



# **Certificate of Advanced Business Administration Strategist**

## *Certified Business Administration Strategist (CBAS)*

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## Course Details

Course Title	<b>Certificate of Advanced Business Administration Strategist</b>
Course Description	<p>The Certificate of Advanced Business Administration Strategist is an academic certificate program demonstrating expertise and knowledge upon passing the entire set of quizzes and exams. Quizzes and exams are all multiple choice and provide the opportunity for students to retake as necessary with a passing score of 85% or greater demonstrating mastery. An overall score of 95% or better will be noted on certificate as Distinction.</p> <p>The Certified Business Administration Strategist (CBAS) is a certification exam that can be taken independent of the Certificate of Advanced Business Administration Strategist program. The CHRS certification is a 4 hour, 200 question multiple choice exam covering the content in the Certificate of Advanced Business Administration Strategist program. The proctored certification exam upon passing with a score of 75% or greater indicates certifying the knowledge and expertise in applying the knowledge professionally. The certification allows the use of the CBAS™ credential for 5 years before renewing.</p>
Credit Hours	<p>For each module, plan 90 minutes to read each chapter and 30 minutes for notes and review. Don't forget extra time for quizzes and exams, including retakes for practice.</p> <p>191 chapters: 120 minutes per chapter (90 minutes reading + 30 minutes review) totals 382 hours. Chapter quizzes: 45 minutes each, with retakes for practice, adds up to 286.5 hours. Final exams for 12 modules: 2 hours each, totaling 48 hours with practice and retakes.</p> <p>In total, you'll need about 716.5 hours: 382 hours for reading and review, 286.5 hours for quizzes and retakes, and 48 hours for final exams.</p>

## Module Textbooks

Textbooks used for the Certificate of Advanced Business Administration Strategist include all support materials, expert session videos, PowerPoint slides, and eBooks. The Certificate of Advanced Business Administration Strategist program has 12 full modules.

1	<b>Principles of Management</b>	Version 5.0 by Talya Bauer, Berrin Erdogan, and Jeremy Short, Published: June 2021
2	<b>Leadership for Organizations</b>	Version 2.1 by David A. Waldman and Charles O'Reilly, Published: March 2024
3	<b>Mastering Organizational Behavior</b>	Version 14.0 by Cecily D. Cooper, Don Hellriegel, and John W. Slocum Jr., Published: May 2017
4	<b>The Art of Leadership and Supervision</b>	Version 2.0 by Laura Portolese, Phil Upperman, and Robert Trumphy, Published: June 2023
5	<b>Project Management: from Simple to Complex</b>	Version 2.0 by Russell Darnall and John M. Preston, Published: February 2018
6	<b>Corporate Finance</b>	Version 3.0 by Stan Eakins and William McNally, Published: July 2024
7	<b>Fundamentals of Managerial Accounting</b>	Version 3.0 by Kurt Heisinger and Joe Ben Hoyle, Published: April 2021
8	<b>Global Business Management</b>	Version 2.0 by Sanjyot P. Dunung, Published: February 2024
9	<b>Principles of Economics</b>	Version 10.0 by John B. Taylor and Akila Weerapana, Published: October 2023
10	<b>Principles of Marketing</b>	Version 5.0 by Jeff Tanner and Mary Anne Raymond, Published: September 2022
11	<b>Organizational Communication: Theory, Research, and Practice</b>	Version 2.0 by Jason S. Wrench, Narissra Punyanunt-Carter, and Mark Ward Sr., Published: July 2023
12	<b>Mastering Strategic Management</b>	Version 3.0 by Dave Ketchen and Jeremy Short, Published: September 2021

## **Module 1: Principles of Management**

**2021 Version by Talya Bauer, Berrin Erdogan, and Jeremy Short, Publisher: FlatWorld**

Thomas Edison once said, “There is a way to do it better—find it.” Management looks at different ways to improve efficiency for individuals, groups, and organizations using the key elements of planning, organizing, leading, and controlling. All of us manage our days, lives, careers, and other elements of work and life so I am confident the material in this course will lead you to live a fuller, more productive, and enjoyable life.

