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| Program: | DBA | | | |
| Course # | DBA-1 | | | |
| Course Name | Management | | | |
| Course Description | This course combines academic study of the management discipline and practice with the use of tools and techniques to solve management problems in organizations. | | | |
| | Key topics include: Management structures and styles; management theories; management styles; change management; leadership; and stakeholder management | | | |
| | CLO 1 | CLO 2 | CLO 3 | |
| | Detect, analyze and resolve management problems in organizations through the application of contemporary and classical management theories | Identify and integrate management processes to effectively lead organizations in a fast-changing environment | Design and document management solutions that promote to resolve problems equitably in a diverse organization | |
| PLO 1 | Knowledge and Understanding of Business Students will master knowledge and understanding of business administration to: | | | |
| 1 | Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | x | |
| 2 | Develop innovative approaches in response to new situations and challenges. | | | |
| PLO 2 | Problem Solving and Analysis Students will use problem solving and analysis skills to: | | | |
| 1 | Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | |
| 2 | Demonstrate effective and critical selection, combination and use of research and development methods. | | | |
| PLO 3 | Global Leader Students will develop a mindset of a global leader to: | | | |
| 1 | Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | x | x | |
| 2 | Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | x | |
| PLO 4 | Professional Responsibility Students will develop a sense of professional responsibility to: | | | |
| 1 | Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | | x |
| 2 | Contribute to the development of practice-based methodology in the area of business studies. | x | x | |

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| Program: | | DBA | | | | | | | |
| Course # | | DBA-2 | | | | | | | |
| Course Name | | Strategic Management | | | | | | | |
| Course Description | | This course integrates the role of strategy and the process of creating and activating a strategic framework for organizational leaders and managers. | | | | | | | |
| | | Key topics include the process of developing and executing a strategic framework, the role of strategy in organizational and success, and various strategic management theories and tactics. | | | | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | | | | | |
| | | Select and create strategic frameworks matched properly to an organization's structure, culture and maturity | Implementat strategy and asses its impact on an organization's culture and performance, advising adjustments and corrections on behalf of its stakeholders | Integrate an organization's internal and external environments into a cohesive, actionable strategic framework | | | | | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | | x | x | | | | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | x | x | | | | | | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | x | | | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | x | | | | | | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | | | | | | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | | | | | | | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | | | | | | | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | | | | | | | |

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| Program: | | DBA | | | | | |
| Course # | | DBA-3 | | | | | |
| Course Name | | Crisis Management | | | | | |
| Course Description | | This course synthesizes the strategic framework of crisis management with contemporary tools for leading and managing organizations during periods of crisis. | | | | | |
| | | Key topics include conceptual frameworks for managing crisis and turbulence, systems and techniques for recognizing and addressing crisis, and the role of strategy during crisis | | | | | |
| | | Upon completion of this course, students will: | | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | | | |
| | | Use strategic frameworks and systems to ascertain, predict and navigate a season of crisis for various organizations | Devise strategies for managing crisis, based on an organization's overall strategy and governance and given the type and severity of crisis the organization faces | Use classic case studies and historical examples to design contemporary tools, methods and metrics for managing a crisis | | | |
| | | Upon completion of the DBA program: | | | | | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | | x | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | | | | | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | x | | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | x | x | | | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | | | | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | | | | | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | | | | | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | | | | | |

