

Academic Leveling Solutions

Peregrine Global Services provides competency-based learning modules used for a variety of educational requirements. This document focuses on how these modules are commonly used for graduate-level academic leveling and undergraduate-level capstone. Academic leveling helps students succeed with their business programs by providing foundational knowledge and skills in a broad range of business education topic areas. Academic leveling also provides non-business majors, or learners needing to refresh their knowledge, with the necessary business education fundamentals to complete undergraduate or advanced degrees. Academic leveling is often conducted within the first course(s) in their curriculum and to assess whether prerequisite requirements have been met and, where appropriate, provide the course work to address any gaps. Each of the business and business-related competency-based modules includes a 20-question pre-test, 3-5 hours of online instructional content including review questions, and a 20-question post-test.

Business and business-related topic-based modules include:

1. Accounting
2. Business Ethics
3. Business Integration and Strategic Management
4. Business Finance
5. Business Leadership
6. Business Communications
7. Global Dimensions of Business
8. Human Resource Management
9. Information Management Systems
10. Legal Environment of Business
11. Macroeconomics
12. Marketing
13. Microeconomics
14. Operations/Production Management
15. Organizational Behavior
16. Quantitative Research Techniques and Statistics

Each of the business and business-related competency-based modules is intended as a review of the key concepts, fundamentals, and foundations of the academic discipline.

This document provides the following information for each of the business and business-related topic-based modules:

- Module Description
- Learning Outcomes
- Module Sections and Sub-Sections

Accounting

Foundations of Accounting helps you understand fundamentals of business accounting, including basic financial statement analysis, analytical measures, corporate annual reports, capital investment analysis, internal controls, budgeting, and performance measures.

Expected Student Learning Outcomes:

At the conclusion of this module, learners will be able to:

1. Describe basic financial statement analytical procedures.
2. Apply financial statement analysis to assess the solvency of a business.
3. Apply financial statement analysis to assess the profitability of a business.
4. Summarize the uses and limitations of analytical measures.
5. Describe the contents of corporate annual reports.
6. Explain the nature and importance of capital investment analysis.
7. Evaluate capital investment proposals using the following methods: average rate of return, cash payback, net present value, and internal rate of return.
8. Describe factors that complicate capital investment analysis.
9. Explain the capital rationing process.
10. Describe the basic elements of a financial accounting system.
11. Summarize transactions for a corporation's first period of operations.
12. Summarize transactions for a corporation's second period of operations.
13. Describe the Sarbanes-Oxley Act of 2002 and its impact on internal controls and financial reporting.
14. Explain the objectives and elements of internal control.
15. Explain the use of bank reconciliation in controlling cash.
16. Describe the nature and objectives of budgeting.
17. Describe the master budget for a manufacturing business.
18. Explain how standards are used in budgeting.
19. Interpret the basic variances for direct materials and direct labor.
20. Describe examples of non-financial performance measures.

Module Sections and Sub-Sections

Section 1: Financial Statement Analysis

- Basic Analytical Procedures
- Solvency Analysis
- Profitability Analysis
- Summary of Analytical Measures
- Corporate Annual Reports

Section 2: Capital Investment Analysis

- Nature of Capital Investment Analysis
- Methods of Evaluating Capital Investment Proposals
- Factors That Complicate Capital Investment Analysis
- Capital Rationing

Section 3: Basic Accounting Concepts

- Elements of an Accounting System
- Recording a Corporation's First Period of Operations
- Financial Statements for a Corporation's First Period of Operations
- Recording a Corporation's Second Period of Operations
- Financial Statements for a Corporation's Second Period of Operations

Section 4: Sarbanes-Oxley, Internal Control, and Cash

- Sarbanes-Oxley Act of 2002
- Internal Control
- Cash Controls over Receipts and Payments
- Bank Accounts
- Bank Reconciliation
- Special-Purpose Cash Funds
- Reporting Cash on Financial Statements

Section 5: Budgeting and Standard Cost Systems

- Nature and Objectives of Budgeting
- Master Budget
- Standards
- Budgetary Performance Evaluation
- Variance from Standards
- Standards for Nonmanufacturing Expenses
- Nonfinancial Performance Measures

Business Ethics

In all realms of the business world, ethics and ethical conduct must be the foundation for employee decisions. In this module, you will learn about organizational and ethical culture, ethical decision-making, ethical leadership, global perspectives and issues of business ethics, and the development of business ethics culture.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Discuss conceptualizations of business ethics from an organizational perspective.
2. Examine the historical foundations and evolution of business ethics.
3. Restate evidence that ethical value systems support business performance.
4. Describe a comprehensive framework for ethical decision making in business.
5. Recognize individual and organizational factors that may influence ethical decision-making in business.
6. Identify leadership styles and habits that promote an ethical culture.
7. Discuss the role of culture as a factor in business ethics.
8. Explain global values.
9. Recognize several ethical issues around the globe.
10. Identify stakeholders' roles in business ethics.
11. Examine the role of corporate governance in structuring ethics and social responsibility in business.
12. Restate the steps involved in implementing a stakeholder perspective in social responsibility and business ethics.
13. Describe the responsibility of the corporation to be a moral agent.
14. Recognize the keys to successful ethics training, including program types and goals.
15. Examine the ways that ethical standards are monitored, audited, and enforced and to understand the need for continuous improvement.

