

Academic Leveling Courses: Online Educational Modules Service Summary

Peregrine Academic Services provides a range of online educational services including comprehensive training courses and programmatic-level exams.

This document focuses on the Academic Leveling Courses (ALC) and Tests. These may be used for both undergraduate and graduate students.

The ALC service helps students succeed with their business programs by providing foundational knowledge and skills in a broad range of business education topic areas. The ALC service provides non-business majors, or students needing to refresh their knowledge, with the necessary business education fundamentals to complete undergraduate or advanced degrees.

The ALC courses are also used by institutions as the first course(s) in their curriculum and to assess whether pre-requisite requirements have been met and where appropriate provide the course work to address any gaps.

Each module includes a 20 question pre-test, 4-6 hours of online instructional content including review questions, and a 20 question post-test.

This document provides information on:

- ALC modules, sections and sub-sections
- The expected learning outcomes for each module.

Modules available:

Foundations of Accounting
Foundations of Business Ethics
Foundations of Business Integration and Strategic Management
Foundations of Business Finance
Foundations of Business Leadership
Foundations of Global Dimensions of Business
Foundations of Human Resource Management
Foundations of Information Management Systems
Foundations of Legal Environment of Business
Foundations of Macroeconomics
Foundations of Marketing
Foundations of Microeconomics
Foundations of Operations/Production Management
Foundations of Organizational Behavior
Foundations of Quantitative Research Techniques and Statistics

Module: Foundations of Accounting

Expected Student Learning Outcomes.

At the conclusion of the course, students 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 a 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 nonfinancial performance measures.

Course Sections and Sub-sections

- Financial Statement Analysis
 - Basic Analytical Procedures
 - Solvency Analysis
 - Profitability Analysis
 - Summary of Analytical Measures
 - Corporate Annual Reports
- Capital Investment Analysis
 - Nature of Capital Investment Analysis
 - Methods of Evaluating Capital Investment Proposals
 - Factors That Complicate Capital Investment Analysis
 - Capital Rationing
- 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

- 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
 - Financial Statement Reporting of Cash
- 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

Module: Foundations of Business Ethics

Expected Student Learning Outcomes.

At the conclusion of the course, students 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 a number of 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.

Course Sections and Sub-sections

- 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
- 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
- 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

- 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
- 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

Module: Foundations of Business Integration and Strategic Management

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Explain “competitive advantage.”
2. Identify steps in the strategic planning process.
3. Discuss the role of strategic leaders in the strategy-making process.
4. Explain how an enterprise can use functional-level strategies to increase efficiency.
5. Explain how an enterprise can use functional-level strategies to increase quality.
6. Explain how an enterprise can use functional-level strategies to increase innovation.
7. Explain how an enterprise can use functional-level strategies to increase customer responsiveness.
8. Discuss the process of globalization and its impacts on company strategy.
9. Review the different strategies used to compete in the global marketplace.
10. Recognize the pros/cons of modes for entering foreign markets.
11. Explain why a company must define its business and how managers do this through their choices about which customer groups, customer needs, and distinctive competencies to pursue.
12. Define competitive positioning.
13. Identify the choices managers make to pursue a business model based on some combination of the main generic business-level strategies.
14. Discuss successful competitive positioning decisions.
15. Discuss how corporate-level strategy can be used to strengthen a company’s business model and business-level strategies.
16. Define horizontal integration.
17. Explain the difference between a company’s internal value chain and the industry value chain.
18. Describe why cooperative relationships may become a substitute for vertical integration.

