2 & 5)

Learning outcome:
• 4-1: Forecast cash flows under different scenarios. (BUS 530)
• 4-2: Determine the hurdle rate by utilizing the appropriate financial theory. (BUS 530)
• 4-3: Utilize the appropriate approach to estimate the hurdle rate. (BUS 530)
• 4-4: Calculate the hurdle rate. (BUS 530)
• 4-5: Calculate NPV, IRR, and/or the Profitability Index and Perform scenario analysis. (BUS 530)
• 4-6: Perform sensitivity analysis. (BUS 530)
• 4-7: Assess the riskiness of the project. (BUS 530)
• 4-8: Make accept/reject decision. (BUS 530)

Objective 5: Assessing an Effective Organization. (Goal 1, 4 & 5)

Learning outcome:
• 5-1: Assess the Organization’s Mission, Strategies, and Goals. (BUS 551)
• 5-2: Assess the organization’s culture and ethics. (BUS 551)
• 5-3: Assess the Organization’s Environment. (BUS 551)
• 5-4: Analyze the Organization’s Leadership styles and determine its effectiveness. (BUS 551)
• 5-5: Evaluate the Organization, recommend changes including structural, and design ones to improve performance. (BUS 551)

Objective 6: Develop a marketing plan. (Goal 1 & 5)

Learning outcome:
• 6-1: Perform internal and external situational analysis. (BUS 560)
• 6-2: Perform a SWOT analysis. (BUS 560)
• 6-3: Identify the objectives of the marketing plan and the issues that may affect their attainment. (BUS 560)
• 6-4: Identify the target market(s), perform a customer analysis, and position the product/service. (BUS 560)
• 6-5: Develop the marketing strategies needed to achieve the objectives. (BUS 560)
• 6-6: Specify the modified marketing mix for implementation of the specified strategies.
• 6-7: Assess the feasibility and the financial impact of the plan. (BUS 560)
• 6-8: Identify the desired outcomes and how they will be measured and evaluated at various stages of implementation. (BUS 560)
Objective 7: Use management and analytical tools/concepts to improve productivity. (Goal 2, 3 & 5)

Learning outcome:
- 7-1: Process Management – know the fundamentals of process related issues including quality control, product design, and lean production. (BUS 575)
- 7-2: Inventory Management – fundamental concept including fixed-quantity orders and periodic orders, safety stocks, inventory policies including Min-max(s,S) and (s,Q) practices. The concept of Continuous Replenishment and trade-offs between DC and DSD. (BUS 575)
- 7-3: Logistics - fundamental concepts of logistics decision, including network design considerations, reverse logistics practices. (BUS 575)

Objective 8: To understand the requirements for effectively managing a global business. (Goal 2, 4 & 5)

Learning outcome:
- 8-1: Assess the current situation and identify the relevant issues at the organizational, business, and/or product level in a global business. (BUS 581)
- 8-2: Assess the cultural, political, economic, social, technological, and legal issues on management in a global business. (BUS 581)
- 8-3: Identify viable strategies and their respective consequences. (BUS 581)
- 8-4: Recommend and justify a strategy. (BUS 581)
- 8-5: Identify the desired outcomes of the selected strategy and how they will be measured and evaluated at various stages of implementation. (BUS 581)

Objective 9: Assess an organization current business position, functional resources, competitive capabilities, its opportunities for gaining sustainable competitive advantage, and implement strategic initiatives. (Goal 5)

Learning outcome:
- 9-1: Assess the strategic posture of the organization. (BUS 596)
- 9-2: Assess the external Environment and Identify opportunities and threats. (BUS 596)
- 9-3: Assess the Internal Environment and identify the strengths and weaknesses. (BUS 596)
- 9-4: Identify viable strategic decisions and recommend an appropriate one. (BUS 596)
- 9-5: Identify for each decision the desired outcomes and how they will be measured/evaluated/reconsidered at various stages of implementation. (BUS 596)