Module Sections and Sub-Sections

Section 1: The Importance of Business Ethics

- Business Ethics Defined
- Why Study Business Ethics?
- The Development of Business Ethics
- Developing an Organizational and Global Ethical Culture
- The Benefits of Business Ethics

Section 2: Ethical Decision Making and Ethical Leadership

- A Framework for Ethical Decision-Making in Business
- Using the Ethical Decision-Making Framework to Improve Ethical Decisions
- The Role of Leadership in a Corporate Culture
- Leadership Styles Influence Ethical Decisions
- Habits of Strong Ethical Leaders

Section 3: Business Ethics in a Global Economy

- Ethical Perceptions and International Business
- Global Values
- The Multinational Corporation
- Sexual and Racial Discrimination
- Human Rights
- Price Discrimination
- Bribery
- Harmful Products
- Pollution and the Natural Environment
- Telecommunication Issues
- Intellectual Property Protection
- World Trade Organization

Section 4: Stakeholder Relationships, Social Responsibility, and Corporate Governance

- Stakeholders Define Ethical Issues in Business
- Social Responsibility and the Importance of a Stakeholder Orientation
- Social Responsibility and Ethics
- Corporate Governance Provides Formalized Responsibility to Stakeholders
- Implementing a Stakeholder Perspective

Section 5: Developing an Effective Ethics Program

- The Responsibility of the Corporation as a Moral Agent
- The Need for Organizational Ethics Programs
- An Effective Ethics Program
- Codes of Conduct
- Ethics Officers
- Ethics Training and Communication
- Systems to Monitor and Enforce Ethical Standards

Business Integration and Strategic Management

Senior managers and executives must be able to conduct decision-making within an often complex, ambiguous, and evolving business landscape. In this module, you will learn about strategic leadership, decision-making, competitive advantage-building, multifunctional management, and strategy.

Expected Student Learning Outcomes:

At the conclusion of this module, learners will be able to:

1. Understand and explain the basic concepts of strategy – competitive advantage, mission, vision, objectives, and core competencies.
2. Identify and appreciate the significance of the five-step strategic management process.
3. Explain the generic strategies of cost leadership and differentiation.
4. Analyze an organization using SWOT and analyze an industry using the five forces model.
5. Understand the significance of strategic groups.
6. Identify the various growth strategies available to firms.
7. Understand the importance of strategic leadership and identify strategic leadership skills.
8. Explain the need for change and the role of strategic leadership in organizational change.
9. Develop an appreciation for the eight-stage change process.
10. Understand the distinction between internal and external customers.
11. Understand segmentation, targeting, and positioning concepts.
12. Understand the relationship between customer service and customer loyalty.
13. Identify the components of service quality and apply the elements of value to a given product or service.
14. Understand performance management and its role in organizational performance.
15. Understand balanced scorecard, strategy maps, and activity-based costing.
16. Develop an appreciation of the role of supply chains in organizational success.
17. Explain performance management from a system framework.
18. Understand the criticality of continuous improvement in achieving and sustaining competitive advantage.
19. Explain the PDCA model for continuous improvement and Understand problem solving methodologies.

20. Develop an appreciation for after-action reviews in continuous improvement initiatives.
21. Understand today's tools of six sigma, lean, and Poka-yoke.
22. Understand and interpret the value chain components and explain the importance of value chain integration.
23. Understand integrated business planning and define the role of ERP in business integration.

