

SAUNDERS COLLEGE OF BUSINESS PROGRAM GOALS AND LEARNING OBJECTIVES

September 2021

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BACHELOR OF SCIENCE (BS) PROGRAM LEARNING GOALS

Core Learning 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 technology.

BS PROGRAMS - DISCIPLINE SPECIFIC GOALS

Accounting BS Program Learning Goals

Program Goal #1: 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 (including, income statement, statement of retained earnings, balance sheet, statement of cash flows).
- 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 #2: 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 #3: 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.

Finance BS Program Learning Goals

Program Goal #1: 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.

Program Goal #2: Use of Financial Technology in Analyzing Data: Students demonstrate the ability to use Excel or other contemporary software applications to analyze given data sets.

- a) Ability to apply technology in analyzing financial statements and in developing financial projections and forecasts.
- b) Ability to communicate results of analysis so they may be used in decision-making.

Hospitality & Tourism Management BS Program Learning Goals**Program Goal #1: Operations and Management: Students demonstrate understanding of fundamental aspects of hospitality operations and management**

- a) Use operating metrics to analyze operations of a hotel and recommend managerial actions to improve operations.
- b) Demonstrate and apply knowledge of food safety principles in the operation of a restaurant.
- c) Describe the roles of key participants in a typical hospitality project and how they interact to manage and complete projects.

Program Goal #2: Financial Tools: Students demonstrate knowledge and ability to successfully use financial tools to hospitality industry problem-solving.

- a) Use hospitality financial statements such as the income statement and the balance sheet to identify opportunities and challenges for a business.
- b) Explain and calculate key operating metrics including RevPAR, check averages, labor cost/hour, occupancy, and recognize the impact of fixed and variable components of costs.
- c) Identify and manage the drivers of costs and profits in a typical F&B operation.
- d) Demonstrate the ability to estimate and manage costs in the operations of a restaurant or a hotel.

Program Goal #3: Marketing and Strategy. Students demonstrate understanding of fundamental aspects of hospitality marketing and strategy.

Formulate strategies using various tools including service blueprinting and value chain analysis to optimize customer experience.

- a) Diagnose and measure the success of implemented customer experience design and processes.
- b) Using branding to define and create memorable luxury customer experiences.
- c) Conduct market studies and feasibility analyses.
- d) Connect F&B operations, management, and practices to organizational outcomes including guest satisfaction and profitability.

International Business BS Program Learning Goals

Program Goal #1: 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.

Program Goal #2: 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.

Management BS Program Learning Goals

Program Goal #1: Managing Processes – Achieving business goals.

- a) Formulate and implement an effective plan for project management.
- b) Apply principles of effective decision-making to negotiations.

Program Goal #2: Leading People – Influencing others towards a common purpose.

- a) Demonstrate professional skills that foster organizational effectiveness.
- b) Apply leadership and teamwork concepts to real-world situations.

Management Information Systems (MIS) BS Program Learning Goals

Program Goal #1: 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.

Program Goal #2: 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.

Program Goal #3: 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.

Marketing BS Program Learning Goals

Program Goal #1: Consumer Buying Process - Understanding of the consumer buying process.

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

Program Goal #2: 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.

Program Goal #3: 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.

Program Goal #4: Marketing Plan - Ability to develop a comprehensive marketing plan.

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

New Media Marketing BS Program Learning Goals

Program Goal #1: Internet Marketing - Demonstrate an understanding of tactics and strategies of Internet marketing.

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

Program Goal #2: Search Engine Strategies - Demonstrate the ability to use search engine strategies.

- a) Understanding the use of search engine strategies.

Program 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.

Supply Chain Management BS Program Learning Goals

Program Goal #1 – Operations and Supplier Relations Management: Demonstrate an understanding of how different business functions collaborate to support efficient and effective supply chains.

- a) Demonstrate ability to classify different business functions over the supply chain.
- b) Demonstrate ability to identify managerial issues such as inventory management, logistics/ third party logistics.

Program Goal #2 – Supply Chain Analysis and Design: Analyze data using the proper tools to design a global supply chain.