Objective 10: Demonstrate the use of effective business communication. (Goal 1)

Learning outcome:
- 10-1: Expressed all ideas clearly and logically in formal written English. (BUS 560)
- 10-2: Expressed all ideas clearly and logically in formal business presentations. (BUS 560)
Objectives and Learning outcomes for MBA

Objective 1: Identify the impact of information technology on an organization and utilize IT to increase productivity and/or improve competitive advantage. (Goal 3 & 5)

Learning outcome:
- 1-1: Identify the IT characteristics of the industry. (BUS 615)
- 1-2: Analyze the IT dynamic and trends. (BUS 615)
- 1-3: Recommend improvement in the utilization of IT. (BUS 615)

Objective 2: Maximize firm value by efficiently allocating financial resources in an environment of uncertainty. (Goal 2 & 5)

Learning outcome:
- 2-1: Forecast cash flows under different scenarios. (BUS 635)
- 2-2: Determine the hurdle rate by utilizing the appropriate financial theory. (BUS 635)
- 2-3: Utilize the appropriate approach to estimate the hurdle rate. (BUS 635)
- 2-4: Calculate the hurdle rate. (BUS 635)
- 2-5: Calculate NPV, IRR, and/or the Profitability Index and Perform scenario analysis. (BUS 635)
- 2-6: Perform sensitivity analysis. (BUS 635)
- 2-7: Assess the riskiness of the project. (BUS 635)
- 2-8: Make accept/reject decision. (BUS 635)

Objective 3: Design an effective organization. (Goal 1, 4 & 5)

Learning outcome:
- 3-1: Develop a corporate mission statement, strategies, and goals. (BUS 655)
- 3-2: Develop a motivation and reward system. (BUS 655)
- 3-3: Promote high performance group work and teams. (BUS 655)
- 3-4: Analyze the leadership of the organization and its effectiveness. (BUS 655)
- 3-5: Develop a training and diversity program. (BUS 655)
- 3-6: Evaluate alternative methods of managing change. (BUS 655)
- 3-7: Develop an organizational structure. (BUS 655)

Objective 4: Deliver what the customer considers value profitably and ethically. (Goal 1 & 5)

Learning outcome:
- 4-1: Identify the central strategic marketing issues and decisions needed to be made at the organizational, business unit, or product level. (BUS 665)
- 4-2: Apply the historical and current theoretical frameworks of strategic marketing management. (BUS 665)
- 4-3: Identify viable alternatives within the marketing decision process and their respective consequences. (BUS 665)
• 4-4: Recommend a strategic marketing decision. (BUS 665)
• 4-5: Identify for each marketing decision the desired outcomes and how they will be measured/evaluated/reconsidered at various stages of implementation. (BUS 665)

Objective 5: Use management and analytical tools/concepts to improve productivity. (Goal 2, 3 & 5)

Learning outcome:
• 5-1: Process Management – know the fundamentals of process related issues including quality control, product design, and lean production. (BUS 675)
• 5-2: Inventory Management – fundamental concept including fixed-quantity orders and periodic orders, safety stocks, inventory policies including Min-max(s,S) and (s,Q) practices. The concept of Continuous Replenishment and trade-offs between DC and DSD. (BUS 675)
• 5-3: Current practices of logistics - fundamental concepts of logistics decision, including network design considerations, utilization of 3PLs/4PLs, reverse logistics practices. (BUS 675)

Objective 6: Students should have the ability to think globally and make good decisions in the global marketplace. (Goal 2, 4 & 5)

Learning outcome:
• 6-1: Understand the Importance of Ethics and Corporate Social Responsibility in the Global World. (BUS 685)
• 6-2: Know the Influence of Culture on Management, Communication, and Negotiation in Global Business. (BUS 685)
• 6-3: Understand the Importance of Multinational Strategies and Appropriate Coordination and Control Mechanisms. (BUS 685)

Objective 7: Craft a Strategic Plan. (Goal 5)