Module Sections and Sub-Sections

Section 1: Strategy Concepts

- What is strategy?
- Mission, vision, and objectives
- Core competencies
- The five-stage strategic management process
- Porter's generic strategies
- Situation analysis – SWOT and Five Forces Model
- Strategic groups
- Growth strategies

Section 2: Strategic Leadership

- What is leadership?
- The leadership challenge
- Strategic leadership
- Strategic leadership skills
- Strategic leadership and change
- The eight-step change process

Section 3: Customer Focus

- Defining customers
- Segmentation, targeting, and positioning
- Customer focus and loyalty
- Customer focus and service quality
- Service quality components
- The elements of value

Section 4: Performance Management

- What is performance management?
- Practical tools for performance management
- Knowledge management system
- Balanced scorecard, strategy maps, and activity-based costing
- Supply chain management
- System framework for performance management

Section 5: Continuous Improvement

- Generic blocks of competitive advantage
- Quality and continuous improvement
- PDCA model
- Continuous improvement methodology
- Problem solving methodology
- After action reviews
- Six sigma, lean, and poka-yoke

Section 6: Business Integration

- Michael Porter's Value Chain
- Value chain integration
- Integrated business planning
- ERP and business integration

Business Finance

Financial managers must be able to convert relevant accounting and tax information into meaningful and actionable information for organizational decision-making. This module includes instruction on financial statements and cash flows, planning for growth and control, debt management, financial instruments, capital budgeting, and returns.

Expected Student Learning Outcomes:

At the conclusion of this module, learners will be able to:

1. Describe how financial professionals use accounting information to analyze the firm's cash flow and financial performance.
2. Identify and examine four major financial statements.
3. Restate the key concepts involved in cash flow analysis.
4. Explain how popular financial ratios are used to analyze a firm's financial performance.
5. Recognize how firms develop strategic plans that look to the future.
6. Explain how detailed operating plans can project inflows and outflows of cash.
7. Discuss how strategic plans can help firms project earnings over one or two years.
8. Examine how financial plans are used by managers to line up financing before cash shortfalls become critical.
9. Recognize how financial plans help firms identify problems before they arise.
10. Describe different types of financial instruments.
11. Explain the types of debt.
12. Discuss bond ratings and why they are important.
13. Recognize the features and characteristics of equity.
14. Explain the cost of money and how it is determined.
15. Review factors that affect interest rates.
16. Describe how government actions and business activity affect interest rates.
17. Discuss how the level of interest rates affect the values of stocks and bonds.
18. Explain the relevant cash flows associated with a capital budgeting project.
19. Describe how firms make decisions about whether to invest in costly, long-lived real assets.
20. Identify how a firm chooses between two or more acceptable investments when only one can be purchased.
21. Recognize how risk is incorporated in capital budgeting analysis.

Module Sections and Sub-Sections

Section 1: Financial Statement and Cash Flow Analysis

- Financial Statements
- Cash Flow Analysis
- Assessing Financial Performance Using Ratio Analysis

Section 2: Strategic and Operational Financial Planning

- Overview of the Planning Process
- Planning for Growth
- Planning and Control

Section 3: Financial Assets (Instruments)

- A Managerial Perspective
- Financial Instruments and the Firm's Balance Sheet
- Debt
- Bond Contract Features
- Bond Ratings
- Stock (Equity)
- Derivatives
- Rationale for Different Types of Securities
- Which Financial Instrument Is Best?

Section 4: The Cost of Money (Interest Rates)

- A Managerial Perspective
- Realized Returns (Yields)
- Factors That Affect the Cost of Money
- Interest Rate Levels
- The Determinants of Market Interest Rates
- The Term Structure of Interest Rates
- Why Do Yield Curves Differ?
- Does the Yield Curve Indicate Future Interest Rates?
- Other Factors That Influence Interest Rate Levels
- Interest Rate Levels and Stock Prices
- The Cost of Money as a Determinant of Value

Section 5: Capital Budgeting

- A Managerial Perspective
- The Importance of Capital Budgeting
- Project Classifications
- Steps in the Valuation Process
- Estimating a Project's Cash Flows
- Cash Flow Estimation – Illustrations of Expansion Projects and Replacement Projects
- Capital Budgeting Evaluation Techniques
- Comparison of the NPV and IRR Methods
- Cash Flow Patterns and Multiple IRRs
- Modified Internal Rate of Return
- Conclusions on the Capital Budgeting Decision Methods
- Incorporating Risk in Capital Budgeting Analysis
- How Project Risk Is Considered in Capital Budgeting Decisions
- Multinational Capital Budgeting

Business Leadership

Leadership forms part of nearly every employee's job description. Businesses today require employees able to take the initiative, find innovative solutions, act like entrepreneurs, and lead others towards organizational success. This module will help you understand and apply foundational leadership concepts including leadership traits and characteristics, leadership development and succession, transformational leadership, measuring leadership effectiveness, and contingency leadership.