Course Sections and Sub-sections

- Strategic Leadership: Managing The Strategy-Making Process For Competitive Advantage
 - Strategic Leadership, Competitive Advantage, and Superior Performance
 - Strategic Managers
 - The Strategy-Making Process
 - Major Goals
 - Strategy As An Emergent Process
 - Strategic Planning In Practice
 - Strategic Decision Making
 - Strategic Leadership
- Building Competitive Advantage Through Functional-Level Strategy
 - Achieving Superior Efficiency
 - Materials Management, Just-In-Time, and Efficiency
 - Achieving Superior Quality
 - Achieving Superior Innovation
- Strategy In The Global Environment
 - The Global And National Environments
 - Increasing Profitability And Profit Growth Through Global Expansion
 - Cost Pressures And Pressures For Local Responsiveness
 - Choosing A Global Strategy
 - The Choice Of Entry Mode
 - Global Strategic Alliances

- Building Competitive Advantage Through Business-Level Strategy
 - Competitive Positioning And The Business Model
 - Competitive Positioning And Business-Level Strategy
 - Competitive Positioning: Generic Business-Level Strategies
 - The Dynamics Of Competitive Positioning
- Corporate-Level Strategy: Horizontal Integration, Vertical Integration, And Strategic Outsourcing
 - Corporate-Level Strategy And The Multi-Business Model
 - Horizontal Integration: Single-Industry Strategy
 - Vertical Integration: Entering New Industries To Strengthen The “Core” Business Model
 - Alternatives To Vertical Integration: Cooperative Relationships
 - Strategic Outsourcing

Module: Foundations of Business Finance

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Describe how financial professionals use accounting information to analyze the firm's cash flows 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 ahead into 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.

Course Sections and Sub-sections

- Financial Statement and Cash Flow Analysis
 - Financial Statements
 - Cash Flow Analysis
 - Assessing Financial Performance Using Ratio Analysis
- Strategic and Operational Financial Planning
 - Overview of the Planning Process
 - Planning for Growth
 - Planning and Control
- 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

- 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
- 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

Module: Foundations of Business Leadership

Expected Student Learning Outcomes.

At the conclusion of the course, students 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.
20. Review the basics of leadership during a crisis.

Course Sections and Sub-sections

- Traits, Motives, and Characteristics of Leaders
 - Personality Traits of Effective Leaders
 - Leadership Motives
 - Cognitive Factors and Leadership
 - The Influence of Heredity and Environment on Leadership
 - The Strengths and Limitations of the Trait Approach
- Leadership Development and Succession
 - Development Through Self-Awareness and Self-Discipline
 - Development Through Education, Experience, and Mentoring
 - Leadership Development Programs
 - Leadership Succession
 - Challenges of Being a New Leader
- Charismatic and Transformational Leadership
 - The Meanings of Charisma
 - Types of Charismatic Leaders
 - Characteristics of Charismatic Leaders
 - The Vision Component of Charismatic Leadership
 - The Communication Style of Charismatic Leaders
 - The Development of Charisma
 - Transformational Leadership
 - Concerns About Charismatic Leadership

- Leadership Behaviors, Attitudes, and Styles
 - The Classic Dimensions of Consideration and Initiating Structure
 - Task-Related Attitudes and Behaviors
 - Relationship-Oriented Attitudes and Behaviors
 - 360-Degree Feedback for Fine-Tuning a Leadership Approach
 - Leadership Styles
- Contingency and Situational 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: How Intelligence, Experience, and Stress Influence Leadership
 - Contingency Leadership in the Executive Suite
 - Leadership During a Crisis
 - Evidence-Based Leadership for the Contingency and Situational Approach

Module: Foundations of Global Dimensions of Business

Expected Student Learning Outcomes.

At the conclusion of the course, students 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, resource, 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 in the global business world.
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.

Course Sections and Sub-sections

- 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
- 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
- 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

- 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
- 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

Module: Foundations of Human Resource Management

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Explain how to gain and sustain a competitive advantage through human resources.
2. Describe the HR Triad.
3. Identify five special themes in managing human resources.
4. Discuss current issues in managing human resources.
5. Explain the strategic importance of recruiting and retaining talented employees.
6. List several recruiting methods and sources.
7. Describe recruiting activities from the applicant's perspective.
8. Discuss ethical issues associated with recruiting.
9. Explain how retention practices influence recruiting needs.
10. Discuss current issues in recruiting and retaining qualified employees.
11. Describe the strategic importance of fairness and legal compliance.
12. Discuss employment laws intended to ensure fair treatment.
13. Recognize the proactive approaches employers use to ensure fair treatment.
14. Describe the strategic importance of training and development.
15. Identify the conditions for effective training and development.
16. Explain how to create conditions to maximize learning during a training or development program.
17. Describe the strategic importance of unionization and collective bargaining.
18. Explain the collective bargaining process.
19. Identify the modes of conflict resolution.
20. Discuss the elements of contract administration.