Learning outcome:
• 7-1: Assess the current situation and the strategic posture of the organization. (BUS 695)
• 7-2: Identify the governance structure and the relationship between the board and top Management. (BUS 695)
• 7-3: Assess the external Environment and Identify opportunities and threats. (BUS 695)
• 7-4: Assess the Internal Environment and identify the strengths and weaknesses. (BUS 695)
• 7-5: Identify the strategic internal and external factors and how they promote the mission and objectives of the corporation. (BUS 695)
• 7-6: Identify viable strategic decisions and recommend an appropriate one. (BUS 695)
• 7-7: Identify for each decision the desired outcomes and how they will be measured/evaluated/reconsidered at various stages of implementation. (BUS 695)

Objective 8: Demonstrate the use of effective business communication. (Goal 1)
Learning outcome:
- 8-1: Express all ideas clearly and logically in formal written English. (BUS 665 & BUS 695)
- 8-2: Express all ideas clearly and logically in formal business presentations. (BUS 665 & BUS 695)
MASTERS OF PUBLIC ADMINISTRATION (MPA)

Goals

NASPAA students will learn to:

1. Lead and manage in public governance.
2. Participate in and contribute to the public policy process.
3. Analyze, synthesize, think critically, solve problems and make decisions.
4. Articulate and apply a public service perspective.
5. Communicate and interact productively with a diverse and changing workforce and citizenry.

Students will also learn to:

6. The effective use of public resources.
7. Ethical dimensions of public service.

Objectives and Learning Outcomes for MPA

Objective 1: Utilization of public resources in efficient & effective ways. (Goal 3 & 6)

Learning outcome:

- 1-1: Assess basic understanding concepts of market failure, public goods, externalities, and reasons for government intervention. (PADM 534)
- 1-2: Assess understanding of interaction between incentive structure and individual behavior and of tradeoffs between efficiency and equity in the U.S. tax system. (PADM 534)
- 1-3: Competency in understanding the issues in public service, and presenting important empirical studies on the topics chosen by students. (PADM 534)

Objective 2: Describe and work within the institutional, structural, and political contexts of policy making. (Goal 2)

Learning outcome:

- 8-1: Student demonstrates ability to: (1) conduct research and (2) provide an informed written comment using the www.regulations.gov website. (PADM 533)
- 8-2: Student demonstrates ability to: (1) conduct research and (2) utilize descriptive statistics, and (3) develop a realistic advocacy strategy to influence public policy. (PADM 533)

Objective 3: Appraise the organizational environment, both internal and external, as well as the culture, politics and institutional setting. (Goal 1 & 4)

Learning outcome:

- 3-1: Analyzes organizational theory as it is applied to public sector organizations. (PADM 531)
- 3-2: Evaluates methods of managing and enhancing culture in the workplace based on contemporary theory. (PADM 531)
• 3-3: Applies theories to organizations to illustrate efficacy in practices. (PADM 531)
• 3-4: Analyzes theories of decision-making for application in the public sector. (PADM 531)
• 3-5: Thinks critically and communicates effectively in organizational settings. (PADM 531)

Objective 4A: Articulate the unique nature of public administration, the role of the public administrator, and the contextual elements that differentiate the public from the nonprofit and private sectors. (Goal 4)

Learning outcome:
• 4A-1: Be able to define the unique nature of public administration through the use of key public administration concepts, identifying the role of the public administrator and their decision making alternatives in the public administrative context. (PADM 501)
• 4A-2: Understand the nature of the issue and its operational definition, the challenges and consequences of policy issues, the adequacy of administrative processes within an administrative context, and the differences with nonprofit or private processes. (PADM 501)
• 4A-3: Identify and explain the principal forms of market failure that provide a justification for government intervention. (PADM 586)
• 4A-4 Describe the main policy instruments used to mitigate market failures and explain the principles that guide their optimal use. (PADM 586)
• 4A-5 Identify and address the limitations of government intervention. (PADM 586)

Objective 4B: Articulate the unique mission of a non-profit organization and its program, market structure and governance. (Goal 4)