Expected Student Learning Outcomes:

At the conclusion of this module, learners will be able to:

1. Identify general and task-related traits that contribute to leadership effectiveness.
2. Recognize key motives that contribute to leadership effectiveness.
3. Describe cognitive factors associated with leadership effectiveness.
4. Discuss the hereditary versus environment issue in relation to leadership effectiveness.
5. Review the strengths and weaknesses of the trait approach to leadership.
6. Explain how leaders develop through self-awareness and self-discipline.
7. Discuss how leaders develop through education, experience, and mentoring.
8. Review the nature of leadership development programs.
9. Describe the nature of leadership succession.
10. Describe many of the traits and behaviors of charismatic leaders.
11. Explain the communication style of charismatic leaders.
12. Explain the nature of transformational leadership.
13. Identify several of the impacts of charismatic and transformational leadership on performance and behavior.
14. Review the key leadership dimensions of initiating structure and consideration.
15. Discuss how leaders use 360-degree feedback to improve their performance.
16. Describe different leadership styles.
17. Recognize how to choose the most appropriate leadership style.
18. Explain how the situation influences the choice of leadership objectives.
19. Discuss the contingency theories of leadership effectiveness.

Module Sections and Sub-Sections

Section 1: Leadership: Traits, Motives, and Characteristics

- Personality Traits of Effective Leaders
- Leadership Motives
- Cognitive Factors and Leadership
- Application of the Traits, Motives, and Characteristics approach

Section 2: Leadership Development and Succession

- Development Through Self-Awareness and Self-Discipline
- Development Through Education, Experience, and Mentoring
- Leadership Development Programs
- Leadership Succession

Section 3: Charismatic and Transformational Leadership

- The Meanings of Charisma
- Types of Charismatic Leaders
- Attributes of Charismatic Leaders
- The Vision Component of Charismatic Leadership
- Transformational Leadership
- Attributes of Transformational Leadership
- How Transformation Occurs

Section 4: Leadership Styles

- Measuring leadership effectiveness
- Dimensions of Consideration and Initiating Structure
- Attitudes and Behaviors
- Leadership Styles

Section 5: Contingency Leadership

- Situational Influences on Effective Leadership Behavior
- Fiedler's Contingency Theory of Leadership Effectiveness
- The Path-Goal Theory of Leadership Effectiveness
- Situational Leadership® II (SLII)
- The Normative Decision Model
- Cognitive Resource Theory
- Contingency Leadership in the Executive Suite
- Leadership During a Crisis

Business Communication

Business communication is critical in today's workforce. Through an exchange of verbal or written statements, the ability to communicate is vital in creating an understanding of strategic goals, focus or events. Business communication also requires the ability to handle risk and crisis statements often with collaboration among team members. This module provides an understanding of foundational principals of communication, interpersonal dynamics in organizations, the variances in communicating with internal and external audiences, crisis, and risk communication, and developing impactful communication in professional presentations.

Expected Student Learning Outcomes:

At the conclusion of this module, learners will be able to:

1. Apply the basic principles of business communication.
2. Identify the similarities and differences of interpersonal dynamics.
3. Describe the different criterions between internal and external communication.
4. Recognize methods for strategic communication.
5. Discuss interpersonal networks and possible barriers to communication.
6. Recognize interpersonal power and politics of organizations.
7. Explain the different approaches with individual and group communication.
8. Recognize the various types of electronic communication tools.
9. Apply critical thinking to predicament communication involving risk and crisis.
10. Describe the importance of topic identification and chronical structure for presentations.
11. Identify appropriate presentation strategies based on audience identification.

Module Sections and Sub-Sections

Section 1: Principles of Business Communication

- Establishing credibility through communication
- Impact of business communication
- Responsibilities as a communicator

Section 2: Written and Oral Communication

- Guidelines for written and oral communication
- Choosing to use oral or written communication
- Understand strategic communication

Section 3: Interpersonal Dynamics in Organizations

- Listening and feedback in organizations
- Organizational culture and communication
- Effective group communication

Section 4: Professional Communication

- Types of electronic communication
- Understanding your audience
- Predicament situation communication

Section 5: Preparation for Professional Presentations

- Standards for presentations
- Strategic use of visual and technical communication
- Delivery of presentations

Global Dimensions of Business

Nearly every business today, large and small, has global relevancy. Leaders at all levels need to understand how a business can be global and gain a broader competitive advantage. In this module, you will learn about strategizing in an international context, managing and leading within a global environment, multinational strategies and structures, foreign market entry, and becoming a savvy global strategist.

Expected Student Learning Outcomes:

At the conclusion of this module, learners will be able to:

1. Explain global perspectives on markets and products.
2. Describe the components of global thinking.
3. Discuss the considerations of industry, resources, and institutions on global markets.
4. Identify what determines the success or failure of firms around the globe.
5. Define institutional structures and leadership in global terms.
6. Recognize the impact of cultures and management styles on MNEs.
7. Review the importance of global thinking and planning as a foundation for firm growth.
8. Apply global strategies to business decisions.
9. Recognize the significance of a multi-pronged approach to planning and executing good business practices globally.
10. Explain the necessity to overcome the liability of foreignness.
11. Review the comprehensive model of foreign market entries.
12. Describe the quest for location-specific advantages with strategic goals.
13. Recognize first and late mover advantages.
14. Describe specific steps for foreign market entries.
15. Explain product diversification and geographic diversification.
16. Review the comprehensive model of diversification.
17. Describe the motives and performance of acquisitions.
18. Discuss the impact of restructuring.

