

SAUNDERS COLLEGE OF BUSINESS PROGRAM GOALS AND LEARNING OBJECTIVES

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Contents

Bachelor of Science (BS) Goals.....	2
BS Discipline Specific Goals.....	3
Accounting	3
Finance.....	4
International Business.....	4
Management.....	5
Marketing.....	5
Management Information Systems (MIS).....	6
New Media Marketing	6
Master of Business (MBA) Goals.....	7
MBA.....	7
Executive MBA	8
Master of Science (MS) Goals.....	9
MS in Accounting	9
MS in Computational Finance.....	10
MS in Entrepreneurship and Innovative Ventures	11
MS in Finance.....	12
MS in Management.....	13
Product and Service Development Track.....	13
Global and Supply Chain Management Track	13
Leadership Track	14

Bachelor of Science (BS) Goals

1. **Analytical and Critical Skills:** Analyze and evaluate major business issues to make and communicate effective decisions.
 - a) Analyze a business problem using one or more theory-based frameworks.
 - b) Interpret data using quantitative methods.
 - c) Communicate a solution to a business problem and the reasoning behind it.
 - d) For a substantive ethical business issue, propose a sustainable course of action that considers the interest of primary stakeholders.

2. **Applied Focus:** Learn course concepts and theories through application and practice.
 - a) Apply course concepts effectively in a real organizational setting.
 - b) Successfully complete hands-on business related projects.
 - c) Work effectively with others and in teams.
 - d) Demonstrate how global cultures and institutions impact businesses.

3. **Creative Problem Solving:** Generate a creative solution to a business problem or opportunity through the application of design thinking.
 - a) Demonstrate a process for generating a creative solution.
 - b) Demonstrate the use of design thinking to arrive at a creative solution.
 - c) Evaluate alternative solutions.

4. **Technology:** Apply business technology and explain its implications.
 - a) Explain the impact of technology on business operations.
 - b) Apply business technology to solve a problem.
 - c) Develop a strategy that includes technological innovation.

BS Discipline Specific Goals

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

Accounting

Program Goal #5: GAAP Based Financial Statements - *Demonstrates ability to properly prepare an intermediate-level, full set of GAAP-based financial statements (without footnote disclosures).*

- a) Student provided all of the required statements (we can decide which statements are necessary, i.e., income statement, statement of retained earnings, balance sheet, statement of cash flows, comprehensive earnings, changes in equity).
- b) Student properly classified substantially all line items into proper categories (current assets, liabilities, extraordinary losses, etc.).
- c) Student included proper presentation formalities, such as a heading, underlining, dollar signs, and proper alignment of amounts.
- d) Financial statements reported proper amounts.

Program Goal #6: Income Tax Knowledge - *Demonstrates ability to properly prepare a Federal 1040 income tax form with several schedules, such as Schedule C, net profit and loss for a business, D, capital gains and losses, and E, supplemental income.*

- a) Student properly classified substantially all given information as taxable income, deductible expense, or not reportable, in accordance with the Internal Revenue Code and related Treasury Regulations.
- b) Student properly ensured consistency of amounts reported on multiple forms (i.e., Schedule C income tied to that on Form 1040, etc.).
- c) Amount calculated as federal tax liability was substantially correct.

Program Goal #7: Cost Accounting - *Demonstrates, at the intermediate level, an ability to properly use or analyze cost information for the purposes of financial reporting or internal decision making.*

- a) Student uses product costing concepts to determine the cost of goods manufactured in a job costing environment.
- b) Student determines a production department's overhead rate in a situation involving service department cost allocation.
- c) Student prepares an intermediate level cash budget.

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

Finance

Goal #5: Cash Flows, Risk and Value - Possess knowledge concerning cash flow, risk and value in finance in various contexts and be able to apply financial models concerning them.

- a) Be able to compute risk measures for financial securities (e.g., bonds and stocks).
- b) Be able to conduct analysis on risk-related issues (e.g., compute risk-adjusted performance measures).
- c) Be able to evaluate financial securities using cash flow-based valuation models.

Goal #6: Global Issues - Possess an understanding of how the global environment affects financial practices.

- a) Demonstrates an understanding of the global macro environment (e.g. role of institutions such as central banks or IMF's, structure of global financial markets, including currency markets).
- b) Explain how the macro environment, especially currency markets, influences corporations.

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

International Business

Goal #5: Global Environment - Demonstrate the capability of understanding and analyzing the institutional environment of different countries (e.g., financial environment, regulatory environment, political environment, and labor environment).