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| Course Learning Outcomes (CLOs) | | | | | | | |
| Program: | | DBA | | | | | |
| Course # | | DBA-4 | | | | | |
| Course Name | | Risk Management | | | | | |
| Course Description | This course blends the scholarly basis for risk and risk management with practical applications of risk management tools, processes and techniques. | | | | | | |
| | Key topics include risk and risk management theory for financial, physical and intangible risk, risk management strategies, and tools and techniques for managing risk | | | | | | |
| | Upon completion of this course, students will: | | | | | | |
| PLO-CLO Linkage | CLOs | CLO 1 | CLO 2 | CLO 3 | | | |
| | Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | Match organizational risk factors with appropriate risk management strategies, tools and practices. | Compare systems for managing financial, physical and intangible risk - including risk to intellectual property, political risk and market risk - and recommend tools to manage risk. | Use theoretical models and conceptual and technological tools to codify and calculate organizational risk profiles. | | | |
| PLO | Upon completion of the DBA program: | | | | | | |
| PLO 1 | Knowledge and Understanding of Business Students will master knowledge and understanding of business administration to: | | | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | | x | | x | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | x | x | | | | |
| PLO 2 | Problem Solving and Analysis Students will use problem solving and analysis skills to: | | | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | | | | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | | | | | |
| PLO 3 | Global Leader Students will develop a mindset of a global leader to: | | | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | | | | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | | | | | |
| PLO 4 | Professional Responsibility Students will develop a sense of professional responsibility to: | | | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | | | | | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | | | | | |

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| Program: | | DBA | | | |
| Course # | | DBA-5 | | | |
| Course Name | | Global Marketing | | | |
| Course Description | | This course explores the theories, strategies, processes and tools of the marketing discipline as they are practiced in the global environment. | | | |
| | | Key topics include the strategic approach to global market selection and entry and the application of marketing concepts, practices and tools across cultures and locations. | | | |
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| | | CLO 1 | CLO 2 | CLO 3 | |
| | | Interpret classical and contemporary marketing theory and practice, to meet the challenges and opportunities in global and cross-cultural marketing | Develop and deploy marketing strategies, practices and tools, for global organizations and markets, matched to market potential. . | Use conceptual and practical tools to evaluate market entry points, potential market opportunities and pitfalls, and ROI calculations for global markets. | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | x | x | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | x | x | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | x | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | x | x | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | x | x | |

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| Program: | | DBA | | | | | | |
| Course # | | DBA-6 | | | | | | |
| Course Name | | Marketing Communication | | | | | | |
| Course Description | This course integrates the strategic foundations of marketing communication as the basis for developing and delivering marketing communication processes, campaigns and organizations. | | | | | | | |
| | Key topics include communication theory for marketing, communication and the marketing mix, marketing communication tools and tactics and the emerging interactive role of marketing communication | | | | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | | | | |
| | | Compare marketing communication theories and practices to tailor marketing communication operations for various organizations | Select marketing communication tools, tone and style to create communication ROI based on an organization's marketing message and strategy | Synthesize classical, contemporary and emerging marketing communication tools and platforms to develop and execute marketing campaigns, processes and operations | | | | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | | | | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | x | | x | | | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | | x | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | x | | x | | | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | x | | | | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | | | x | | | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | | | | | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | x | | | | | |

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| Program: | | DBA | | | |
| Course # | | DBA-7 | | | |
| Course Name | | Media Communication | | | |
| Course Description | This course develops theories and defines practices for messaging and interaction with the public and private media | | | | |
| | Key topics include communication theories for messaging, factors that influence media coverage, and communication practices for digital and social media | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | |
| | | Devise communication and messaging strategies based on classic and contemporary theories for communication with media sources | Fit an organization's message and capacity for media engagement with various media channels and platforms | Create digital and social media campaigns and strategies for communication conditions such as branding, crisis management, promotion and persuasion | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | x | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | x | x | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | x | x | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | | x | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | | x | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | | x | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | x | x | | |

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| Program: | | DBA | | |
| Course # | | DBA-8 | | |
| Course Name | | Digital Marketing | | |
| Course Description | | This course integrates the role and impact of digital tools and processes with the marketing function within organizations. | | |
| | | Key topics include the conceptual foundations of digital marketing and the use of digital marketing techniques, tools and process in organizations. | | |
| | | CLO 1 | CLO 2 | CLO 3 |
| | | Develop digital marketing strategies, processes and practices based on their effectiveness and implications for improving marketing results. | Activate digital marketing platforms, campaigns, strategies and techniques and evaluate their effectiveness for a given organization. | Extrapolate digital marketing opportunities, trends, emerging tools, techniques and metrics for their impact and validity within organizations. |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | x | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | | x |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | x | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | | x |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | x | | x |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | x | | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | x | x |