Module Sections and Sub-Sections

Section 1: Strategizing Around the Globe

- Why Study Global Strategy?
- What Is Strategy?
- Fundamental Questions in Strategy
- What Is Global Strategy?
- What Is Globalization?
- Global Strategy and Globalization at a Crossroads

Section 2: Managing Global Competitive Dynamics

- Strategy as Action
- Industry-Based Considerations
- Resource-Based Considerations
- Institution-Based Considerations
- Attack and Counterattack
- + Cooperation and Signaling
- + Local Firms Versus Multinational Enterprises
- + Debates and Extensions
- + The Savvy Strategist

Section 3: Strategizing, Structuring, and Learning Around the World

- Multinational Strategies and Structures
- A Comprehensive Model of Multinational Strategy, Structure, and Learning
- Worldwide Learning, Innovation, and Knowledge Management
- Debates and Extensions
- The Savvy Strategist

Section 4: Entering Foreign Markets

- Overcoming the Liability of Foreignness
- Understanding the Propensity to Internationalize
- A Comprehensive Model of Foreign Market Entries
- Where to Enter?
- When to Enter?
- How to Enter?
- Debates and Extensions
- The Savvy Strategist

Section 5: Diversifying, Acquiring, and Restructuring

- Product Diversification
- Geographic Diversification
- Combining Product and Geographic Diversification
- A Comprehensive Model of Diversification
- Acquisitions
- Restructuring
- Debates and Extensions
- The Savvy Strategist

Human Resource Management

In many small to medium-sized companies and nonprofit organizations, the Human Resource function is an additional job responsibility, often for the business owner or other senior leader. Linking strategy with human capital is key to organizational success. In this module, you will learn the essentials of Human Resource Management (HRM), job analysis and recruiting strategies, employee training and development, career management, compensation plans, compliance in the workplace, and fair treatment.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Understand Human Resource Management (HRM) and its importance.
2. Define HRM competencies, functions, and framework
3. Understand the importance of recruiting and development
4. Understand essential elements of the recruiting process
5. Describe the critical aspects of the performance management process
6. Describe the training and development process
7. Understand essential aspects of career management
8. Understanding essential aspects of compensation management and strategy
9. Know the factors involved in ensuring compensation equity
10. Understand legal considerations in compensation
11. Describe methods of job evaluation and designing pay plans
12. Understand the concept of employment relations and its key aspects.
13. Understand the essential elements of open and honest communications, fair treatment, ethical workplaces, discipline, and due process.
14. Understand the legal framework, the main types of laws relating to Human Resource Management, and the main obligations employers and employees have for complying with them.

Module Sections and Sub-Sections

Section 1: Introduction to Human Resource Management (HRM)

- Introduction to HRM
- Importance of HRM
- HRM competencies and functions
- HRM Framework

Section 2: Recruiting & Talent Management

- Strategic importance
- Recruiting process and integration with other factors
- Job analysis
- Recruiting sources and methods

Section 3: Performance Management

- Performance management system
- Training and development
- Career management

Section 4: Compensation

- Compensation Basics and Strategy
- Compensation Equity
- Compensation Laws
- Job Evaluation
- Compensation Plans

Section 5: Employee Relations

- Open and Honest Communications
- Fair Treatment
- Ethical Workplace
- Discipline and Due process

Section 6: Legal Compliance

- Legal Framework
- Privacy
- Equal Opportunity Employment/Discrimination
- Health and Safety

Information Management Systems

In the modern business environment, many employees have specific roles and responsibilities related to information management, technology, and data systems. This module is designed to give you a comprehensive overview of the IT function with specific instructions on information systems, business hardware and software, networks and telecommunications, and information-based decision-support systems.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Understand current information management technologies, such as databases, communication protocols, and cloud computing.
2. Identify the value added to data when it is processed into information to support problem-solving, decision-making, and knowledge management.
3. Understand the importance of risk and opportunity assessment, change management, and practical frameworks for resolving business challenges.
4. Understand current deliberations concerning privacy, corporate legal, and ethical responsibility in modern society.
5. Recognize how decision support and expert systems are used in various domains and the value added by incorporating machine learning and artificial intelligence into business processes.
6. Gain knowledge of the roles within the Information Management Systems department.
7. Explain the difference between applications and operating system software and understand software licensing models.
8. Identify and describe various networking protocols, wireless technologies, and internet services.
9. Understand the role of Governance, Risk and Compliance, and appropriate project management in the building and managing of Information Management Systems