Learning outcome:
• 4B-1: Articulate a sustainable market niche for a non-profit organization. (PADM 533)
• 4B-2: Develop a functioning governance structure including a board of directors. (PADM 533)
• 4B-3: Identify specific organizational programs related to the mission. (PADM 533)
• 4B-4 Establish a management structure that implements organizational programs. (PADM 533)

Objective 5: Employ analytical tools for collecting, analyzing, presenting, and interpreting data, including appropriate statistical concepts and techniques. (Goal 3)

Learning outcome:
• 5-1: Summarize and describe quantitative information in several different forms. (PADM 582)
• 5-2: Understand, perform, present, and interpret inferential statistics. (PADM 582)
• 5-3: Understand and interpret multiple regression results. (PADM 582)
Objective 6: Understand the unique nature and challenges of leadership in the public sector, highlighting the discussion of internal and external factors that make government and not-for-profit organizations different from organizations in the private sector. (Goal 1)

Learning outcome:
- 6-1: Analyze the unique challenges of public sector leadership and identify the differences between government and private sector leadership. (PADM 510)
- 6-2: Understand how the most successful leaders are able to influence followers through the effective communication of well-reasoned ideas, proposals, and values reflective of the greater good. (PADM 510)

Objective 7: To demonstrate comprehensive understanding of and skill applying the Ethical Problem Solving Model. (Goal 1 & 7)

Learning outcome:
- 7-1: Clarify the facts of the situation and how these materialize as interests of all pertinent stakeholders. (PADM 555)
- 7-2: Determine Driscoll Scanlon’s duty considering the obligations and responsibilities of his position and professional role. (PADM 555)
- 7-3: Analyze Scanlon’s actions according to each of the three ethical approaches: virtue based, principle based, results oriented. (PADM 555)
- 7-4: Assess Scanlon’s actions and performance based on available options and ethical demands the situation he faced placed on him. (PADM 555)
MASTER OF SCIENCE LEADERSHIP MANAGEMENT (MSLM)

Goals

MSLM students should expect to develop:
1. Effective interpersonal, communication, teamwork, and leadership skills
2. Problem solving and decision making skills in a dynamic, every-changing environment.
3. A commitment to ethical and socially responsible behavior in a diverse working environment.
4. The ability to apply organizational theory to managerial practice.
5. A mastery of the human aspects of an organization.

Objectives and Learning Outcomes for MSLM

Objective 1: Evaluate students’ personal leadership styles and develop a plan for leadership skills development. (Goal 1)

Learning outcome:
   • 1-1: Analyze a self assessment of own leadership styles/practices. (MGMT 520)
   • 1-2: Create a personal leadership development plan. (MGMT 520)

Objective 2: Solve organizational problems in an ethical and socially responsible manner. (Goal 2 & 3)

Learning outcome:
   • 2-1: Apply ethical and moral considerations in the analysis of managerial decisions. (MGMT 521)
   • 2-2: Identify ethical dilemmas and develop analytical and interpersonal approaches for dealing with them. (MGMT 521)

Objective 3: Analyze a specific Human Resource (HR) problem within an organization. (Goal 5)

Learning outcome:
   • 3-1: Analyze HRM processes to identify gaps that need to be addressed in order to optimize the use of individual and team talents. (MGMT 522)
   • 3-2: Create a development plan to address gaps in HRM systems which include specific recommendations so that all HRM systems are integrated, understood, and legally defensible. (MGMT 522)

Objective 4: Design effective organizations. (Goal 4)

Learning outcome:
   • 4-1: Develop a corporate mission statement, strategies, and goals. (MGMT 523)
   • 4-2: Establish high performance group work and teams environment. (MGMT 523)
   • 4-3: Analyze the leadership of the organization and its effectiveness. (MGMT 523)
Objective 5: Evaluate approaches to bring about organizational change and to choose the most effective one(s). (Goal 4)