- a) Demonstrates awareness of relevant concepts and frameworks describing the institutional environment of different countries.
- b) Demonstrates sufficient knowledge of financial, regulatory, political, and labor environments.

Goal #6: Global Fundamental Elements - Understand the fundamental elements of global business, e.g., trade, Foreign Direct Investment, foreign exchange, and regional integration.

- a) Demonstrates awareness of fundamental elements of global business.
- b) Demonstrates sufficient knowledge of how fundamental elements of global business differ across countries.

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

Management

Goal #5: Motivational Concepts and Models - *Demonstrate understanding of concepts and models that managers use to motivate employees.*

- a) Demonstrates awareness of motivation concepts and models.
- b) Demonstrates sufficient knowledge of how motivation models are applied by managers to improve organizational performance.

Goal #6: Leadership Concepts and Models - *Demonstrate understanding of concepts and models that managers use to lead individuals, groups, and cultures.*

- a) Demonstrates awareness of leadership concepts and models.
- b) Demonstrates sufficient knowledge of how leadership models are applied to improve organizational performance.

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

Marketing

Goal #5: Consumer Buying Process - *Understanding of the consumer buying process.*

- a) Demonstrate an understanding of the consumer buying process.

Goal #6: Target Markets - *Demonstrate an understanding of the process of segmenting markets, choosing a target market and describing it using demographic and psychographic variables.*

- a) Segmenting target markets
- b) Choosing target market
- c) Describing target market using demographic and psychographic variables

Goal #7: Market Research and Strategy - *Understanding of marketing research, key marketing metrics and their use in marketing strategy.*

- a) Demonstrate an understanding of marketing research, key marketing metrics and their use in marketing strategy.

Goal #8: Marketing Plan - *Ability to develop a comprehensive marketing plan.*

- a) Be able to develop a comprehensive marketing plan.

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

Management Information Systems (MIS)

Goal #5: Project Proposal - *Demonstrate the ability to analyze business processes, obtain business requirements, design a system meeting those requirements, and prepare a professional project proposal.*

- a) Analyze business processes.
- b) Obtain business requirements.
- c) Design a system meeting specific requirements.
- d) Prepare a professional project proposal.

Goal #6: Roles and Tools in Technology and Decision Making - *Demonstrate knowledge of the roles, tools, and practices for managing information systems and technology to support organizational operations and decision making.*

- a) Demonstrate knowledge of the roles, tools, and practices for managing information systems and technology.

Goal #7: Data Models and Database Management - *Demonstrate the ability to use data models and database management systems to support the business processes of an organization.*

- a) Understanding the use of data models and database management systems to support the business processes of an organization.

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

New Media Marketing

Goal #5: Internet Marketing - *Demonstrate an understanding of tactics and strategies of Internet marketing.*

- a) Understanding the tactics and strategies of Internet marketing.

Goal #6: Search Engine Strategies - *Demonstrate the ability to use search engine strategies.*

- a) Understanding the use of search engine strategies.

Goal #7: Internet Theories for Online Marketing - *Demonstrate an understanding of Internet theories for successful online marketing.*

- a) Understanding of the Internet theories for successful online marketing.

BS PROGRAM GOALS ARE NUMBERED 1 THROUGH 4, WITH DISCIPLINE SPECIFIC GOALS CONTINUING THAT NUMBERING SEQUENCE

Master of Business (MBA) Goals

MBA

Application of leading-edge business processes and tools: Graduates will understand and be able to apply contemporary business processes and tools and processes appropriate to the situation. These tools and processes will change over time.

- a) Select and justify contemporary business tools and/or processes appropriate to a given situation.
- b) Apply appropriate contemporary business tools and/or processes to help resolve a business situation, alleviate a business problem, or improve a business.

Applied focus: Graduates will demonstrate the ability to apply theory to practice by engaging in activities such as working on projects, doing consulting, running companies in a simulation, analyzing cases, etc.

- a) Demonstrate ability to analyze business problems in a real or simulated business situation.
- b) Articulate solutions to business problems in a real or simulated business situation.

Integrative and flexible thinking and decision making: Graduates will propose solutions to business problems by taking an integrative perspective, developing an understanding of stakeholder requirements and perspectives, and applying appropriate frameworks, such as design thinking, to analyze the relevant information and develop solutions.

- a) Demonstrate the ability to articulate and analyze the interests of and obligations to multiple stakeholders in a given situation.
- b) Demonstrate the ability to use an appropriate approach, such as design thinking, to analyze relevant information.
- c) Based on the above analysis, recommend a suitable course of action in a given situation.
- d) Effectively communicate the analysis and recommendations.