Module Sections and Sub-Sections

Section 1: Organizations, Technology, and the Globalization Of Business

- How the Use of Technology in Business Support the Globalization of Business
- System Types and Functions
- Types of Information Management Systems and Needed Workforce
- Ethical and Social Issues Related to Information Management Systems

Section 2: Business Information Technology Infrastructure

- Infrastructure Support
- Identification of Operating Systems
- Critical Storage and Management of Data
- Responsibilities and Handling of Big Data
- Tools and Technology for Accessing the Internet

Section 3: Key Technologies for The Knowledge Worker

- Improving Operational Excellence and Decision-Making
- Utilizing Enterprise Systems
- Understanding Cloud Computing Services
- Basis for Business Intelligence and Artificial Intelligence
- Identifying Machine Learning Applications

Section 4: Securing Information Management Systems

- The Evolution and Security Challenges of Information Management Systems
- Policies, Procedures, to Prevent Infiltration to Information Systems
- The Accuracy and Reliability of its Records
- Controls to Ensure the Safety of the Organization's Assets
- Operational Adherence to Management Standards

Section 5: Building and Managing Information Management Systems

- Building and Managing Systems in Organizations
- Activities to Create a New Information System
- Approaches for Building System Solutions
- Managing Information Systems Projects
- Identifying Issues when Building and Maintaining Global Information Systems

Legal Environment of Business

The legal environment of business is much more than simple compliance with the law; it is also about understanding the legal frameworks in which a business operates to achieve and maintain compliance. In this module, you will learn the critical concepts behind how businesses are formed and structured from a legal perspective, trade laws and regulations, contracts, and compliance issues related to sales and product liability.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Explain the sources of our laws and why we have the laws.
2. Compare and contrast federal, state, and local court systems.
3. Understand the implications of ethics in business.
4. Identify the elements of a contract and recognize their importance.
5. Understand the importance of law in the global business environment.

Module Sections and Sub-Sections

Section 1: Foundational Principles

- The Legal System
- Distinguishing Law
- Legal Reasoning
- Law and Business
- Alternate Dispute Resolution (ADR)
- Torts

Section 2: Law of Contracts

- Contracts and Components
- Legality and Unconscionability
- Breach of Contract and Remedies

Section 3: Business and Ethics

- Ethical Foundations
- Ethical Misconduct
- The Ethical Organization

Section 4: Forms of Business Organizations

- Forms of Organizations
- Managing the Corporation

Section 5: Global Legal Environment

- Going Global
- Global Dispute Settlement
- Global Business and Taxation
- International Trade

Macroeconomics

Macroeconomics examines how individuals, households, firms, governments, and foreign countries act together and make decisions that affect the entire economy. Macroeconomics is particularly relevant for business owners and other senior leaders who form and implement corporate strategies. In this module, you will learn how macroeconomics impacts the sales of goods and services, pricing, demand, and employment.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Discuss the theory of supply and demand.
2. Understand the importance of scarcity, choice, and opportunity cost in economics.
3. Describe the theory of supply and demand in real-life scenarios.
4. Apply CPI to prices and unemployment.
5. Describe the concepts of prices and unemployment trends related to macroeconomics.
6. Explain the use of GDP and Real GDP to determine a country's economic health.
7. Recognize using economic growth and business cycles as macroeconomic measurements.
8. Review the influences of aggregate demand and aggregate supply.
9. Describe the uses of aggregate demand, short-run aggregate supply, and long-run aggregate supply as economic indicators.

Module Sections and Sub-Sections

Section 1: Introduction to Macroeconomics

- Keynesian School of Thought
- Demand
- Supply
- Stagflation/Inflation/Deflation
- Recession
- Role of Government

Section 2: Prices and Unemployment

- Business and Economic Cycles
- Trade
- Unemployment
- Unemployment and Inflation
- Cost of Living and Its Measurement
- Factoring Time Value of Money
- Nominal and Real Interest Rates

Section 3: GDP and Real GDP

- GDP
- National Income
- Global Trade & Balance of Payment
- Productivity & Growth
- The Financial System
- The Monetary System

Section 4: Aggregate Demand and Aggregate Supply

- Open Economy Principles
- Aggregate Demand and Aggregate Supply
- Final Thoughts

Marketing

Marketing involves the design of products and services that customers will value, pricing them appropriately, making them available for purchase at easy points of access in the marketplace, and advertising the benefits. Great marketing is based on sound, logical economic, and psychological laws of human and organizational behavior. Scientific and rigorous ways to think about marketing issues make companies successful. Marketing can make customers happier and companies more profitable. This module describes core concepts such as the marketing framework, segmentation, target marketing, positioning, and marketing effectiveness.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Explain marketing and its importance.
2. Describe the 5 C, STP, and 4 P frameworks.
3. Discuss segmentations and their importance to customers.
4. Identify indicators of good segmentation.
5. Define distribution/channel intensity.
6. Recognize the impact of channel power on channel behavior.
7. Review the importance of research in marketing decision-making.
8. Apply marketing research tools in business situations.
9. Describe the role corporate identity plays in strategic behavior.
10. Recognize the significance of marketing metrics in strategy.