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| Course Learning Outcomes (CLOs) | | | | |
| Program: | | | DBA | |
| Course # | | | DBA-10 | |
| Course Name | | | Process Management | |
| Course Description | | | This course integrates the conceptual foundations of process management with its practices in organizations. | |
| | | | Key topics include process management theory, process development, process management tools, frameworks and metrics, process modeling and the interaction between process and strategy. | |
| | | | Upon completion of this course, students will: | |
| PLO-CLO Linkage | CLOs | CLO 1 | CLO 2 | CLO 3 |
| | Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | Model various approaches to process development so that they match organizational dynamics, constraints and capacity. | Develop process development and process management frameworks based on accurate and relevant process models | Deploy process-based management systems and metrics within an organization's strategic framework and activation methods. |
| PLO | Upon completion of the DBA program: | | | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | x |
| | 2 Develop innovative approaches in response to new situations and challenges. | x | x | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | x |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | | x |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | x | x | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | x | x | x |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | | x |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | x | x |

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| Course Learning Outcomes (CLOs) | | | | |
| Program: | | | DBA | |
| Course # | | | DBA-11 | |
| Course Name | | | Team Management | |
| Course Description | This course combines the disciplines of project management and team dynamics to investigate the role and practice of managing teams within organizations. Key topics include group communication processes and tools, leadership in team situations, organizing and managing teams and improving team performance. | | | |
| | Upon completion of this course, students will: | | | |
| PLO-CLO Linkage | CLOs | CLO 1 | CLO 2 | CLO 3 |
| | Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | Develop models for effective team approaches to both common and unique organizational problems | Deploy communication and process management tools for use in team problem solving, innovation and management. | Use team management theory to enhance the performance, responsiveness and cohesion of various kinds of work teams. |
| PLO | Upon completion of the DBA program: | | | |
| PLO 1 | Knowledge and Understanding of Business Students will master knowledge and understanding of business administration to: | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | x | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | x | x |
| PLO 2 | Problem Solving and Analysis Students will use problem solving and analysis skills to: | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | x | x |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | x | x |
| PLO 3 | Global Leader Students will develop a mindset of a global leader to: | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | x | | x |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | x | |
| PLO 4 | Professional Responsibility Students will develop a sense of professional responsibility to: | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | | x | x |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | x | | |

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| Program: | | DBA | | | | |
| Course # | | DBA-19 | | | | |
| Course Name | | Strategic Management of Sales | | | | |
| Course Description | This course examines the role and importance of setting and executing sales strategy to the overall success and effectiveness of an organization. | | | | | |
| | Key topics include developing the sales strategy, strategic approaches, executing and managing the sales function strategically, sales planning and forecasting and strategic sales growth. | | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | | |
| | | Evaluate sales strategy and strategic sales planning methods and tools for organizations of various size, scope and maturity | Select a sales strategy, planning process and implementation method, given an organization's characteristics and market position | Validate the strategic fit for a sales process for an organization's internal and external stakeholders | | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | x | x | | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | x | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | x | | | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | x | | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | x | | | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | | x | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | x | x | x | | |

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| Program: | | DBA | | | | |
| Course # | | DBA-20 | | | | |
| Course Name | | E-Commerce | | | | |
| Course Description | This course examines the foundations and practices of digital and internet-based commerce for organizations of various size, scope and maturity. | | | | | |
| | Key topics include the impact of e-commerce on business and marketing strategy, e-commerce practices and tools, e-commerce metrics and trends in internet-based business models. | | | | | |
| | | | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | | |
| | | Assess the foundations of digital business models and practices to determine their impact on organizations in for-profit, non-profit and public sectors | Evaluate e-commerce models in internet-based, bricks and mortar and blended organizations for business-to-business, business-to-consumer and combined distribution systems. | Analyze trends in e-commerce in order to select tools, practices and metrics that meaningfully respond to a fast-changing, dynamic digital environment. | | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | x | | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | x | x | x | | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | x | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | x | x | | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | x | x | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | x | x | | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | x | x | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | x | x | | | |