Technological innovation: Graduates will evaluate business situation(s) and propose recommendations for the management of technological innovation(s) to sustain competitive advantage.

- a) Evaluate the technological aspects of a business situation and identify sources of competitive advantage.
- b) Develop one or more recommendations for the management of technological innovation in a given business situation.

Executive MBA

APPLIED FOCUS. Graduates demonstrate ability to apply knowledge and analytical tools to solve actual business problems.

- a) Students develop and apply diagnostic skills for identifying organizational problems.
- b) Students develop and apply skills in formulating evaluating and recommending management actions in an organizational setting.
- c) Students develop and apply specialized knowledge of the consulting process by structuring and completing a faculty-supervised field project.

GLOBAL. Graduates will describe and explain typical dimensions of globalization and their impact on business success.

- a) Students accurately and adequately describe the major strategies, theories and practices associated with international business.
- b) Students describe and explain the impact of globalization, cultural differences, foreign direct investment, regional integration and global business strategies on international business.
- c) Students identify and explain current economic, financial, or political trends, and their impact on global business.
- d) Students accurately and adequately distinguish among various market entry options.

INNOVATION. Graduates will describe and explain innovation and its impact on business success.

- a) Students evaluate the impact of innovation on corporate success.
- b) Students analyze major barriers to innovation and describe strategies to overcome these barriers.
- c) Students appraise the role of managers as leaders in applying leading edge thinking in the management of innovation.

LEADERSHIP. Graduates will identify and evaluate their leadership capabilities.

- a) Students compare and contrast common leadership models.
- b) Students compile and critique their strengths and weaknesses.
- c) Students create and apply a plan for developing their leadership skills.

STRATEGIC THINKING. Graduates will be able to define and describe advantages and disadvantages of business strategies and demonstrate how choice of specific strategies impacts competitive advantage.

- a) Students define and describe the advantages and disadvantages of different corporate level strategies, including global expansion, vertical integration and related/unrelated diversification.
- b) Students select and apply business strategies (e.g., low cost, differentiation, focus) likely to impact competitive advantage.
- c) Students apply and interpret the impact of industry structure on firm profitability.
- d) Students describe and explain how value chain or functional activities support and contribute to business level strategies.

Master of Science (MS) Goals

MS in Accounting

Accounting Research and Communication Skills: Students will demonstrate the ability to perform practitioner-based accounting research and to present the findings of such research effectively in both oral and written formats.

- a) Students demonstrate the ability to identify and apply proper sources of authoritative information related to accounting issues and to reach appropriate conclusions.
- b) Students demonstrate the ability to write an appropriate report on accounting research using proper English formalities.
- c) Students demonstrate the ability to present research findings in a brief presentation with proper formalities.

Accounting Technology: Students demonstrate the ability to use various accounting software at a level equivalent to entry-level accountants.

- a) Students demonstrate the ability to use select ERP modules.
- b) Students demonstrate the ability to use intermediate to advanced level Excel functions.
- c) Students demonstrate the ability to use professional tax software.

Financial Statement Preparation: Students demonstrate the ability to prepare financial statements in compliance with U.S. Generally Accepted Accounting Principles.

- a) Students demonstrate ability to translate foreign currencies for a multinational corporation based in the U.S.
- b) Students demonstrate ability to prepare a complex set of consolidated financial statements, including international subsidiaries.

Internal Control: Students will demonstrate knowledge of internal controls.

- a) Students demonstrate an understanding of Sarbanes-Oxley requirements of company management.
- b) Students demonstrate an understanding of Sarbanes-Oxley requirements of independent auditors.

Professional Responsibility: Students will demonstrate a fundamental understanding of professional responsibilities for CPAs.

- a) Students demonstrate knowledge of independence and objectivity under the AICPA Code of Conduct.
- b) Students demonstrate knowledge of due diligence and due care under the AICPA Code of Conduct.
- c) Students demonstrate familiarity with other topics under the AICPA Code of Conduct.

MS in Computational Finance

Analytical Skills: Students are able to use a wide variety of mathematical and computational methods to solve complex problems.

- a) Demonstrate mathematical skills and data analytic skills to solve valuation, hedging, and other problems.

Computational Skills: Students are able to utilize advanced methods of data analysis to solve financial and/or business problems.

- a) Demonstrate ability with industry-standard software.

Risk Assessment and Management: Students are able to quantify and articulate risk in various contexts.

- a) Articulate and apply appropriate hedges and risk controls.

Situational Awareness: Students are able to articulate financial tradeoffs and conflicts faced by actors in the financial world.

