

Appendix 6: Concept Inventory Form for J401, Administrative Policy, spring 2008

Concepts:	Description of the concept (tool)	In one sentence, please describe the context in which the concept is taught (Simply, what it is you do with the concept)	Which program learning goal (see attached list) does the concept relate to?	What specific objective does the concept achieve? (Simply, what outcome do you expect?)
Primary objective of businesses	Primary objective of businesses in a competitive market economy	When learning the purpose that business and corporate strategies are designed to achieve	7, 5	Understand that businesses' primary objective derives from the role it plays in a competitive market economy/Society.
Business strategy	Choosing how to compete within an industry to achieve business objectives	It is one of the main topics in the course.	7	Learn what constitutes business strategy and the purpose that it serves. Learn the process of formulating and evaluating effective business strategy.
External environment analysis	Various tools used to analyze environmental conditions and trends that affect businesses	When discussing the process of formulating/evaluating business strategy.	6, 3, 4, 7	Learn how to analyze the external environment of businesses and corporations.
Internal environmental analysis	Various tools used to analyze a firm's internal environment to identify its strengths and weaknesses	When discussing the process of formulating/evaluating business strategy.	6, 3, 4, 7	Learn how to analyze the internal environment of businesses and corporations.
Strategic thinking and strategic decision making	Thinking about events, trends, and situations in terms of their implications for achieving a business's objectives. Common obstacles to strategic	In the context of illustrating the inherent difficulties of formulating strategies, and how successful firms systematically deal with these problems.	3, 7, 8	Learn what constitutes strategic thinking. Learn the common obstacles to strategic decision making (e.g., cognitive biases, group think) and the methods to minimize their

	decision making, such as cognitive biases, and ways to address them.			effects (devils advocacy, dialectic inquiry).
Corporate strategy	Choosing whether and how to configure and coordinate a corporation's activities across multiple-industries to achieve business objectives.	It is one of the main topics in the course.	7, 6	Learn what constitutes corporate strategy and the purpose it serves. Learn the process of formulating and evaluating effective corporate strategy.
Corporate expansion and divestment initiatives	Initiatives including vertical integration, diversification, acquisition, joint ventures, and spin-offs.	In detailing the content of corporate strategies.	7	Learn alternative types and means of corporate expansion into multiple-industries and their respective advantages and pitfalls. Learn alternative ways of divesting businesses.
Strategy implementation	Designing the organization to effectively implement business and corporate strategies.	It is one of the main topics in the course.	7, 3, 4, 6	Learn factors that increase the chances of successful strategy implementation.
Corporate governance	Governing how a business conducts its affairs with respect to all stakeholders/ society at large.	In discussing the role of businesses within the economy/society, and how laws, regulations, the market for corporate control, and "incentives" designed to align the interests of managers and stockholders act as mechanisms to ensure that businesses fulfill their role within the economy/society.	5, 7	Learn how businesses are a part of the economy/ society and as such their affairs are governed by various laws, regulations, and other mechanisms. Also to understand that such governance is important to ensure that businesses fulfill their role in the economy/society.

<p>Strategic analysis and presentation skills</p>	<p>Ability to apply analytical tools and frameworks learned in the course. Ability to research information. Ability to present findings in live presentations and in writing.</p>	<p>The course design includes many case studies and presentation projects that provide opportunities for students to develop/hone these skills.</p>	<p>3, 1, 2, 8, 7</p>	<p>Learn skills (analytical, group work, information gathering, and live and written presentation skills) necessary to apply the various analytical tools learned in the course to develop/evaluate business and corporate strategies.</p>
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J401, Administrative Policy

Prerequisite concepts:	Description of the Concept	In one sentence, please describe the context in which the concept is used	For Associate Dean's office use only. In what courses, if any, is the concept covered?	In your opinion what was the level of mastery/knowledge of students during the last two years?		
				Adequate	Inadequate	Comments
Essential:						
1.	Ability to read and understand financial statements including cash flow statements (knowing what items can be found, where to find them, and how to interpret them)	In analyzing the internal environment of a firm to identify its strengths and weaknesses and in judging whether a firm has achieved its objectives.	A202,A202, F301		X	
2.	Understand how firms are valued, and the drivers of firm value	In analyzing whether a firm has achieved its objectives, and in evaluating corporate expansion/divestment initiatives	F301		X	
3.	Different models of information systems in use (e.g., seamless ERPs versus isolated functional systems); Data analytical methods in use (CRMs and data mining applications)	In learning the formulation/evaluation/ and implementation of business strategy primarily and corporate strategy to some extent.	K321	X		