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| Program: | | DBA | | | | | |
| Course # | | DBA-21 | | | | | |
| Course Name | | Strategic Communication and PR | | | | | |
| Course Description | | This course provides the philosophical and practical framework for a successful PR function in organizations of varying size, scope and maturity. | | | | | |
| | | Key topics include the philosophy and psychology of successful communication through media channels, media relations, integrating strategic PR with corporate strategy and PR and media trends | | | | | |
| | | | | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | | | |
| | | Analyze the the means by which organizations undertake communication and persuasion in order to identify and create successful messaging through mass and individualized media | Develop strategic media campaigns using classical communication tools and techniques along with contemporary platforms in social and mass media environments | Establish and increase the effectiveness of media outreach, campaigns and interactions around the framework of a singular communication strategy for various organizations | | | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | x | | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | x | | | | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | | x | | | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | x | | | | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | x | x | | | | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | x | | | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | x | | | | | |

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| Course Learning Outcomes (CLOs) | | | | | | | | |
| Program: | | | DBA | | | | | |
| Course # | | | DBA-23 | | | | | |
| Course Name | | | Change Management | | | | | |
| Course Description | | | This course develops the conceptual basis for managing organizations during periods and through processes of change. | | | | | |
| | | | Key topics include scholarship dedicated to the nature of change, change management, risks from change and adaptability during times of rapid and complex change. | | | | | |
| | | | Upon completion of this course, students will: | | | | | |
| PLO-CLO Linkage | | CLOs | CLO 1 | CLO 2 | CLO 3 | | | |
| | Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | | Investigate the scholarly literature on change, change management and turbulence in organizational settings | Develop models to address change rooted in markets, technology, regulation and catastrophe or crisis. | Synthesize research to create frameworks for initiating and managing change in organizations. | | | |
| PLO | Upon completion of the DBA program: | | | | | | | |
| PLO 1 | Knowledge and Understanding of Business Students will master knowledge and understanding of business administration to: | | | | | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | | x | x | | | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | | | x | x | | | |
| PLO 2 | Problem Solving and Analysis Students will use problem solving and analysis skills to: | | | | | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | | x | x | x | | | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | | x | | | | |
| PLO 3 | Global Leader Students will develop a mindset of a global leader to: | | | | | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | x | | x | | | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | x | | x | | | |
| PLO 4 | Professional Responsibility Students will develop a sense of professional responsibility to: | | | | | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | | x | x | x | | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | x | x | x | | | |

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| Program: | | DBA | | |
| Course # | | DBA-24 | | |
| Course Name | | International Business | | |
| Course Description | This course investigates the scholarly foundations of business in the global environment in order to develop new approaches to international business. | | | |
| | Key topics include the theoretical framework for international business including cultural, economic and financial, geographic and logistical considerations. | | | |
| | | CLO 1 | CLO 2 | CLO 3 |
| | | Analyze the structural and strategic foundations of business across borders, cultures and locations | Critique models for international development, management and marketing to create new opportunities for international trade and business. | Develop approaches for physical, intangible and digital business and marketing opportunities in the global environment. |
| PLO 1 | Knowledge and Understanding of Business Students will master knowledge and understanding of business administration to: | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | x |
| | 2 Develop innovative approaches in response to new situations and challenges. | x | x | |
| PLO 2 | Problem Solving and Analysis Students will use problem solving and analysis skills to: | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | x | | x |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | x | x |
| PLO 3 | Global Leader Students will develop a mindset of a global leader to: | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | x | x | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | x | x | |
| PLO 4 | Professional Responsibility Students will develop a sense of professional responsibility to: | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | x | x |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | x | | |

