

LIGS University				
Course Learning Outcomes (CLOs)				
Program:	MBA			
Course #	MBA-1			
Course Name	Management			
Course Description	This course provides an overview of the management discipline, including its key concepts, functions and and practices. It addresses both theory and practical art of management. Key topics include: Management structures and styles; management theories; management styles; change management; leadership; and stakeholder management			
PLO Link	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3
		Apply contemporary and classical management theories to the practice of managing organizations	Select and integrate management processes to effectively lead organizations in a fast-changing environment	Identify and implement management practices that promote equality and inclusion in a diverse organization
Upon completion of the MBA program:				
PLO 1 Knowledge of Business Students will develop a strategic level of understanding of key business functions to:				
1	Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X
2	Identify appropriate management practices for various business settings.	X	X	X
PLO 2 Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:				
1	Create and present solutions for improving business performance.	X	X	X
2	Select and use appropriate tools and research to solve complex managerial problems.	X	X	X
PLO 3 Ethical Leadership Students will identify the impact of leadership and ethics in business to:				
1	Synthesize intercultural practices, diversity, and social responsibility.	X	X	X
2	Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X	X
PLO 4 Global Professional Students will integrate a global perspective on management practices and processes to:				
1	Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X	X
2	Analyze challenges and practices in local, national and global business communities.	X	X	X

LIGS University						
Course Learning Outcomes (CLOs)						
Program:		MBA				
Course #		MBA-4				
Course Name		Communication				
Course Description		This course provides the theories and practices that lead to effective communication between people and within organizations. Key topics include the communication process, strategic communication, communicating in organizations and communication management.				
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3		
		Analyze the theory and practice of effective communication in order to improve the effectiveness of their own personal and professional communication processes	Determine effective communication strategies for various organizational requirements, situations and challenges in both public and private sector organizations	Choose between various written and spoken communication tools, rhetorical styles and messaging systems to create and deploy strategic communications.		
	Upon completion of the MBA program:					
PLO 1 Knowledge of Business Students will develop a strategic level of understanding of key business functions to:						
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X			
	2 Identify appropriate management practices for various business settings.			X		
PLO 2 Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:						
	1 Create and present solutions for improving business performance.	X	X			
	2 Select and use appropriate tools and research to solve complex managerial problems.		X	X		
PLO 3 Ethical Leadership Students will identify the impact of leadership and ethics in business to:						
	1 Synthesize intercultural practices, diversity, and social responsibility.		X	X		
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X			
PLO 4 Global Professional Students will integrate a global perspective on management practices and processes to:						
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X		X		
	2 Analyze challenges and practices in local, national and global business communities.					

LIGS University						
Course Learning Outcomes (CLOs)						
Program:		MBA				
Course #		MBA-2				
Course Name		Finance				
Course Description	This course is designed as an intense introduction to the finance function for non-financial managers including concepts, functions and activities. Key topics include the finance function, financial statement and ratio analysis, financial strategies for organizations, and the financial markets					
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3		
		Evaluate the role of an effective financial function within an organization, including financial statement and ratio analysis, and strategy development and execution.	Use qualitative and quantitative methods to determine effective financial market strategies and models for organizations of various sizes and financial situations.	Apply quantitative methods to the analysis and practice of financial markets, including debt, equity and derivative marketplaces.		
	Upon completion of the MBA program:					
PLO 1	Knowledge of Business Students will develop a strategic level of understanding of key business functions to:					
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X		
	2 Identify appropriate management practices for various business settings.	X	X	X		
PLO 2	Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:					
	1 Create and present solutions for improving business performance.	X	X	X		
	2 Select and use appropriate tools and research to solve complex managerial problems.	X	X	X		
PLO 3	Ethical Leadership Students will identify the impact of leadership and ethics in business to:					
	1 Synthesize intercultural practices, diversity, and social responsibility.	X	X			
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X			
PLO 4	Global Professional Students will integrate a global perspective on management practices and processes to:					
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X			
	2 Analyze challenges and practices in local, national and global business communities.	X	X			