Course Sections and Sub-sections

- Managing Human Resources
 - The Strategic Importance of Managing Human Resources
 - Gaining and Sustaining a Competitive Advantage
 - A Framework for Managing Human Resources
 - The HR Triad
 - Five Special Themes
 - Current Issues
- Recruiting and Retaining Qualified Employees
 - The Strategic Importance of Recruiting and Retaining Talented Employees
 - Recruitment and Retention within an Integrated HRM System
 - Recruiting Sources and Methods
 - Recruiting from the Applicant's Perspective
 - Recruiting Ethics
 - Equal Opportunity and Nondiscrimination
 - Retaining Employees
 - Current Issues
- Ensuring Fair Treatment and Legal Compliance
 - The Strategic Importance of Fairness and Legal Compliance
 - What Fairness Means to Employees
 - Legal Means to Ensure Fair Treatment
 - Employment-at-Will
 - Settling Disputes
 - Proactive Approaches to Ensuring Fair Treatment
 - Current Issues

- Training and Developing a Competitive Workforce
 - Strategic Importance of Training and Development
 - Training and Development within an Integrated HRM System
 - The HR Triad
 - Determining Training and Development Needs
 - Conditions for Effective Training and Development
 - Stating the Learning Objectives
 - Choosing the Program Format
 - Maximizing Learning
 - Team Training and Development
 - Current Issues
- Understanding Unionization and Collective Bargaining
 - The Strategic Importance of Unionization and Collective Bargaining
 - The Historical Context and Unions Today
 - The Organizing Campaign
 - The Collective Bargaining Process
 - Negotiating the Agreement
 - Conflict Resolution
 - Contract Administration
 - Current Issues

Module: Foundations of Information Management Systems

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Explain why information systems are essential to business.
2. Describe how computers process data into useful information for problem solving and decision making.
3. List major hardware components of computers and explain their functions.
4. Identify key criteria for deciding what computers or related devices to purchase.
5. Explain the difference between application and system software.
6. Explain the types and uses of Web site design tools.
7. Identify the major media and devices used in telecommunications.
8. Describe the various networking and Internet services.
9. Describe the typical software components that decision support systems and expert systems comprise.
10. Recognize how decision support systems and expert systems are used in various domains.

Course Sections and Sub-sections

- Business Information Systems: An Overview
 - Does Information Technology Matter?
 - The Power Of Digital Systems
 - The Purpose Of Information Systems
 - Data, Information, And Information Systems
 - From Recording Transactions To Providing Expertise: Types Of Information Systems
 - Information Systems In Business Functions
 - Web-Empowered Enterprises
 - Careers In Information Systems
- Business Hardware
 - Computer Hardware Components
 - Classification Of Computers
 - A Peek Inside The Computer
 - Input And Output Devices
 - Considerations In Purchasing Hardware
- Business Software
 - Software: Instructions To The Hardware
 - Programming Languages And Software Development Tools
 - Language Translation: Compilers And Interpreters
 - Application Software
 - System Software
 - Open Source Software
 - Software Licensing
 - Considerations For Packaged Software
- Business Networks And Telecommunications
 - Telecommunications In Business And Daily Use
 - Bandwidth And Media
 - Networks
 - Protocols
 - Internet Networking Services
 - The Future Of Networking Technologies

- Decision Support And Expert Systems
 - Decision Support
 - The Decision-Making Process
 - Structured And Unstructured Problems
 - Decision Support Systems
 - Expert Systems
 - Group Decision Support Systems
 - Geographic Information Systems