| LIGS University | | | | | | | | | | | | | | |
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| Course Learning Outcomes (CLOs) | | | | | | | | | | | | | | |
| Program: | | | DBA | | | | | | | | | | | |
| Course # | | | DBA-25 | | | | | | | | | | | |
| Course Name | | | Research Methodology | | | | | | | | | | | |
| Course Description | | | This course prepares doctoral students to organize, perform and publish scholarly research appropriate for academic audiences. | | | | | | | | | | | |
| | | | Key topics include formal methods of qualitative and quantitative research, developing research and empirical frameworks, the scholarly research process and academic publishing | | | | | | | | | | | |
| | | | Upon completion of this course, students will: | | | | | | | | | | | |
| PLO-CLO Linkage | CLOs | CLO 1 | CLO 2 | CLO 3 | | | | | | | | | | |
| | Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | Develop theoretical and empirical models using scientific research methods in qualitative and quantitative domains | Select and deploy research methods matched to challenges in the knowledge domain | Write and publish scholarly works suitable for publication on peer-reviewed platforms intended for a scholarly audience. | | | | | | | | | | |
| PLO 1 | Knowledge and Understanding | Students will demonstrate expert knowledge and understanding in the field to: | | | | | | | | | | | | |
| | 1 Provide evidence of depth and range of relevant scholarly knowledge in a complex domain. | | x | | | | | | | | | | | |
| | 2 Assess and analyze the theoretical underpinnings of classic and current academic research at the leading edge of business practice. | | x | | | | | | | | | | | |
| | 3 Select and justify approaches to research tasks and problems using appropriate research methods and tools. | | | | | | x | | | | | | | |
| PLO 2 | Research & Investigation | Students will engage in original research and investigation to: | | | | | | | | | | | | |
| | 1 Develop a self-directed scholarly focus that integrates recognition, critical evaluation and articulation of the key components of a meaningful topic for thorough investigation. | | | | | | x | | | | x | | | |
| | 2 Analyze and synthesize relevant academic research in order to create and publish original knowledge of significance to others. | | | | | | x | | | | | | | |
| | 3 Become autonomous in managing their own learning, research and publication of scholarly articles and a credible final dissertation. | | | | | | x | | | | | | | |
| PLO 3 | Cognitive Awareness | Students will recognize and respond as scholarly professionals to: | | | | | | | | | | | | |
| | 1 Collaborate ethically with others in support of self-directed scholarship | | | | | | x | | | | | | | |
| | 2 Demonstrate awareness of and sensitivity to the political implications of their scholarship. | | | | | | x | | | | x | | | |
| | 3 Analyze and synthesize complex and possibly conflicting ideas in order to redefine knowledge in their area of domain expertise. | | | | | | x | | | | x | | | |
| PLO 4 | Global Contribution | Students will incorporate a global perspective to: | | | | | | | | | | | | |
| | 1 Develop new research-based approaches and solutions that contribute to new knowledge in their area of domain expertise. | | | | | | | | | | x | | | |
| | 2 Demonstrate awareness of the conceptual underpinnings of ethical dilemmas and conflicts which may arise in a global business environment. | | | | | | x | | | | x | | | |
| | 3 Formulate solutions in dialogue with others of various backgrounds, and will demonstrate cultural awareness and sensitivity. | | | | | | | | | | x | | | |

