

# Anderson School of Management – Post-Masters Certificates in Management

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## Broad Learning Goals

- A. Finance
- B. Information Assurance
- C. International Management
- D. International Management in Latin America
- E. Management Information Systems (MIS)
- F. Management of Technology
- G. Marketing Management
- H. Operations Management
- I. Organizational Behavior/Human Resources
- J. Policy and Planning

## Student Learning Outcomes

- A1. Students will be able to demonstrate an understanding of fundamental finance processes and the concepts underlying these processes and are able to apply them to solve finance problems and make financial decisions.
- A2. Students will be able to apply principles of economic analysis to the decision-making process of individuals and firms.
- A3. Students will be able to demonstrate an understanding of the strategic management of international business risks and opportunities.
- B1. Students will be able to apply IA knowledge and skills to manage information content, access and states within the organization.
- B2. Students will be able to apply IA knowledge and skills to help individuals, groups, and organizations develop policies, controls and standards to protect their information assets.

- B3.** Students will be able to describe the influence of IA professionals in supporting and integrating business functions that enable organization success.
- B4.** Students will be able to apply information assurance concepts to understand, frame, and solve business problems.
- B5.** Students will be able to demonstrate commitment to the IA professional code of conduct, in individual and collaborative work.
- C1.** Students will be able to recognize international market opportunities and evaluate strategies for exploiting these opportunities.
- C2.** Students will be able to formulate strategies associated with managing a company's international operations.
- C3.** Students will be able to develop an ability to understand and manage cultural and institutional differences between countries.
- D1.** Students will be able to recognize international market opportunities and evaluate strategies for exploiting these opportunities.
- D2.** Students will be able to formulate strategies associated with managing a company's international operations.
- D3.** Students will be able to develop an ability to understand and manage cultural and institutional differences between countries.
- E1.** Students will be able to apply MIS knowledge and skills to structure and manage information systems resources in support of business processes.
- E2.** Students will be able to apply MIS knowledge and skills to support management work at all levels – individual, groups, and organizations.
- E3.** Students will be able to demonstrate ability to integrate knowledge across MIS subject areas in situations requiring information-system based business solutions.
- F1.** Students will be able to assess the technological potential of technological innovations.
- F2.** Students will be able to manage R&D projects
- F3.** Students will be able to forecast technological needs within the commercial world.

- F4.** Students will be able to start and/or build businesses based on technology.
- F5.** Students will be able to evaluate the strategic impact of technology on current operations.
- F6.** Students will be able to examine the role of strategic alliances
- F7.** Students will be able to evaluate new ventures based on patents, licenses and other intellectual property positions.
- G1.** Students will be able to understand how marketing relates to the global business enterprise.
- G2.** Students will be able to understand the marketing concept and the importance of market orientation.
- G3.** Students will be able to understand how companies can achieve their objectives through the development and implementation of the marketing plan.
- G4.** Students will be able to comprehend the steps and stages in the marketing research process.
- G5.** Students will be able to describe a marketing research study for a business and interpret research findings to make a decision.
- G6.** Students will be able to explain the conditions necessary to define a market, market segment, and target market; and the variables and techniques used to segment markets.
- G7.** Students will be able to understand the stages in the consumer buying process.
- G8.** Students will be able to understand the key variables in influencing consumer behavior.
- G9.** Students will be able to understand the relationship among the elements of the marketing mix.
- G10.** Students will be able to comprehend the role of the product in the marketing mix, including: the product life cycle, the relevance of product innovation, and product classifications.
- G11.** Students will be able to explain the role of channel and supply chain activities in the marketing mix, including: functions of intermediaries, intensity of channel coverage, and total cost of logistics.

- G12.** Students will be able to understand the role of promotion in the marketing mix, including: the communication process, the promotional mix, advantages and disadvantages of using advertising, publicity, personal selling and sales promotion.
- G13.** Students will be able to appreciate the role of price in the marketing mix, including: pricing objectives, pricing policies, and pricing methods.
- G14.** Students will be able to appreciate the interface of marketing and society, including marketing ethics and social responsibility.
- H1.** Students will be able to demonstrate the ability to analyze and improve a business process.
- H2.** Students will be able to demonstrate an understanding of the appropriate role of inventory and techniques to manage this resource.
- H3.** Students will be able to demonstrate an understanding of the factors contributing to poor operations performance.
- H4.** Students will be able to demonstrate an ability to balance tradeoffs between operations cost and customer satisfaction in a dynamic environment.
- H5.** Students will be able to demonstrate an understanding of Lean/JIT principles.
- H6.** Students will be able to use quantitative skills to solve applied operations and supply chain problems.
- H7.** Students will be able to demonstrate an understanding of the logistical, legal and cultural issues associated with global outsourcing.
- H8.** Students will be able to demonstrate an understanding of the significant role of services in the economy (both B2B and consumer) and an understanding of the unique challenges of managing service operations.
- H9.** Students will be able to demonstrate an understanding of the tensions between the marketing and operations focus of the firm and the difficulties that arise at the manufacturing-marketing interface.
- H10.** Students will be able to demonstrate an understanding how to apply operations theory and practice to enhance business performance.
- H11.** Students will be able to demonstrate an understanding of common manufacturing and service strategies, and methods to deploy strategy throughout the organization.

- H12.** Students will be able to demonstrate an understanding of current technology changes and the implications for operations management practices.
- I1.** Students will be able to understand and implement strategic human resource policies for a competitive business environment.
- I2.** Students will be able to develop, design and implement retention strategies.
- I3.** Students will be able to understand and explain the role of leadership both theoretically and practically.
- I4.** Students will be able to understand and explain how external forces, including the legal environment, affect organizational HR practices.
- I5.** Students will be able to critically evaluate job analyses, recruitment plans and diversity initiatives.
- J1.** Students will be able to understand the interplay between business and its political and social environments.
- J2.** Students will be able to analyze the ethical implications of decisions within a given organizational context.