Module: Foundations of Legal Environment of Business

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Discuss the advantages and disadvantages of forms of business organizations: sole proprietorships, general and limited partnerships, limited liability partnerships, corporations, and limited liability companies.
2. Review the basic tax treatment of sole proprietorships, general and limited partnerships, limited liability partnerships, corporations, and limited liability companies.
3. Describe how partnerships and corporations are structured.
4. Recognize how power is allocated between the shareholders and the directors of a corporation.
5. Discuss the most common legal systems used by the world's countries.
6. Examine the various sources of international law.
7. Describe how national laws of home and host countries are used to regulate the activities of multinational companies.
8. Review the legal issues involved in international business transactions.
9. Discuss the elements necessary for a valid contract.
10. Explain the doctrine of promissory estoppel and unconscionability.
11. Discuss the need for genuine assent.
12. Describe the statute of frauds.
13. Recognize the remedies for breach of contract.
14. Explain Article 2 of the Uniform Commercial Code (UCC).
15. Discuss the laws of e-commerce.
16. Describe the special warranty provisions of the UCC.
17. Review excuses and remedies for nonperformance.
18. Discuss the primary theories of recovery on which a product liability claim can be brought.
19. Review who may be liable for defective products.
20. Describe the defenses to a product liability claim.
21. Discuss the Restatement Approach to design defects and failures to warn

Course Sections and Sub-sections

- Forms of Business Organizations
 - Sole Proprietorship
 - Limited Liability Partnerships
 - Limited Partnership
 - Corporations
 - Limited Liability Companies
 - Income Tax Considerations
 - Ability To Raise Venture Capital
 - Agency Law And Limited Liability
 - Partnerships Mechanics
 - Limited Partnership Requirements
 - Incorporation
 - Piercing The Corporate Veil
 - Management Of The Corporation
 - Structural Changes In A Corporation
 - Tender Offers And Stock Repurchases

- International Law And Transactions
 - National Legal Systems
 - Sources Of International Law
 - National Laws
 - U.S. Trade Regime
 - International Trade Regimes
 - International Transactions
- Contracts
 - Basic Requirements Of A Contract
 - Agreement
 - Consideration
 - Capacity
 - Legality
 - Promissory Estoppel
 - Pre-contractual Liability For Failure To Negotiate In Good Faith
 - Unconscionability
 - Genuineness Of Assent
 - Statute Of Frauds
 - The Parol Evidence Rule
 - Changed Circumstances
 - Contract Modification
 - Discharge Of Contract
 - Duty Of Good Faith And Fair Dealing
 - Third-Party Beneficiaries
 - Remedies
 - Contracts Relating To Mergers And Acquisitions
- Sales, Licensing, And E-Commerce
 - Article 2 Of The UCC
 - Software Licenses
 - Electronic Contracts: The Uniform Electronic Transactions Act And The E-Sign Act
 - Contract Formation
 - Battle Of The Forms
 - Statute Of Frauds
 - Duty Of Good Faith Under The UCC
 - Warranties
 - Magnuson-Moss Warranty Act
 - Right To Reject Nonconforming Goods
 - Allocation Of Risk Of Loss
 - Unconscionability
 - Commercial Impracticability Under The UCC
 - Damages
 - Specific Performance

- Product Liability
 - Theories Of Recovery
 - Litigation Strategy And The Availability Of Punitive Damages
 - Definition Of Product
 - What Makes A Product Defective?
 - Who May Be Strictly Liable For Product Defects?
 - Successor, Market-Share, And Premises Liability
 - Product Liability Class Actions
 - Common Law Defenses
 - Other Legislative Limits On Liability
 - Tobacco, Guns, And Big Food
 - Problems With The Product Liability System And The Restatement (Third) Approach To Design Defects And Failures To Warn

Module: Foundations of Macroeconomics

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Discuss the theory of supply and demand.
2. Recognize the influences of market equilibrium and disequilibrium.
3. Describe the theory of supply and demand in real-life scenarios.
4. Identify the tools and strategies to understand supply and demand applications.
5. Apply CPI and GDP to prices and unemployment.
6. Describe the concepts of prices and unemployment trends as they relate to macroeconomics.
7. Explain the use of GDP and Real GDP to determine the economic health of a country.
8. Recognize the use of economic growth and business cycles as macroeconomic measurements.
9. Review the influences of aggregate demand and aggregate supply.
10. Describe the uses of AD, SRAS, and LRAS as economic indicators.