### **Learning Objectives:**

- ✓ Develop a foundational understanding of the principles of management and their application in organizational contexts.
- ✓ Analyze the historical evolution of management and how trends such as globalization and ethics shape modern management practices.
- ✓ Understand the influence of personality, attitudes, and behaviors on individual and team performance.
- ✓ Learn to craft clear mission statements, organizational visions, and core values.
- ✓ Gain the ability to apply strategic management frameworks for setting goals and objectives.
- ✓ Understand organizational structures and how to effectively manage change within them.
- ✓ Cultivate a strong organizational culture that supports innovation and collaboration.
- ✓ Enhance leadership skills to motivate and guide teams toward achieving organizational goals.
- ✓ Master decision-making techniques and improve problem-solving abilities.
- ✓ Develop effective communication skills to foster transparency and teamwork.
- ✓ Learn how to build and manage high-performing groups and teams.
- ✓ Understand key motivational theories and how to apply them to improve employee engagement.
- ✓ Gain a solid grasp of control systems and their role in organizational success.
- ✓ Explore the strategic aspects of human resource management, including talent acquisition and retention.

**Chapters / Units:**

- Chapter 1: Introduction to Principles of Management
- Chapter 2: History, Trends, Globalization, and Ethics
- Chapter 3: Personality, Attitudes, and Work Behaviors
- Chapter 4: Developing Mission, Vision, and Values
- Chapter 5: Strategic Management
- Chapter 6: Goals and Objectives
- Chapter 7: Organizational Structure and Change
- Chapter 8: Organizational Culture
- Chapter 9: Leading People and Organizations
- Chapter 10: Decision Making
- Chapter 11: Communication in Organizations
- Chapter 12: Managing Groups and Teams
- Chapter 13: Motivating Employees
- Chapter 14: The Essentials of Control
- Chapter 15: Strategic Human Resource Management

## **Module 2: Leadership for Organizations**

**2024 Version from David A. Waldman and Charles O'Reilly, Publisher: FlatWorld**

Leadership is frequently cited as the key to sustained competitive advantage in organizations, both in the United States and internationally. Despite growing cynicism toward leaders in public and private sectors due to unethical practices or crisis mismanagement, effective leadership remains a critical component for organizational success and career advancement. This module explores the nature of effective leadership practices, examining both traditional and emerging leadership approaches, such as servant, transformational, diversity-oriented, and socially responsible leadership. Additionally, it considers the global context, emphasizing how leadership practices vary across cultures and environments.

### **Learning Objectives:**

Specific learning objectives for the module include the following:

- ✓ gain an understanding of traditional (e.g., situational) and newer, effective leadership practices (e.g., ethical and responsible leadership), and how such practices can be applied;
- ✓ enhance one's motivation to lead and identify with the leadership role;
- ✓ develop leadership skills and perspective by observing, analyzing, and role-modeling people who show effective behavior in leadership positions; or alternatively, avoiding ineffective behaviors or qualities shown by individuals in such positions;
- ✓ build critical thinking and reasoning skills by informing one's analysis of leadership issues through comparisons with relevant readings and other sources of information (e.g., videos of leader role models); and
- ✓ build communication skills through class discussions, writing, and interviewing.

**Chapters / Units:**

- Part 1: Foundations for Effective Leadership
  - Chapter 1: Introduction
  - Chapter 2: Leader Traits and Characteristics
  - Chapter 3: Leader-Member Exchange and Relationship-Building
  - Chapter 4: Followership: Managing Up and Sideways
  - Chapter 5: Situational Leadership
- Part 2: Contemporary Issues in Leadership
  - Chapter 6: Ethical, Moral, and Responsible Leadership
  - Chapter 7: Seeking, Receiving, and Giving Feedback
  - Chapter 8: Team and Shared Leadership
  - Chapter 9: Dealing with Diversity in Leadership Roles
  - Chapter 10: Global Leadership
- Part 3: Visionary and Strategic Leadership
  - Chapter 11: Inspirational and Visionary Leadership
  - Chapter 12: Strategic Leadership and Shaping Organizational Culture
  - Chapter 13: Generating Organizational Change through Strategic Leadership

**Chapter Quizzes 1-13:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 1 Exam (Covers Chapters 1-15):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## Module 3: Mastering Organizational Behavior

2017 Version from Cecily D. Cooper, Don Hellriegel, and John W. Slocum Jr., Publisher: FlatWorld

The corporate world relies on strong leadership and cohesive teams to thrive in a dynamic and rapidly evolving environment. *Mastering Organizational Behavior* provides both theoretical and practical insights into understanding and managing human behavior in the workplace. Drawing on the academic and consulting expertise of experienced authors, this book equips you with the skills to analyze and influence organizational dynamics, enhance leadership effectiveness, and foster high-performing teams. By exploring key topics such as motivation, communication, leadership, and organizational culture, you will develop the interpersonal competencies necessary to lead with confidence and integrity. Through a blend of written explanations, case studies, and interactive exercises, you'll gain the tools to navigate complex workplace challenges and drive sustainable organizational success. By the end of this module, you will be prepared to step into any organizational role and foster an environment of trust, collaboration, and innovation.