LIGS University									
Course Learning Outcomes (CLOs)									
Program:		MBA							
Course #		MBA-3							
Course Name		Human Resources							
Course Description		This course provides a review of the human capital management process as it manifests in the Human Resource function. Key topics include a review of HR history and role, recruitment and training, HR's role in management strategy, performance management and career development.							
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3					
		Assess the key strategic role and inputs to Human Resource Management and how they have evolved in various organizations.	Reivew HR functions, including training, performance management, employee recruitment and retention and career development.	Analyze the role HR plays in strategic alignment between an organization's various stakeholders at the human capital level.					
	Upon completion of the MBA program:								
PLO 1	Knowledge of Business Students will develop a strategic level of understanding of key business functions to:								
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X					
	2 Identify appropriate management practices for various business settings.	X	X	X					
PLO 2	Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:								
	1 Create and present solutions for improving business performance.	X	X	X					
	2 Select and use appropriate tools and research to solve complex managerial problems.	X	X	X					
PLO 3	Ethical Leadership Students will identify the impact of leadership and ethics in business to:								
	1 Synthesize intercultural practices, diversity, and social responsibility.	X	X	X					
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X	X					
PLO 4	Global Professional Students will integrate a global perspective on management practices and processes to:								
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X	X					
	2 Analyze challenges and practices in local, national and global business communities.	X	X	X					

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Course Learning Outcomes (CLOs)									
Program:		MBA							
Course #		MBA-5							
Course Name		Marketing							
Course Description		This course explores the theories and practices behind effective and strategic marketing for various sized organizations. Key topics include the theoretical grounding of marketing, marketing practices and functions, marketing across borders and cultures and emerging techniques in marketing.							
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3					
		Analyze the impact of various marketing theories on strategic and effective marketing campaigns, in traditional and digital marketing frameworks.	Evaluate the practice of marketing, from research, positioning, messaging and executing marketing campaigns using various media sources.	Assess the role of marketing in various public and private organizations to determine marketing messages and tools for effective marketing.					
	Upon completion of the MBA program:								
	PLO 1 Knowledge of Business Students will develop a strategic level of understanding of key business functions to:								
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	x						x	
	2 Identify appropriate management practices for various business settings.	x						x	
	PLO 2 Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:								
	1 Create and present solutions for improving business performance.	x		x					
	2 Select and use appropriate tools and research to solve complex managerial problems.	x		x					
	PLO 3 Ethical Leadership Students will identify the impact of leadership and ethics in business to:								
	1 Synthesize intercultural practices, diversity, and social responsibility.							x	
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	x		x					
	PLO 4 Global Professional Students will integrate a global perspective on management practices and processes to:								
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	x						x	
	2 Analyze challenges and practices in local, national and global business communities.	x		x					

LIGS University									
Course Learning Outcomes (CLOs)									
Program:		MBA							
Specialization		Strategic Management							
Course #		MBA-7							
Course Name		Strategic Management							
Course Description		This course examines the role and process of the strategic framework in organizational leadership and management. Key topics include development and execution of strategy, role of strategy in organizational direction and success, and various strategic management theories and tactics.							
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3					
		Evaluate various approaches to selecting and creating strategy that fit for an organization's size, scope and structure	Analyze the implementation of strategy and its impact on an organization's culture, performance and effectiveness for its stakeholders	Assess the impact of strategic change on an organization through the filters of its internal and external environments					
	Upon completion of the MBA program:								
PLO 1	Knowledge of Business Students will develop a strategic level of understanding of key business functions to:								
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X					
	2 Identify appropriate management practices for various business settings.	X	X	X					
PLO 2	Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:								
	1 Create and present solutions for improving business performance.	X	X	X					
	2 Select and use appropriate tools and research to solve complex managerial problems.	X	X	X					
PLO 3	Ethical Leadership Students will identify the impact of leadership and ethics in business to:								
	1 Synthesize intercultural practices, diversity, and social responsibility.	X	X	X					
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X	X					
PLO 4	Global Professional Students will integrate a global perspective on management practices and processes to:								
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X	X					
	2 Analyze challenges and practices in local, national and global business communities.	X	X	X					