- a) Estimate the financial effects of external events or assumed strategies on various parties.

Valuation: Students are able to value standard instruments, derivatives and contracts.

- a) Derive and conceive approaches to value standard instruments, derivatives and contracts.

MS in Entrepreneurship and Innovative Ventures

Business Plan: Every graduate will have created a business plan.

- a) Student prepares an appropriate draft of the description of the business and market to be reached.
- b) Student identifies major competitors and barriers to entry.
- c) Business plan addresses all major requirements of a typical business plan.

Innovative Venture Creation and Commercialization: Every graduate will demonstrate an understanding of the fundamental aspects of the process for creating innovative ventures.

- a) Students demonstrate an understanding of the process for identifying market potential for new or innovative products or services.
- b) Students demonstrate an understanding of sources of seed funding to get started.
- c) Students demonstrate an understanding of process for commercialization of a new product or service.

Legal Issues: Every graduate will demonstrate an understanding of basic legal issues associated with new ventures.

- a) Compares and selects appropriate business entity under which the venture should be organized.
- b) Compares and selects proper type of intellectual property law to be used by the venue.
- c) Applies basic principles of contract law to prevent, manage or resolve a managerial problem.

Presentation Skills: Every graduate will have made an effective presentation of a new business proposal.

- a) Presentation is appropriately detailed for the audience.
- b) Student effectively conveys team competence and credibility.
- c) Student effectively conveys product as an attractive investment opportunity.
- d) Presentation addresses all major aspects of the new business proposal in appropriate amount of time.

MS in Finance

Global Issues: Evaluate the impact of the global environment on financial practices

- a) Assess factors affecting foreign exchange values
- b) Select appropriate formulae to forecast exchange values
- c) Determine the link between foreign exchange and operating results

Professional Standards: Analyze how external forces influence the behavior of financial professionals

- a) Analyze how relevant financial regulation such as Sarbanes-Oxley influence professional behavior.

Risk Management: Apply risk management practices

- a) Create hedge positions

Technology: Graduates uses technology such as Excel models in solving financial problems.

- a) Uses technology to organize and analyze financial data.
- b) Uses technology to perform optimization, sensitivity/scenario analysis, simulations, etc., as an aid to financial decision making (e.g., capital budgeting, corporate financial planning).

Valuation: Value real and financial assets.

- a) Formulate proper cash flows for project analysis.
- b) Select and apply appropriate valuation formulas for basic (e.g., stocks, bonds) as well as complex financial assets (e.g., options, swaps).

MS in Management

Common Learning Goals

Applied Focus: Graduates will demonstrate the ability to apply theory to practice by engaging in activities such as working on projects, doing consulting, running companies in a simulation, analyzing cases, etc. (This goal is shared with the MBA program.)

- a) Demonstrate ability to analyze business problems in a real or simulated business situation.
- b) Articulate solutions to business problems in a real or simulated business situation.

Integrative and flexible thinking and decision making: Graduates will propose solutions to business problems by taking an integrative perspective, developing an understanding of the content and the interest of and obligations to stakeholders, and applying appropriate frameworks, including design thinking, to analyze the relevant information and develop solutions. (This goal is shared with the MBA program.)

- a) Demonstrate the ability to articulate and analyze the interests and obligations to multiple stakeholders in a given situation.
- b) Demonstrate the ability to use an appropriate approach, such as design thinking, to analyze relevant information.
- c) Based on the above analysis, recommend a suitable course of action in a given situation.
- d) Effectively communicate the analysis and recommendations.

Program Tracks:

Product and Service Development Track

Technological Innovation: Graduates will evaluate a business situation and propose recommendations for the management of technological innovation(s) to sustain competitive advantage.

- a) Evaluate the technological aspects of a business situation and identify sources of competitive advantage.
- b) Develop one or more recommendations for the management of technological innovation in a given business situation.

Global and Supply Chain Management Track

Global Difference: Assess the implications of global differences in business practices such as product/services design, market development, operating strategies, etc.

- a) **Knowledge:** Illustrate and differentiate cultural contexts, cross-cultural issues, and formal institution constructs.
- b) **Evaluation:** Identify and explain the role and implications of different global business practices, such as product/service design, market development and operations strategy, or other major business practices.
- c) **Strategy:** Create a business strategy that reflects substantive global awareness.

Leadership Track

Leadership Skills: Graduates will identify appropriate individual and interpersonal skills that enhance leadership of individuals, groups and/or organizations.

- a) Motivating individuals
- b) Team Development
- c) Organization change and development