### Learning Objectives:

- ✓ Gain a foundational understanding of organizational behavior and its impact on workplace performance.
- ✓ Analyze individual differences and their influence on job attitudes and employee engagement.
- ✓ Learn how perceptions and attributions affect decision-making and team dynamics.
- ✓ Understand effective strategies for motivating employees and managing performance.
- ✓ Develop competencies in leadership, including both foundational and emerging perspectives.
- ✓ Enhance your ability to lead and develop high-performing teams.
- ✓ Master techniques for managing conflict and negotiating effectively in professional settings.
- ✓ Learn to design and sustain organizational structures that support strategic goals.
- ✓ Cultivate a strong organizational culture that promotes innovation and collaboration.
- ✓ Gain the skills to manage organizational change and navigate complex transitions.
- ✓ Apply organizational behavior concepts through real-world case studies and projects.



**Chapters / Units:**

- Chapter 1: Learning about Organizational Behavior
- Chapter 2: Individual Differences and Job Attitudes
- Chapter 3: Perceptions and Attributions
- Chapter 4: Learning and Performance Management
- Chapter 5: Motivating Employees
- Chapter 6: Motivation: Goal Setting and Reward Programs
- Chapter 7: Workplace Stress and Aggression
- Chapter 8: Interpersonal Communication in Organizations
- Chapter 9: Promoting Fairness and Trust
- Chapter 10: Leadership Effectiveness: Foundations
- Chapter 11: Leadership Effectiveness: New Perspectives
- Chapter 12: Developing and Leading Teams
- Chapter 13: Managing Conflict and Negotiating Effectively
- Chapter 14: Managerial Decision Making
- Chapter 15: Organization Design
- Chapter 16: Cultivating Organizational Culture
- Chapter 17: Managing Organizational Change
- Chapter 18: Integrating Cases

**Chapter Quizzes 1-18:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 2 Exam (Covers Chapters 1-13):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 4: The Art of Leadership and Supervision**

**2023 Version from Laura Portolese, Phil Upperman, and Robert Trumpy, Publisher: FlatWorld**

Leadership is the cornerstone of organizational success, and mastering its principles is essential for anyone aspiring to make a lasting impact. This module provides a comprehensive exploration of leadership, management, and followership, equipping you with the tools to inspire teams, make sound decisions, and drive organizational growth. Blending theoretical frameworks with practical applications, this book delves into leadership styles, motivation, decision-making, ethical considerations, and change management. Through real-world examples, case studies, and interactive exercises, you'll learn how to cultivate strong interpersonal skills, build effective teams, and foster a culture of continuous improvement. By the end of this module, you'll be prepared to lead with confidence, integrity, and adaptability in today's dynamic business environment.

### **Learning Objectives:**

- ✓ Understand the fundamental principles of leadership, management, and followership.
- ✓ Develop interpersonal skills essential for effective leadership and team collaboration.
- ✓ Analyze and apply various leadership theories and styles to diverse situations.
- ✓ Learn how to build and lead high-performing teams using adaptive and situational leadership techniques.
- ✓ Master the process of setting organizational direction and aligning team goals with strategic objectives.
- ✓ Cultivate skills for motivating employees and fostering engagement as a core leadership responsibility.
- ✓ Enhance decision-making capabilities to address complex organizational challenges.
- ✓ Embrace ethical leadership practices and understand their importance in building trust and integrity.
- ✓ Address operational leadership concerns and effectively manage performance issues.
- ✓ Lead organizational change initiatives with confidence and strategic foresight.
- ✓ Design and implement a personal leadership development plan for ongoing growth.