Leaning outcome:
- 5-1: Identify the need for change including stakeholder analysis, organizational readiness for change and the role of the change agent. (MGMT 569)
- 5-2: Apply specific change and conflict models to a specific organizational problem. (MGMT 569)

Objective 6: Apply research and analytical skills in the development of a research topic. (Goal 4)

Leaning outcome:
- 6-1: Integrate literature search, analysis and writing skills in the development of a literature review on a chosen topic. (MGMT 586)
- 6-2: Develop the ability to apply current organizational research to an organizational setting. (MGMT 586)

Objective 7: Communicate effectively both in writing and verbally. (Goal 1)

Leaning outcome:
- 7-1: Create a well written capstone paper/thesis. (MGMT 594)
- 7-2: Deliver an effective oral presentation of capstone paper/thesis. (MGMT 594)

Objective 8: Design, conduct, and complete an integrated research project. (Goal 4)

Leaning outcome:
- 8-1: Analyze key organizational issues with an integrated action plan for change (case). (MGMT 596)
- 8-2: Analyze key organizational issues with integrated recommendations building on theory and research findings (thesis). (MGMT 594)
DOCTOR OF BUSINESS ADMINISTRATION (DBA)

Goals

Students learn to:
1. Utilize a holistic solution for complex business problems.
2. Understand the interrelationships between the theoretical and functional areas of business.

Objectives for DBA

Objective 1: Critical thinking (developing a high inquiring mind in business research and practice). (Goal 1 & 2)

Objective 2: The ability to utilize a holistic solution for complex business problems (developing a high inquiring mind in business research and practice). (Goal 1 & 2)

Objective 3: An understanding of the interrelationships between the theoretical and functional areas of business (ability to integrate business disciplines and business ideas). (Goal 1 & 2)

Objective 4: The ability to innovate and generate solutions for unstructured and complex problems (ability to integrate business disciplines and business ideas). (Goal 1 & 2)
DOCTOR OF PUBLIC ADMINISTRATION (DPA)

Goals

Students learn to:

1. Integrate theoretical knowledge, research and the resources of their institutions in analyzing and developing collaborative administrative strategies to address problems facing their organizations, institutions and communities.

2. Apply principles of social science research in a rigorous investigation of applied research problems facing their institutions and the field of public administration.

3. Become scholarly practitioners and dynamic individuals who can combine substantial knowledge and thoughtful understanding of theory with capable, practical management and leadership.

Objectives and Learning Outcomes for DPA

Objective 1: Know current theories of public administration and regularly apply these theories in dealing with administrative problems. (Goal 1 & 3)

Objective 2: Integrate concepts, logics and research across the domains of public administrative theory and creatively apply them to problems at the organization, institution and community levels of analysis. (Goal 1)

Objective 3: Possess an institutional perspective, know its boundaries and history, and understand how the issues facing the institution generalize across the organizations that make up the institution. (Goal 2)

Objective 4: Understand how social and environmental problems facing the community are systemic in nature and have the ability to integrate and generalize across institutions in seeking more creative solutions to regional problems. (Goal 3)

Objective 5: Apply skill in networking, negotiating and collaborative problem-solving processes in seeking solutions to issues facing their organizations, institutions and communities. (Goal 1 & 3)

Objective 6: Stay abreast of new theory and research findings in their field and critically evaluate and apply them in seeking more creative solutions to public concerns. (Goal 1)

Objective 7: Although generalists, demonstrate expertise in the application of theory and rigorous research methods to the design of a systematic study of an applied research problem facing their institution. (Goal 2)

Objective 8: Contribute to scholarly discourse in their field through publication, papers, consulting, professional presentations, and leadership roles in professional associations. (Goal 3)
Objective 9: When approaching an organizational, institutional or community situation needing attention, ask three kinds of questions. These are: 1) Questions that compare the situation against state of the art practice; 2) Questions that challenge current theory and state of the art practice; and 3) Questions that illuminate value and ethical dilemmas. (Goal 2 & 3)