4.	Organization structures, organization cultures, and management styles in terms of their prevalent types along with their respective strengths and drawbacks	In learning about strategy implementation.	Z302	X		
5.	Fundamental concepts in marketing	In learning the formulation/evaluation/ and implementation of business strategy primarily and corporate strategy to some extent.	M301	X		
Helpful:						
1.	An understanding of businesses in terms of their role in the economy and society.	When learning the purpose that business and corporate strategies are designed to achieve, and in discussing corporate governance.	W100? J404? As pre-requisite?		X	

2.	Different models of organizing operations (e.g., hub & spoke versus point-to-point in airline service); different supply chain configurations and systems; models of internal operation interfaces (e.g., between purchasing and manufacturing; between manufacturing and marketing)	In learning about formulating and evaluating business strategy.	P301, M301			
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Learning Goals for Undergraduate Programs as approved by faculty:

1. Written and oral communication;
2. Reflective thinking and understanding multicultural diversity;
3. Analytic reasoning, statistical analysis and management science, and leadership to support organizational decision making;
4. Using information technologies and understanding their impacts on organizations, economies, and management;
5. Ethical reasoning, and social and legal responsibilities in organizations and society;
6. Financial theories, analysis and reporting, and understanding domestic and global economic environments of organizations;
7. Creating value through integrated production, marketing, and distribution of goods, services, and information;
8. Group and individual dynamics in organizations.

Learning Goals and the concepts/learning objectives for J401, Administrative Policy

Goal #	Learning Goals for Undergraduate Programs as approved by faculty:	Learning Objectives	Courses for preparation	Level of mastery/knowledge of students
1	Written and oral communication;	<ul style="list-style-type: none"> • Ability to present findings in live presentations and in writing. • Ability to apply analytical tools and frameworks learned in the course. 	W131,W230, & S121	
2	Reflective thinking and understanding multicultural diversity;	<ul style="list-style-type: none"> • Ability to research for information. • Ability to apply analytical tools and frameworks learned in the course. 	E270, K321	
3	Analytic reasoning, statistical analysis and	<ul style="list-style-type: none"> • Ability to apply analytical tools and frameworks learned in the course. Ability to research 	E270, P301, D300, Z302	

	management science, and leadership to support organizational decision making	<p>information.</p> <ul style="list-style-type: none"> Thinking about events, trends, and situations in terms of their implications for achieving a business's objectives. Common obstacles to strategic decision making, such as cognitive biases, and ways to address them. Various tools used to analyze a firm's internal environment to identify its strengths and weaknesses 		
4	Using information technologies and understanding their impacts on organizations, economies, and management;	<ul style="list-style-type: none"> Various tools used to analyze a firm's internal environment to identify its strengths and weaknesses 	K321	
5	Ethical reasoning, and social and legal responsibilities in organizations and society;	<ul style="list-style-type: none"> Governing how a business conducts its affairs with respect to all stakeholders/ society at large. When learning the purpose that business and corporate strategies are designed to achieve 	L201, Z302	
6	Financial theories, analysis and reporting, and understanding domestic and global economic environments of organizations;	<ul style="list-style-type: none"> Choosing whether and how to configure and coordinate a corporation's activities across multiple-industries to achieve business objectives. Various tools used to analyze a firm's internal environment to identify its strengths and weaknesses 	F301, A201, and A202	
7	Creating value through integrated production, marketing, and distribution of goods, services, and information;	<ul style="list-style-type: none"> Ability to apply analytical tools and frameworks learned in the course. Initiatives including vertical integration, diversification, acquisition, joint ventures, and spin-offs. Choosing whether and how to configure and coordinate a corporation's activities across multiple-industries to achieve business objectives. Various tools used to analyze a firm's internal 	P301, M301	

		<p>environment to identify its strengths and weaknesses</p> <ul style="list-style-type: none"> • Choosing how to compete within an industry to achieve business objectives • When learning the purpose that business and corporate strategies are designed to achieve 		
8	Group and individual dynamics in organizations.	<ul style="list-style-type: none"> • Designing the organization to effectively implement business and corporate strategies. • Thinking about events, trends, and situations in terms of their implications for achieving a business's objectives. • Common obstacles to strategic decision making, such as cognitive biases, and ways to address them. 	Z302	