**Chapters / Units:**

- Chapter 1: Introduction to Leadership, Management, and Followership
- Chapter 2: Developing Interpersonal Skills for Success
- Chapter 3: Leadership Theories and Styles
- Chapter 4: Building Teams, Adaptive and Situational Leadership, and Leadership Power
- Chapter 5: The Leader's Responsibility for Setting Organizational Direction
- Chapter 6: Developing Employees as Followers
- Chapter 7: Motivation as a Responsibility of Leadership
- Chapter 8: Effective Decision Making
- Chapter 9: The Ethical Leader
- Chapter 10: Operational Leadership Considerations
- Chapter 11: Intervening and Aiding Employees with Performance Issues
- Chapter 12: Leading Change
- Chapter 13: The Leadership Development Process

**Chapter Quizzes 1-13:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 3 Exam (Covers Chapters 1-18):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 5: Project Management: from Simple to Complex**

**2018 Version from Russell Darnall and John M. Preston, Publisher: FlatWorld**

Project management is an essential discipline for delivering successful projects in any organization. This module offers a comprehensive guide to the principles, processes, and practices of project management. It covers everything from initiating and planning projects to managing schedules, costs, risks, and quality, all while focusing on stakeholder expectations and effective communication. Through a combination of theoretical concepts and real-world examples, this module equips you with the skills needed to manage projects efficiently, navigate challenges, and ensure project success. By the end of this module, you will be ready to lead projects, optimize resources, and drive outcomes in a variety of business environments.

### **Learning Objectives:**

- ✓ Understand the key principles of project management and how they apply to real-world projects.
- ✓ Learn how to profile projects effectively to assess scope, risks, and resources.
- ✓ Master the project life cycle, process groups, and the organizational structure of projects.
- ✓ Gain skills in initiating and starting projects, ensuring alignment with organizational goals.
- ✓ Develop the ability to manage stakeholder expectations and ensure their involvement throughout the project.
- ✓ Learn how to work effectively with project teams, understanding the dynamics of people in project environments.
- ✓ Master the principles of project communication management to ensure timely and clear information flow.
- ✓ Understand how to develop and manage project schedules, ensuring on-time delivery.
- ✓ Gain insights into project cost management, including budgeting, forecasting, and controlling expenses.
- ✓ Learn how to ensure project quality management and deliver outcomes that meet stakeholder expectations.
- ✓ Understand the processes of project risk management and how to mitigate potential issues.
- ✓ Develop skills in managing project procurement, including vendor relationships and contracts.
- ✓ Learn how to manage project closure, ensuring proper documentation and knowledge transfer.
- ✓ Enhance your project management skills to lead projects with confidence and achieve successful outcomes.

**Chapters / Units:**

- Chapter 1: Introduction to Project Management
- Chapter 2: Project Profiling
- Chapter 3: Project Life Cycle, Process Groups, and the Organizational Structure of a Project
- Chapter 4: Starting a Project
- Chapter 5: Understanding and Meeting Stakeholder Expectations
- Chapter 6: Working with People on Projects
- Chapter 7: Project Communication Management
- Chapter 8: Project Schedule Management
- Chapter 9: Project Cost Management
- Chapter 10: Project Quality Management
- Chapter 11: Project Risk Management
- Chapter 12: Project Procurement
- Chapter 13: Managing Project Closure
- Chapter 14: Project Management Skills

**Chapter Quizzes 1-14:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 4 Exam (Covers Chapters 1-13):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 6: Corporate Finance**

**2024 Version by Stan Eakins and William McNally, Publisher: FlatWorld**

The corporate world is dynamic and constantly evolving, and finance serves as its backbone. This book provides a theoretical and practical understanding of corporate finance, equipping you with the skills to analyze financial decisions, manage risk, and create value in real-world business settings. Through a mix of written explanations, numerical examples, and multimedia resources, you'll master essential concepts such as capital budgeting, financial markets, and valuation. By the end of this course, you'll be prepared to step into any organization and make sound financial decisions that drive sustainable growth and competitive advantage.