Module Sections and Sub-Sections

Section 1: What is Marketing?

- Marketing is an Exchange Relationship
- Why is Marketing Important?
- The Marketing Framework
- The Marketing Science of Customer Behavior

Section 2: Marketing Segmentation

- Why Segment?
- What are Market Segments?
- How do Marketers Segment the Market?

Section 3: Channels of Distribution and Business Marketing Networks and Logistics

- What is Distribution?
- What are Distribution Channels, Logistics, and Supply Chain Management?

Section 4: Marketing Research Tools

- What is Marketing Research, and Why is it Useful to Marketers?
- How to Do Cluster Analysis for Segmentation
- How to Do Perceptual Mapping for Positioning
- How to Conduct Focus Groups for Concept Testing
- How to Do Conjoint for Testing Attributes
- How to Look at Scanner Data for Pricing and Coupon Experiments and Brand Switching
- How to Conduct Surveys for Assessing Customer Satisfaction
- How to Use Network Methods to Identify the Opinion Leader in Efforts on Buzz
Marketing and Online Marketing Research

Section 5: Marketing Strategy

- Portfolio Assessment
- Measures to Facilitate Marketing Strategy
- Goals
- Strategies to Achieve Goals

Microeconomics

Microeconomics focuses on the individual actions of sellers (producers) and buyers (consumers) and how those actions affect the availability, distribution, and utilization of scarce resources. An understanding of microeconomics explains decisions at the organizational level – businesses, companies, and nonprofit entities. Leveraging the foundational principles of microeconomics is essential for designing strategy, particularly in the sales and marketing functions. This module examines the areas of consumer choice, supply and demand, market elasticity, and production and costs.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Understand scarcity.
2. Understand choice and how it is linked to scarcity.
3. Understand why people make trade-offs.
4. Understand opportunity cost.
5. Understand how rational people make decisions at the margins.
6. Understand incentives.
7. Understand the role of supply and demand in economics.
8. Understand the concept of elasticity in its various forms.

Module Sections and Sub-Sections

Section 1: Scarcity, Choice, and Opportunity Cost

- Scarcity
- Choice
- Trade-offs
- Opportunity Cost
- Thinking at the Margins
- Incentives

Section 2: Supply and Demand

- Markets
- Law of Demand
- Market Demand vs. Individual Demand
- Change in Demand vs. Change in Quantity Demanded
- Law of Supply

- Market Supply vs. Individual Supply
- Change in Supply vs. Change in Quantity Supplied
- Shifts in Both Supply and Demand

Section 3: Elasticity

- Price Elasticity of Demand
- Classifications of Price Elasticity of Demand
- Total Revenue vs. Price
- Price Elasticity of Supply
- Income Elasticity of Demand
- Cross-Price Elasticity of Demand

Section 4: Production and Costs

- Price Elasticity of Demand
- Profit Maximization – Marginal Analysis
- Accounting Profit vs. Economic Profit
- Production Function and Marginal Productivity
- Production Costs and Cost Curves
- Isoquants
- Scale
- Cost Curve Shifts

Operations/Production Management

The essential function of the production or operations manager is to synchronize organizational efforts to produce and maintain the quality of goods and services. In this module, you will learn about operations strategy, supply chain management, quality controls and systems, improving quality, and project management.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Discuss the importance of operations/supply chain management.
2. Describe the history and development of exemplary organizations.
3. Explain how single organizations can follow different competitive strategies to be successful.
4. Identify and explain supply chain strategies in single and across multiple organizations.
5. Define the meaning of quality and the components of quality in goods and services.
6. Describe commonly used quality management approaches and steps in implementing them.
7. Describe the three sources for quality improvement: customer feedback, benchmarking, and employee feedback.
8. Describe and interpret qualitative quality improvement tools.
9. Describe and interpret quantitative quality improvement tools.
10. Discuss the steps involved in project management.
11. Explain the role of the project manager.
12. Describe various project management tools and techniques.
13. Review how to execute projects successfully and avoid risks and failure.