LIGS University							
Course Learning Outcomes (CLOs)							
Program:		MBA					
Specialization		Accounting					
Course #		MBA-9					
Course Name		Financial Reporting and Analysis					
Course Description		This course examines theory and contemporary practice of financial reporting, analysis and valuation in organizations of various size and scope. Key topics include financial statement analysis, asset valuation, risk assessment and forecasting, reporting techniques and cost analysis.					
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3			
		Apply financial standards and ratios to financial statements and reports for a selection of for-profit, non-profit and public organizations.	Interpret financial data for the purpose of constructing risk assessment, valuation and forecasting activities, reporting financial results.	Analyze cost behavior patterns and implications for break-even, scalability and profitability forecasts and reporting			
	Upon completion of the MBA program:						
PLO 1	Knowledge of Business Students will develop a strategic level of understanding of key business functions to:						
1	Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X			
2	Identify appropriate management practices for various business settings.	X	X	X			
PLO 2	Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:						
1	Create and present solutions for improving business performance.	X	X	X			
2	Select and use appropriate tools and research to solve complex managerial problems.	X	X	X			
PLO 3	Ethical Leadership Students will identify the impact of leadership and ethics in business to:						
1	Synthesize intercultural practices, diversity, and social responsibility.	X					
2	Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X					
PLO 4	Global Professional Students will integrate a global perspective on management practices and processes to:						
1	Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X				
2	Analyze challenges and practices in local, national and global business communities.	X	X				

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Course Learning Outcomes (CLOs)				
Program:	MBA			
Specialization	Accounting			
Course #	MBA-10			
Course Name	Managerial Accounting			
Course Description	This course develops a framework for the use of accounting theory, practice and tools in the management and leadership of organizations. Key topics include the theoretical and practical frameworks for managerial accounting, use of accounting to evaluate managerial decisions and use of accounting for cost control and budgeting.			
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3
		Analyze accounting systems and their use as resources for data analysis and managerial decision making for for-profit, non-profit and public sector organizations	Use accounting tools to calculate costs, cash flow and income across business processes in various types of organizations	Comfortably approach and resolve business problems using the tools, practices and ratios of managerial accounting
	Upon completion of the MBA program:			
	PLO 1 Knowledge of Business Students will develop a strategic level of understanding of key business functions to:			
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X
	2 Identify appropriate management practices for various business settings.	X	X	X
	PLO 2 Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:			
	1 Create and present solutions for improving business performance.	X	X	X
	2 Select and use appropriate tools and research to solve complex managerial problems.	X	X	X
	PLO 3 Ethical Leadership Students will identify the impact of leadership and ethics in business to:			
	1 Synthesize intercultural practices, diversity, and social responsibility.	X	X	X
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X	X
	PLO 4 Global Professional Students will integrate a global perspective on management practices and processes to:			
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X	X
	2 Analyze challenges and practices in local, national and global business communities.	X	X	X

LIGS University									
Course Learning Outcomes (CLOs)									
Program:		MBA							
Specialization		Financial Management							
Course #		MBA-19							
Course Name		Risk Management							
Course Description		This course addresses the nature of risk and the theory and practical applications of risk management tools, processes and techniques. Key topics include the foundations of risk and risk management for financial, physical and intangible risk, along with risk management strategies, tools and techniques							
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3					
		Assess the type and nature of risks that organizations face and match them with appropriate risk management strategies.	Analyze financial, physical and intangible risk - including risk to intellectual property, political and market risk - and evaluate tools to help manage risk.	Codify and calculate risk profiles for organizations of various size, scope and maturity using theoretical models and appropriate conceptual and technological tools.					
	Upon completion of the MBA program:								
PLO 1	Knowledge of Business Students will develop a strategic level of understanding of key business functions to:								
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X					
	2 Identify appropriate management practices for various business settings.	X	X	X					
PLO 2	Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:								
	1 Create and present solutions for improving business performance.	X	X	X					
	2 Select and use appropriate tools and research to solve complex managerial problems.	X	X	X					
PLO 3	Ethical Leadership Students will identify the impact of leadership and ethics in business to:								
	1 Synthesize intercultural practices, diversity, and social responsibility.	X	X						
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X						
PLO 4	Global Professional Students will integrate a global perspective on management practices and processes to:								
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X						
	2 Analyze challenges and practices in local, national and global business communities.	X	X						