### **Learning Objectives:**

- ✓ Develop a deeper understanding of consumer behavior by learning about relevant psychological and sociological theories
- ✓ Qualitatively & quantitatively understand the relationship between risk & return
- ✓ Be capable of working complex time value of money problems
- ✓ Be able to use multiple capital budgeting models for decision making
- ✓ Recognize the significance of the cost of capital to a corporation and be able to compute it given various data
- ✓ Understand financial approaches to project analysis
- ✓ Be able to complete financial statement analysis

**Chapters / Units:**

- Chapter 1: Introduction to Finance
- Chapter 2: Financial Statements and Ratio Analysis
- Chapter 3: Introduction to the Time Value of Money
- Chapter 4: Annuities and Loans
- Chapter 5: Introduction to Risk and Return
- Chapter 6: Portfolio Theory
- Chapter 7: Interest Rates and Bonds
- Chapter 8: Stock Valuation and Market Efficiency
- Chapter 9: Capital Budgeting: Introduction and Techniques
- Chapter 10: Capital Budgeting: Estimating Cash Flows
- Chapter 11: Cost of Capital
- Chapter 12: Capital Structure
- Chapter 13: Dividends, Repurchases, and Splits
- Chapter 14: Financial Planning and Forecasting
- Chapter 15: The Management of Working Capital
- Chapter 16: International Finance
- Chapter 17: Corporate Valuation
- Chapter 18: Futures and Options
- Chapter 19: Mergers and Acquisitions

**Chapter Quizzes 1-19:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 5 Exam (Covers Chapters 1-14):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 7: Fundamentals of Managerial Accounting**

**2021 Version from Kurt Heisinger and Joe Ben Hoyle, Publisher: FlatWorld**

Managerial accounting plays a crucial role in helping organizations make informed decisions by providing valuable financial insights. This module introduces the key concepts and techniques used in managerial accounting to support organizational decision-making. Through a combination of theoretical foundations and practical applications, you will learn how to track production costs, allocate overhead, predict costs, and analyze financial data to guide both short-term and long-term decisions. By the end of this module, you will be equipped with the skills to evaluate performance, create budgets, and make strategic financial decisions that drive organizational success.

### **Learning Objectives:**

- ✓ Understand how managerial accounting is used to help organizations make informed decisions and improve performance.
- ✓ Learn how to use job costing, activity-based costing, and process costing to track and allocate production costs.
- ✓ Develop the ability to analyze cost behavior patterns and predict future costs for decision-making.
- ✓ Master the principles of cost-volume-profit analysis and apply them to real-world scenarios.
- ✓ Learn how to make short-term decisions by analyzing relevant revenues and costs.
- ✓ Understand how capital budgeting is used to make long-term investment decisions.
- ✓ Gain skills in creating and analyzing operating budgets to ensure financial control and alignment with organizational goals.
- ✓ Learn how to use cost variance analysis to evaluate performance and identify areas for improvement.
- ✓ Understand how responsibility centers are used to evaluate performance at different organizational levels.
- ✓ Learn how to prepare and use the statement of cash flows to assess financial health and performance.
- ✓ Develop the ability to use both financial and nonfinancial performance measures to evaluate organizational success.



**Chapters / Units:**

- Chapter 1: How Is Managerial Accounting Used to Help Organizations?
- Chapter 2: How Do Organizations Use Job Costing to Track Production Costs?
- Chapter 3: How Do Organizations Use Activity-Based Costing to Allocate Overhead Costs?
- Chapter 4: How Do Organizations Use Process Costing to Track Production Costs?
- Chapter 5: How Are Cost Behavior Patterns Used to Predict Costs?
- Chapter 6: How Is Cost-Volume-Profit Analysis Used to Make Decisions?
- Chapter 7: How Are Relevant Revenues and Costs Used to Make Short-Term Decisions?
- Chapter 8: How Is Capital Budgeting Used to Make Long-Term Decisions?
- Chapter 9: How Do Organizations Create and Analyze Operating Budgets?
- Chapter 10: How Is Cost Variance Analysis Used to Evaluate Performance?
- Chapter 11: How Are Responsibility Centers Used to Evaluate Performance?
- Chapter 12: How Is the Statement of Cash Flows Prepared and Used to Evaluate Performance?
- Chapter 13: How Do Managers Use Financial and Nonfinancial Performance Measures?

**Chapter Quizzes 1-13:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 6 Exam (Covers Chapters 1-19):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 8: Global Business Management**

**2024 Version from Sanjyot P. Dunung, Publisher: FlatWorld**

The global business environment is more interconnected and complex than ever before. This module provides a comprehensive understanding of global business management, equipping you with the tools to navigate the challenges and opportunities presented by globalization. You will learn about international trade, foreign direct investment, and how cultural, economic, and financial factors shape global business strategies. The module covers key areas such as managing global talent, leadership, and operations, as well as understanding international finance, market entry strategies, and the role of entrepreneurship in a global context. By the end of this module, you will be prepared to make strategic decisions that drive success in the global marketplace.