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| Course Learning Outcomes (CLOs) | | | | |
| Program: | DBA | | | |
| Course # | DBA-26 | | | |
| Course Name | Dissertation Project I - Proposal | | | |
| Course Description | In this course, doctoral students explore subjects of personal and professional interest in order to propose a relevant and viable topic for a doctoral dissertation. Key activities include topic review and problem selection, proposed bibliography, proposed methodology and definition of key terms and concepts for the selected dissertation topic. | | | |
| Upon completion of this course, students will: | | | | |
| PLO-CLO Linkage | CLOs | CLO 1 | CLO 2 | CLO 3 |
| Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | | | | |
| PLO 1 | Knowledge and Understanding | Students will demonstrate expert knowledge and understanding in the field to: | | |
| 1 | Provide evidence of depth and range of relevant scholarly knowledge in a complex domain. | x | | |
| 2 | Assess and analyze the theoretical underpinnings of classic and current academic research at the leading edge of business practice. | x | | |
| 3 | Select and justify approaches to research tasks and problems using appropriate research methods and tools. | | x | x |
| PLO 2 | Research & Investigation | Students will engage in original research and investigation to: | | |
| 1 | Develop a self-directed scholarly focus that integrates recognition, critical evaluation and articulation of the key components of a meaningful topic for thorough investigation. | x | | |
| 2 | Analyze and synthesize relevant academic research in order to create and publish original knowledge of significance to others. | | x | x |
| 3 | Become autonomous in managing their own learning, research and publication of scholarly articles and a credible final dissertation. | x | x | x |
| PLO 3 | Cognitive Awareness | Students will recognize and respond as scholarly professionals to: | | |
| 1 | Collaborate ethically with others in support of self-directed scholarship | x | x | x |
| 2 | Demonstrate awareness of and sensitivity to the political implications of their scholarship. | x | x | x |
| 3 | Analyze and synthesize complex and possibly conflicting ideas in order to redefine knowledge in their area of domain expertise. | x | x | x |
| PLO 4 | Global Contribution | Students will incorporate a global perspective to: | | |
| 1 | Develop new research-based approaches and solutions that contribute to new knowledge in their area of domain expertise. | | x | x |
| 2 | Demonstrate awareness of the conceptual underpinnings of ethical dilemmas and conflicts which may arise in a global business environment. | | | x |
| 3 | Formulate solutions in dialogue with others of various backgrounds, and will demonstrate cultural awareness and sensitivity. | | | x |

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| Course Learning Outcomes (CLOs) | | | | | | | | |
| Program: | | | DBA | | | | | |
| Course # | | | DBA-27 | | | | | |
| Course Name | | | Dissertation Project II - Literature Review and Theoretical Background | | | | | |
| Course Description | | | In this course, doctoral students will review relevant literature and provide the theoretical framework for their dissertation topic. | | | | | |
| | | | Key activities include an thorough review of academic literature relevant to their topic and creation of a conceptual framework for its study. | | | | | |
| | | | Upon completion of this course, students will: | | | | | |
| PLO-CLO Linkage | CLOs | CLO 1 | CLO 2 | CLO 3 | | | | |
| | Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | Synthesize the academic literature relevant to their dissertation topic. | Provide a critical evaluation of the scholarly background for their work. | Present the conceptual framework to provide logical and theoretical context for their problem. | | | | |
| PLO 1 | Knowledge and Understanding | Students will demonstrate expert knowledge and understanding in the field to: | | | | | | |
| | 1 Provide evidence of depth and range of relevant scholarly knowledge in a complex domain. | x | x | | x | | | |
| | 2 Assess and analyze the theoretical underpinnings of classic and current academic research at the leading edge of business practice. | | x | | x | | | |
| | 3 Select and justify approaches to research tasks and problems using appropriate research methods and tools. | | x | | | | | |
| PLO 2 | Research & Investigation | Students will engage in original research and investigation to: | | | | | | |
| | 1 Develop a self-directed scholarly focus that integrates recognition, critical evaluation and articulation of the key components of a meaningful topic for thorough investigation. | | x | | x | | | |
| | 2 Analyze and synthesize relevant academic research in order to create and publish original knowledge of significance to others. | x | | | | | | |
| | 3 Become autonomous in managing their own learning, research and publication of scholarly articles and a credible final dissertation. | | x | | x | | | |
| PLO 3 | Cognitive Awareness | Students will recognize and respond as scholarly professionals to: | | | | | | |
| | 1 Collaborate ethically with others in support of self-directed scholarship | | x | | x | | | |
| | 2 Demonstrate awareness of and sensitivity to the political implications of their scholarship. | | x | | x | | | |
| | 3 Analyze and synthesize complex and possibly conflicting ideas in order to redefine knowledge in their area of domain expertise. | x | | | | | | |
| PLO 4 | Global Contribution | Students will incorporate a global perspective to: | | | | | | |
| | 1 Develop new research-based approaches and solutions that contribute to new knowledge in their area of domain expertise. | | | | x | | | |
| | 2 Demonstrate awareness of the conceptual underpinnings of ethical dilemmas and conflicts which may arise in a global business environment. | | x | | x | | | |
| | 3 Formulate solutions in dialogue with others of various backgrounds, and will demonstrate cultural awareness and sensitivity. | | | | x | | | |