Course Sections and Sub-sections

- Supply And Demand: Theory
 - A Note About Theories
 - What Is Demand?
 - Supply
 - The Market: Putting Supply And Demand Together
 - Demand And Supply As Equations
 - Price Controls
- Supply And Demand: Applications
 - Application 1: Why Is Medical Care So Expensive?
 - Application 2: Where Will House Prices Change The Most?
 - Application 3: Why Do Colleges Use GPAs, ACTs, And SATs For Purposes Of Admission?
 - Application 4: Supply And Demand On A Freeway
 - Application 5: Price Ceilings In The Kidney Market
 - Application 6: The Minimum Wage Law
 - Application 7: Price Floors And Winners And Losers
 - Application 8: Are Renters Better Off?
 - Application 9: Do You Pay For Good Weather?
 - Application 10: College Superathletes
 - Application 11: 10 A.M. Classes In College
- Macroeconomic Measurements, Part I: Prices And Unemployment
 - How To Approach The Study Of Macroeconomics
 - Three Macroeconomic Organizational Categories
 - Macroeconomic Measures
 - Measuring Unemployment
- Macroeconomic Measurements, Parts II: GDP And Real GDP
 - Gross Domestic Product
 - The Expenditure Approach To Computing GDP For A Real-World Economy
 - The Income Approach To Computing GDP For A Real-World Economy
 - Other National Income Accounting Measurements
 - Real GDP

- Aggregate Demand And Aggregate Supply
 - The Two Sides To An Economy
 - Aggregate Demand
 - Short-Run Aggregate Supply
 - Putting AD And SRAS Together: Short-Run Equilibrium
 - Long-Run Aggregate Supply

Module: Foundations of Marketing

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Explain marketing and its importance.
2. Describe the 5C, STP, and 4P frameworks.
3. Discuss segmentations and its 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.

Course Sections and Sub-sections

- What Is Marketing?
 - Marketing Is An Exchange Relationship
 - Why Is Marketing Important?
 - The Marketing Framework
 - The Marketing Science Of Customer Behavior
- Marketing Segmentation
 - Why Segment?
 - What Are Market Segments?
 - How Do Marketers Segment The Market?
- Channels Of Distribution And Business Marketing Networks and Logistics
 - What Is Distribution?
 - What Are Distribution Channels, Logistics, And Supply Chain Management?
- 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
 - Marketing Research Online
- Marketing Strategy
 - Portfolio Assessment
 - Measures To Facilitate Marketing Strategy
 - Goals
 - Strategies To Achieve Goals

Module: Foundations of Microeconomics

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Explain why consumers attempt to maximize utility.
2. Describe long runs and short runs.
3. Discuss fixed, variable, and total costs.
4. Identify the characteristics of microeconomics and its effect consumers, businesses, and owners
5. Recognize the three primary forms of elasticity as their impacts on economics.
6. Review curve analysis and how it reflects consumer demand.
7. Apply utility theory to the changing world of supply and demand.
8. Describe cost curves and consumer variables.
9. Recognize the role of supply and demand in economics.

Course Sections and Sub-sections

- Elasticity
 - How To Approach The Study Of Microeconomics
 - Elasticity: Part 1
 - Elasticity: Part 2
 - Other Elasticity Concepts
 - The Relationship Between Taxes And Elasticity
- Consumer Choice: Maximizing Utility And Behavioral Economics
 - Utility Theory
 - Consumer Equilibrium And Demand
 - Behavioral Economics
- Production And Costs
 - Why Firms Exist
 - The Firm's Objective: Maximizing Profit
 - Production
 - Costs Of Production: Total, Average, Marginal
 - Production And Costs In The Long Run
 - Shifts In Cost Curves

Module: Foundations of Operations/Production Management

Expected Student Learning Outcomes.