### **Learning Objectives:**

- ✓ Understand the key principles of global business management and how they apply to real-world international business scenarios.
- ✓ Analyze the impact of globalization, international trade, and foreign direct investment on business strategies.
- ✓ Develop a global perspective on world economies and how economic cooperation and integration affect business decisions.
- ✓ Explore the role of culture in shaping global business practices and learn how to manage cultural diversity in global teams.
- ✓ Understand how to manage global talent, leadership, and diversity to build effective, high-performing teams across borders.
- ✓ Gain insights into international finance, including foreign exchange and capital markets, and how they influence global business decisions.
- ✓ Learn how to use finance and accounting to build and sustain a competitive advantage in the global market.
- ✓ Understand the various modes of international expansion and how to assess global market opportunities.
- ✓ Explore strategies for managing global operations, marketing, distribution, and supply chains to optimize performance in diverse markets.
- ✓ Develop an entrepreneurial mindset and learn how to manage global entrepreneurship and intrapreneurship for growth and innovation.

**Chapters / Units:**

- Chapter 1: Introduction to Global Business Management
- Chapter 2: Globalization, International Trade, and Foreign Direct Investment—What Global Managers Need to Understand About the Evolving Debate
- Chapter 3: Manager's Global Framework: Perspective on World Economies
- Chapter 4: Managing Global and Regional Economic Cooperation and Integration
- Chapter 5: Impact of Culture on Global Business Management
- Chapter 6: Managing Global Talent, Leadership, and Diversity
- Chapter 7: International Finance for Global Managers
- Chapter 8: Foreign Exchange and the Global Capital Markets for Global Managers
- Chapter 9: Manager's Perspective on Understanding the Roles of Finance and Accounting in Global Competitive Advantage
- Chapter 10: Managing International Expansion and Global Market Opportunity Assessment
- Chapter 11: Managing Entry Modes: Exporting, Importing, and Global Sourcing
- Chapter 12: Managing Global Strategy, Formulation, and Implementation
- Chapter 13: Managing Global Entrepreneurship and Intrapreneurship
- Chapter 14: Managing Global Operations
- Chapter 15: Managing Global Marketing, Distribution, and Supply-Chain Management

**Chapter Quizzes 1-15:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 7 Exam (Covers Chapters 1-13):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 9: Principles of Economics**

**2023 Version from John B. Taylor and Akila Weerapana, Publisher: FlatWorld**

This module provides a comprehensive introduction to the field of economics, focusing on both microeconomic and macroeconomic concepts. You will explore the fundamental principles of how markets work, including supply and demand, costs, and competition, as well as the broader economic forces that shape national and global economies. The module also covers key topics such as economic growth, inflation, unemployment, and international trade. Through a blend of theoretical insights, practical examples, and real-world applications, you will gain a solid understanding of economic behavior and the tools needed to analyze economic issues and make informed decisions in a complex world. By the end of this module, you will be equipped to assess economic conditions and apply economic reasoning to various business and policy challenges

### **Learning Objectives:**

- ✓ Grasp fundamental economic concepts such as supply and demand, market efficiency, and cost dynamics to understand how markets function.
- ✓ Analyze the decision-making behavior of consumers and firms across different market structures, including competitive, monopolistic, and oligopolistic environments.
- ✓ Assess the effects of government actions such as taxation, regulation, and transfers on economic outcomes and business strategies.
- ✓ Examine macroeconomic forces such as growth, inflation, and unemployment, and their influence on national and global economies.
- ✓ Evaluate the role of external factors like public goods and externalities in shaping market efficiency and government intervention.
- ✓ Explore the relationship between international trade and finance, focusing on how global integration affects economies and business opportunities.
- ✓ Analyze the tools of fiscal and monetary policy and their effectiveness in managing economic fluctuations and fostering long-term stability.
- ✓ Understand economic performance indicators like GDP, productivity, and income distribution, and their role in shaping economic policy.
- ✓ Explore the function of financial markets in driving economic activity and supporting sustainable growth across sectors.