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| Program: | | DBA | | | |
| Course # | | DBA-29 | | | |
| Course Name | | Dissertation Project IV - Survey and Data Analysis | | | |
| Course Description | | In this course, doctoral students will perform practical research, data collection and data analysis to resolve their dissertation's problem statement | | | |
| | | Key activities include data collection by survey, project or data acquisition, data review and analysis, and conclusions or recommendations based on findings. | | | |
| | | | | | |
| | | CLO 1 | CLO 2 | CLO 3 | |
| | | Develop and deploy a data gathering mechanism to collect original data related to their dissertation problem. | Analyze data using descriptive statistical methods. | Provide conclusions or recommendations for action or future investigation based on their findings. | |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | x | x | |
| | 2 Develop innovative approaches in response to new situations and challenges. | x | | x | |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | | | x | |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | x | x | x | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | | x | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | | x | |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | x | | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | x | x | | |

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| Program: | | DBA | | |
| Course # | | DBA-30 | | |
| Course Name | Dissertation Project V - Consultation and Thesis | | | |
| Course Description | In this course doctoral students will integrate their work into a viable dissertation and present their findings. | | | |
| | | | | |
| | | CLO 1 | CLO 2 | CLO 3 |
| | Please link each CLO with its corresponding PLO by placing an x in the box where the two outcomes intersect, in your view. Each CLO may link to more than one PLO and vice versa. | Combine literature review, research and analysis into a dissertation of appropriate scholarly and practical value. | Present and defend dissertation findings to a committee of academic scholars and expert practitioners. | Polish and publish dissertation to make research and findings available for public consideration and scholarly review. |
| PLO 1 | Knowledge and Understanding of Business | Students will master knowledge and understanding of business administration to: | | |
| | 1 Identify and appropriately use practical and theoretical knowledge in ways that are wide ranging, critical and innovative. | x | | |
| | 2 Develop innovative approaches in response to new situations and challenges. | x | | x |
| PLO 2 | Problem Solving and Analysis | Students will use problem solving and analysis skills to: | | |
| | 1 Analyze and synthesize complex ideas and information in order to redefine knowledge and develop new approaches in various business areas. | | | x |
| | 2 Demonstrate effective and critical selection, combination and use of research and development methods. | | x | |
| PLO 3 | Global Leader | Students will develop a mindset of a global leader to: | | |
| | 1 Demonstrate awareness of ethical dilemmas and conflicting values which may arise in global business practice. | | x | |
| | 2 Formulate solutions to ethical challenges in dialogue with diverse stakeholder groups. | | x | x |
| PLO 4 | Professional Responsibility | Students will develop a sense of professional responsibility to: | | |
| | 1 Use resources in ways that are wide-ranging, complex and likely to impact upon the work of others, in an effective, ethical and socially responsible way. | x | x | |
| | 2 Contribute to the development of practice-based methodology in the area of business studies. | | x | x |