At the conclusion of the course, students 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 strategy in single organizations 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 how to avoid risks and failure

Course Sections and Sub-sections

- Operations and Supply Chain Strategy
 - Operations Strategy Within a Single Organization
 - Services
 - Supply Chain Strategy
- Quality Management
 - Defining Quality
 - Why Firms Improve Quality
 - Determinants of Quality
 - History of Quality Management
 - Teachings of Quality Gurus
 - Quality Management Frameworks
 - Six Sigma
- Quality Improvement Methods
 - Sources of Quality Improvement Ideas
 - Qualitative Quality Improvement Tools
 - Quantitative Quality Improvement Tools
- Project Management
 - Elements of Project Management
 - Project Management Tools and Techniques
 - Success Factors in Project Management

Module: Foundations of Organizational Behavior

Expected Student Learning Outcomes.

At the conclusion of the course, students will be able to:

1. Explain the self-competency and its importance to effectiveness.
2. Explain the communication competency and its importance to effectiveness.
3. Explain the diversity competency and its importance to effectiveness.
4. Explain the ethics competency and its importance to effectiveness.
5. Explain the across cultures competency and its importance to effectiveness.
6. Explain team competency and its importance to effectiveness.
7. Explain the change competency and its importance to effectiveness.
8. Discuss how environmental, strategic, and technological factors affect the design of organizations.
9. Recognize the difference between mechanistic and organic organizations.
10. Describe four foundation organization designs: functional, place, product, and multi-divisional.
11. Describe two contemporary organization designs: multinational and network.
12. Explain how an organization's culture is formed, sustained, and changed.
13. Discuss how organizational culture can influence ethical behaviors of managers and employees.
14. Describe the process of organizational socialization and its effect on culture.
15. Recognize key pressures for change.
16. Discuss the nature of planned organizational change.
17. Identify common reasons for individual and organizational resistance to change.
18. Describe methods for promoting change.

Course Sections and Sub-sections

- Organizational Behavior and Key Competencies
 - Self-Competency
 - Communication Competency
 - Diversity Competency
 - Ethics Competency
 - Across Cultures Competency
 - Teams Competency
 - Change Competency
- Designing Organizations
 - Key Factors in Organization Design
 - Mechanistic and Organic Organizations
 - Foundation Organization Designs
 - Contemporary Organization Designs
- Cultivating Organizational Culture
 - Dynamics of Organizational Culture
 - Types of Organizational Culture
 - Ethical Behavior and Organizational Culture
 - Fostering Cultural Diversity
 - Socialization of New Employees
- Guiding Organizational Change
 - Pressures for Change
 - Planned Organizational Change
 - Resistance to Change
 - Promoting Change

Module: Foundations of Quantitative Research Techniques and Statistics

Expected Student Learning Outcomes.

At the conclusion of the course, students 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 and sampling and non-sampling errors.
5. Describe how to assign probability to events.
6. Explain three rules that are used to calculate the probability of more complex events from the probability of simpler events.
7. Apply Bayes's 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 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 a population variance.
13. Discuss the factors that identify one-way analysis of variance.
14. Recognize the effect on the response variable of two or more factors.
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.

Course Sections and Sub-sections

- What Is Statistics?
 - Key Statistical Concepts
 - Statistical Applications In Business
- Data Collection And Sampling
 - Methods Of Collecting Data
 - Sampling
 - Sampling Plans
 - Sampling And Non-sampling Errors
- Probability
 - Assigning Probability To Events
 - Joint, Marginal, And Conditional Probability
 - Probability Rules And Trees
 - Bayes's Law
 - Identifying The Correct Method
- Sampling Distributions
 - Sampling Distribution Of The Mean
 - Sampling Distribution Of A Proportion
 - Sampling Distribution Of The Difference Between Two Means
 - From Here To Inference
- 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

- 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
- 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
- Decision Analysis
 - Decision Problem
 - Acquiring, Using, And Evaluating Additional Information