**Chapters / Units:**

- Chapter 1: The Central Idea
- Chapter 2: Observing and Explaining the Economy
- Chapter 3: The Supply and Demand Model
- Chapter 4: Subtleties of the Supply and Demand Model
- Chapter 5: The Demand Curve and the Behavior of Consumers
- Chapter 6: The Supply Curve and the Behavior of Firms
- Chapter 7: The Efficiency of Markets
- Chapter 8: Costs and the Changes at Firms Over Time
- Chapter 9: The Rise and Fall of Industries
- Chapter 10: Monopoly
- Chapter 11: Product Differentiation, Monopolistic Competition, and Oligopoly
- Chapter 12: Antitrust Policy and Regulation
- Chapter 13: Labor Markets
- Chapter 14: Taxes, Transfers, and Income Distribution
- Chapter 15: Public Goods, Externalities, and Government Behavior
- Chapter 16: Capital and Financial Markets
- Chapter 17: Macroeconomics: The Big Picture
- Chapter 18: Measuring the Production, Income, and Spending of Nations
- Chapter 19: The Spending Allocation Model
- Chapter 20: Unemployment and Employment
- Chapter 21: Productivity and Economic Growth
- Chapter 22: Economic Growth around the World
- Chapter 23: Money and Inflation
- Chapter 24: The Nature and Causes of Economic Fluctuations
- Chapter 25: The Economic Fluctuations Model
- Chapter 26: Using the Economic Fluctuations Model
- Chapter 27: Fiscal Policy
- Chapter 28: Monetary Policy
- Chapter 29: International Trade
- Chapter 30: International Finance

**Chapter Quizzes 1-30:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 8 Exam (Covers Chapters 1-15):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 10: Principles of Marketing**

**2022 Version from Jeff Tanner and Mary Anne Raymond, Publisher: FlatWorld**

In this module, students will explore the key concepts of marketing, focusing on the strategic planning process, consumer behavior, and the essential elements of the marketing mix. By understanding the value creation process, students will gain insights into how businesses create and deliver value to customers. The module will cover critical aspects such as market segmentation, targeting, positioning, product development, pricing strategies, and marketing communications. Students will also examine the importance of ethical marketing practices, social responsibility, and the global business environment. Through a mix of theoretical concepts and practical applications, students will be equipped to analyze marketing strategies and make informed decisions that drive organizational success.

### **Learning Outcomes:**

- ✓ Students will understand the concept of value, recognize the fundamental activities of marketing and components of the marketing mix.
- ✓ Students will recognize components of the strategic planning process and marketing plans.
- ✓ Students will be able to set objectives, evaluate environments, and analyze marketing strategies.
- ✓ Students will know what a value proposition is and how to develop a personal value proposition.
- ✓ Students will appreciate customers in terms of segments, behavior, use, and needs.
- ✓ Students will recognize marketing research tools and the marketing research process.
- ✓ Students will identify social responsibility and ethical issues to understand the effects on marketing decisions.
- ✓ Students will be aware of differences across cultures, the global marketplace, market entry strategies.

**Chapters / Units:**

- Chapter 1: What Is Marketing?
- Chapter 2: Strategic Planning
- Chapter 3: Consumer Behavior: How People Make Buying Decisions
- Chapter 4: Business Buying Behavior
- Chapter 5: Market Segmenting, Targeting, and Positioning
- Chapter 6: Product and Service Decisions
- Chapter 7: Developing and Managing Offerings
- Chapter 8: How Marketing Channels Can Be Used to Create Value for Customers
- Chapter 9: Using Supply Chains to Create Value for Customers
- Chapter 10: Gathering and Using Information: Marketing Research and Market Intelligence
- Chapter 11: Integrated Marketing Communications and Traditional Media Marketing
- Chapter 12: Digital Marketing
- Chapter 13: Professional Selling
- Chapter 14: Customer Satisfaction, Loyalty, and Empowerment
- Chapter 15: Price, the Only Revenue Generator
- Chapter 16: The Marketing Plan

**Chapter Quizzes 1-16:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 9 Exam (Covers Chapters 1-30):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 11: Organizational Communication: Theory, Research, and Practice**

**2023 Version from Jason S. Wrench, Narissra Punyanunt-Carter, and Mark Ward Sr., Publisher: FlatWorld:**

Theoretical approach to the study of human communication in organizations. Emphasizes organizational communication theories and communication networks as well as dyadic, small-group, and public communication. This class is highly interactive. Students are required to conduct an organizational field study.