LIGS University									
Course Learning Outcomes (CLOs)									
Program:	MBA								
Specialization	Public Relations								
Course #	MBA-21								
Course Name	Communications With the Media								
Course Description	This course examines the theory and practice of messaging and interaction with individuals and organizations who serve in the public and private media Key topics include communication theory for message development and delivery, factors that influence media coverage and tone, and the role of digital and social media in communication								
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3					
		Analyze classic and contemporary communication and messaging theories for their application to persona and corporate communication with media sources	Investigate and assess various media channels and platforms for their fit with an individual or organization's message and capacity for media engagement	Evaluate the role of digital and social media for communication conditions such as branding, crisis management, promotion and persuasion across cultural, technological and social environments					
	Upon completion of the MBA program:								
PLO 1	Knowledge of Business Students will develop a strategic level of understanding of key business functions to:								
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	x						x	
	2 Identify appropriate management practices for various business settings.			x				x	
PLO 2	Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:								
	1 Create and present solutions for improving business performance.	x							
	2 Select and use appropriate tools and research to solve complex managerial problems.			x				x	
PLO 3	Ethical Leadership Students will identify the impact of leadership and ethics in business to:								
	1 Synthesize intercultural practices, diversity, and social responsibility.	x							
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.							x	
PLO 4	Global Professional Students will integrate a global perspective on management practices and processes to:								
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.							x	
	2 Analyze challenges and practices in local, national and global business communities.	x						x	

LIGS University				
Course Learning Outcomes (CLOs)				
Program:	MBA			
Specialization	Ethical Leadership			
Course #	MBA-27			
Course Name	Business Ethics			
Course Description	This course provides a conceptual framework and practical strategies for moral business principles that can be applied across cultures and organizations Key topics include a framework for ethical practice and decision-making, ethical differences across cultures, consequences of ethical and unethical decisions and metrics for ethical management			
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3
		Ascertain a framework for ethical decision making grounded in moral principles that encompass values and cultural realities of a global society	Analyze business and organizational success and failure in light of ethical decision making and subsequent behavior	Evaluate the impact of ethical values and policies on the communities and stakeholders of large-scale businesses and organizations
	Upon completion of the MBA program:			
	PLO 1 Knowledge of Business Students will develop a strategic level of understanding of key business functions to:			
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X
	2 Identify appropriate management practices for various business settings.	X	X	X
	PLO 2 Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:			
	1 Create and present solutions for improving business performance.	X	X	X
	2 Select and use appropriate tools and research to solve complex managerial problems.	X	X	X
	PLO 3 Ethical Leadership Students will identify the impact of leadership and ethics in business to:			
	1 Synthesize intercultural practices, diversity, and social responsibility.	X	X	X
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X	X
	PLO 4 Global Professional Students will integrate a global perspective on management practices and processes to:			
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X	X
	2 Analyze challenges and practices in local, national and global business communities.	X	X	X

LIGS University										
Course Learning Outcomes (CLOs)										
Program:		MBA								
Specialization		Ethical Leadership								
Course #		MBA-28								
Course Name		Corporate Social Responsibility								
Course Description		This course examines the theory and practice of corporate social responsibility in organizations of various size, scope and maturity								
		Key topics include the theoretical grounding for an organization's responsibility to its various stakeholders, socially responsible policies and behaviors and metrics for social responsibility								
PLO Linkage	Please link each Course Learning Outcome (CLO) to the right with its corresponding Program Learning Outcome (PLO) below. Each CLO may link to more than one PLO and vice versa.	CLO 1	CLO 2	CLO 3						
		Evaluate corporate and organizational policies, behavior and results in light of their responsibility to various stakeholder groups	Analyze corporate strategies, structures and policies for their impact on stakeholders of various sizes and varying degrees of influence	Assess organizational policies, practices, metrics and behaviors in light of corporate social responsibility						
	Upon completion of the MBA program:									
PLO 1	Knowledge of Business Students will develop a strategic level of understanding of key business functions to:									
	1 Apply effective strategies for key business functions especially including management, marketing, human resources, and finance.	X	X	X						
	2 Identify appropriate management practices for various business settings.	X	X	X						
PLO 2	Critical Thinking and Problem Solving Skills Students will apply relevant critical thinking and problem solving skills to:									
	1 Create and present solutions for improving business performance.	X	X	X						
	2 Select and use appropriate tools and research to solve complex managerial problems.	X	X	X						
PLO 3	Ethical Leadership Students will identify the impact of leadership and ethics in business to:									
	1 Synthesize intercultural practices, diversity, and social responsibility.	X	X	X						
	2 Manifest cultural awareness and sensitivity at strategic and leadership levels in their organizations.	X	X	X						
PLO 4	Global Professional Students will integrate a global perspective on management practices and processes to:									
	1 Identify opportunities through the lens of a cosmopolitan, global perspective.	X	X	X						
	2 Analyze challenges and practices in local, national and global business communities.	X	X	X						