Module Sections and Sub-Sections

Section 1: Operations and Supply Chain Strategy

- Operations Strategy Within a Single Organization
- Services
- Global Supply Chain Strategy

Section 2: Quality Management

- Defining Quality
- Why Organizations Improve Quality
- Determinants of Quality
- History of Quality Management
- Teachings of Quality Gurus
- Quality Management Frameworks
- Six Sigma

Section 3: Quality Improvement Methods

- Sources of Quality Improvement Ideas
- Qualitative Quality Improvement Tools
- Quantitative Quality Improvement Tools

Section 4: Project Management

- Elements of Project Management
- Project Management Tools and Techniques
- Success Factors in Project Management

Organizational Behavior

Organizational behavior is the study of individuals and groups within an organizational context and the internal processes and practices that influence the effectiveness of individuals, teams, and organizations. Understanding organizational behavior is important to maximize each employee's satisfaction and effectiveness. This module reviews the essential concepts related to employee competencies, organizational design, culture, and organizational change.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Understand and appreciate the concepts related to individual behavior.
2. Understand and appreciate the concepts related to interpersonal and group behavior.
3. Recognize the importance of communication in organizations.
4. Discuss various theories and constructs of leadership.
5. Describe the basic elements of organizational structure.
6. Understand and explain motivation in organizations.
7. Understand, explain, and discuss organizational culture and change elements.

Module Sections and Sub-Sections

Section 1: Foundational Concepts

- What is Organizational Behavior?
- Organization as a System
- Managerial Functions and Roles

Section 2: Understanding Behavior

- Individual Behavior
- Personality
- Groups and Interpersonal Dynamics
- Teams

Section 3: Communication and Leadership

- What is Communication?
- Types of Organizational Communication
- What Is Leadership?
- Leadership Theories

Section 4: Organizational Structure and Development

- Elements of Organizational Structure
- Motivation Models and Theories
- Elements of Organizational Culture
- Organizational Development

Quantitative Research Techniques and Statistics

In the complex and data-driven business environment, effective organizational decision-making must be grounded in sound statistical analyses and research to succeed in a globally competitive world. Business statistics involves collecting, summarizing, analyzing, and reporting numerical findings relevant to a business decision or situation. This module in quantitative research techniques and statistics will provide a complete picture of statistical concepts and their practical applications and demonstrate how statistical methods are vital tools for modern business leaders.

Expected Student Learning Outcomes:

At the conclusion of the module, learners will be able to:

1. Explain key statistical concepts: the population, the sample, and the statistical inference.
2. Define descriptive and inferential statistics.
3. Describe methods of collecting data.
4. Discuss sampling plans, sampling errors, and non-sampling errors.
5. Describe how to assign probability to events.
6. Explain three rules used to calculate the probability of more complex events from the probability of simpler events.
7. Apply Bayes' Law to calculate conditional probability.
8. Recognize the significance of the sampling distribution.
9. Review the concepts of hypothesis testing.
10. Discuss the results of a test of the hypothesis.
11. Describe how to make inferences about the population mean when the population standard deviation is unknown.
12. Explain how to draw inferences about population variance.
13. Discuss the factors that identify one-way analysis of variance.
14. Recognize the effect of two or more factors on the response variable.
15. Describe the process of selecting one alternative from a list of several possible decisions.
16. Recognize the importance of acquiring, using, and evaluating additional information in decision analysis.

Module Sections and Sub-Sections

Section 1: What is Statistics?

- Descriptive Statistics
- Inferential Statistics
- Key Statistical Concepts
- Statistical Inference
- Confidence and Significance Levels

Section 2: Data Collection and Sampling

- Methods of Collecting Data
- Questionnaire Design
- Sampling and Sampling Plans
- Sampling Error and Non-sampling Error

Section 3: Probability

- Assigning Probability to Events
- Joint, Marginal, and Conditional Probability
- Probability Rules and Trees
- Bayes' Law
- Identifying the Correct Method

Section 4: Sampling Distributions

- Sampling Distribution of the Mean
- Sampling Distribution of a Proportion
- Sampling Distribution of the Difference Between Two Means
- From Here to Inference

Section 5: Introduction to Hypothesis Testing

- Concepts of Hypothesis Testing
- Testing the Population Mean When the Population Standard Deviation Is Known
- Calculating the Probability of a Type II Error
- The Road Ahead

Section 6: Inference About a Population

- Inference About a Population Mean When the Standard Deviation Is Unknown
- Inference About a Population Variance
- Inference About a Population Proportion

Section 7: Analysis of Variance

- One-Way Analysis of Variance
- Multiple Comparisons
- Analysis of Variance Experimental Designs
- Randomized Block (Two-Way) Analysis of Variance
- Two-Factor Analysis of Variance

Section 8: Decision Analysis

- Decision Problem
- Acquiring, Using, and Evaluating Additional Information