### **Learning Objectives:**

In this module, students will learn to:

- ✓ Demonstrate knowledge of organizational communication theories and concepts.
- ✓ Identify and articulate the connections between theory and practice of organizational communication.
- ✓ Demonstrate how critical thinking and communication can be used to solve problems.
- ✓ Create, execute, and present a field study of organizational communication and culture.
- ✓ Prepare and present well organized and reasoned oral and written communication.
- ✓ Adapt communication messages to a diverse variety of audiences.
- ✓ Engage in self-reflection and feedback, through the editing and revision of written work.
- ✓ Demonstrate proficiency in academic writing, APA Style, and the citation of academic journals.



**Chapters / Units:**

- Chapter 1: Introduction to Organizational Communication: Why Communication Matters
- Chapter 2: Organizational Communication Ethics
- Chapter 3: Classical Theories of Organizational Communication
- Chapter 4: Modern Theories of Organizational Communication
- Chapter 5: Communicating between and among Internal Stakeholders
- Chapter 6: Organizational Communication Climate, Culture, and Globalization
- Chapter 7: Leader and Follower Behaviors and Perspectives
- Chapter 8: Organizational Identity and Diversity
- Chapter 9: Teams in the Workplace
- Chapter 10: Recruiting, Socializing, and Disengaging
- Chapter 11: Technology in Organizations
- Chapter 12: Stress, Conflict, and Negotiation
- Chapter 13: The Dark Side of Organizational Communication
- Chapter 14: Corporate Communications: Communicating with External Stakeholders
- Chapter 15: The Professional Side of Organizational Communication
- Appendix A: Your First Job Out of College

**Chapter Quizzes 1-15:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 10 Exam (Covers Chapters 1-16):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.

## **Module 12: Mastering Strategic Management**

**2021 Version from Dave Ketchen and Jeremy Short, Publisher: FlatWorld**

In today's competitive landscape, mastering strategy is essential for achieving long-term success. This book provides a comprehensive introduction to strategic management, equipping you with the tools to analyze external environments, leverage internal resources, and implement effective strategies. You'll explore topics such as business-level strategies, international markets, corporate governance, and ethical leadership. Through a mix of theoretical frameworks, practical examples, and real-world applications, you'll learn how to craft and execute strategies that drive organizational growth and competitive advantage. By the end of this module, you'll be prepared to lead strategically, make informed decisions, and navigate the complexities of the business environment with confidence.

### **Learning Objectives:**

This module is designed to enable students to:

- ✓ Learn how to think strategically and how to adopt a strategic and entrepreneurial mindset.
- ✓ Learn how to apply models and frameworks to help better understand and improve business performance.
- ✓ Understand the importance of unique firm resources and how they can potentially create a competitive advantage for firms.
- ✓ Understand the decision biases that may adversely impact managerial decision-making.
- ✓ Learn how to integrate knowledge from different areas of business.

**Chapters / Units:**

- Chapter 1: Mastering Strategy: Art and Science
- Chapter 2: Leading Strategically
- Chapter 3: Evaluating the External Environment
- Chapter 4: Managing Company Resources
- Chapter 5: Selecting Business-Level Strategies
- Chapter 6: Supporting the Business-Level Strategy: Competitive and Cooperative Moves
- Chapter 7: Competing in International Markets
- Chapter 8: Selecting Corporate-Level Strategies
- Chapter 9: Executing Strategy through Organizational Design
- Chapter 10: Leading an Ethical Organization: Corporate Governance, Corporate Ethics, and Social Responsibility

**Chapter Quizzes 1-10:** Randomized 20 multiple choice questions (MCQ) - minimum pass score (MPS) = 85%. Each quiz is lockdown browser and provided 45 minutes to compete.

**Module 11 Exam (Covers Chapters 1-15):** Randomized 50 Multiple Choice Questions - minimum pass score = 85%. Lock down browser exam provides 2 hours to complete.

Students may retake the quizzes and exams as necessary to practice applying the knowledge and improving mastery. The highest score is retained based on learner attempts. All quizzes and exams are multiple choice questions that are randomly selected from a pool of questions, time limited, and utilize locked down browser security.



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