

EMBA Learning Goals
Goal 6: Entrepreneurial and Innovative Thinking

MBA-E Goal 6: Entrepreneurial and Innovative Thinking

Graduates will recognize the challenges of managing the changing nature of business and the economy, and will demonstrate an innovative, entrepreneurial approach to management decisions.

Objective 1: Recognize the Challenges of Change:

To recognize the forces supporting change and the forces impeding change in a business situation, including internal factors such as cost constraints, and external factors such as the economy.

Objective 2: Innovative, Entrepreneurial Approach:

To understand that there are many different possible solutions to business decisions, and to be able to identify some of these options.

Traits	Below expectations (1 point)	Meets Expectations (2 points)	Exceeds Expectations (3 points)
Forces For Change	No reasonable forces for change	Some understanding of forces for change	Thorough understanding of forces for change
Forces Against Change	No reasonable forces against change	Some understanding of forces against change	Thorough understanding of forces against change
Current Change Interventions Being Used	Minimal understanding of change interventions	Some understanding of change interventions	Thorough understanding of change interventions
Recommended Solutions	Recommendations not feasible	Some feasible recommendations	Sound, feasible recommendations

Objective 1.

Assessment tools: Performing a competent SWOT analysis or similar (e.g., force field analysis) in a case or vignette.

Objective 2.

Assessment tools: Providing multiple viable alternative decisions and/or courses of action in response to a business situation case or vignette.

The final exam test booklet includes a recent article about a company undergoing change taken from *The Wall Street Journal*. Using the information provided in the article, students answer the four questions below. They are asked to analyze (not just describe) the change situation and its issues.

- Objective 1, #1. Identify and briefly describe two specific examples of the key forces **for** change (*2 points each x 2 = 4 points*).
- Objective 1, #2. Identify and briefly describe two specific examples of the key counterforces **against** change (*2 points each x 2 = 4 points*).
- Objective 2, # 3. Identify and briefly describe two specific examples of organization development change interventions that are in use (or being planned) at the company in response to its change situation. (*3 points per example x 2 = 6 points*)
- Objective 2, #4. Recommend two specific additional solutions the company could use to manage its change situation. (*3 points per example x 2 = 6 points*)