- a) Analyze the relevant data by applying certain tools such as ERP, database management and Excel to design a global supply chain.

Program Goal #3 – Supply Chain Strategy: Demonstrate the ability to develop strategies to manage supply chain-related issues and improve supply chain process.

- a) Demonstrate ability to identify sources of inefficiency in supply chain-related issues such as risk, cost and time.
- b) Demonstrate ability to implement solutions by applying appropriate operational methodologies, such as forecasting, supplier relations and process improvement techniques (e.g., Lean Six Sigma).

Master of Business Administration (MBA) Program Learning Goals**MBA Program Learning Goals**

Program Goal #1 – 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.

Program Goal #2 – 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.

Program Goal #3 – 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.

Program Goal #4 – Technological innovation: Graduates will evaluate business situation(s) and propose recommendations for the management of technological resources to create business innovation(s) to create or sustain a competitive advantage.

- a) Evaluate the technological aspects of a business situation and identify sources of competitive advantage related to those aspects.
- b) Develop one or more recommendations for the management of technological innovation to address a specific business problem or opportunity.

MBA Accounting Program Learning Goals

Program Goal #1 – 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 conclusion.
- 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.

Program Goal #2 – 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.

Program Goal #3 – 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. Demonstrate the ability to use an appropriate approach, such as design thinking, to analyze relevant information. Based on the above analysis, recommend a suitable course of action in a given situation. Effectively communicate the analysis and recommendations.

Program Goal #4 – Technological innovation: Graduates will evaluate business situation(s) and propose recommendations for the management of technological resources to create business innovation(s) to create or sustain a competitive advantage.

- a) Evaluate the technological aspects of a business situation and identify sources of competitive advantage related to those aspects.
- b) Develop one or more recommendations for the management of technological innovation to address a specific business problem or opportunity.

Executive MBA Program Learning Goals

Program Goal #1 – APPLIED FOCUS. Graduates demonstrate an ability to apply knowledge and analytical tools to solve business problems.

- a) Students apply diagnostic skills for identifying organizational problems.
- b) Students apply skills in formulating, evaluating, and recommending management actions in an organizational setting.

Program Goal #2 – GLOBAL. Graduates will describe and explain typical dimensions of globalization and their impact on business success.

- a) Students analyze the major strategies, theories and practices associated with international business.
- b) Students formulate strategies that recognize the impact of globalization (e.g.. cultural differences, foreign direct investment, market entry options, regional integration) on business.

Program Goal #3 – LEADERSHIP. Graduates will develop their leadership skills.

- a) Students will be able to apply common leadership models to evaluate different leadership styles.
- b) Students create a leadership development plan based on their strengths and weaknesses and an evaluation of their leadership capabilities.

Program Goal #4 – STRATEGIC THINKING. Graduates will propose strategies for gaining a competitive advantage.

- a) Students will apply appropriate frameworks such as design thinking to the strategic analysis.
- b) Students will be able to evaluate alternative strategies in a given situation.
- c) Students will determine a suitable course of action.

Program Goal #5 – TECHNOLOGICAL INNOVATION. Graduates will evaluate business situation(s) and propose recommendations for the management of technological innovation(s) to create or 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 business situation.

Master of Science (MS) Program Learning Goals

Accounting and Analytics MS Program Learning Goals

Program Goal #1 – Students will develop a working knowledge of representative software used in tech- based accounting practices in CPA firms and industry, including ERP systems. Blockchain. Python. R. Tableau and Visio.

- a) Explain fundamentals of SAP systems.
- b) Explain fundamentals of one or more visualization software applications.

Program Goal #2 – Students will develop the ability to prepare documents and reports that are standard practice in the field of accounting

- a) Incorporate critical documentation and written communication elements commensurate with expectations for accounting practitioners.
- b) Construct and present financial report/project designed to communicate data and findings to senior management, clients and regulator.

Program Goal #3 – Students will develop advances analytical and critical thinking skills as applied through practitioner capstone projects.

- a) Explain and interpret the financial data provided by practitioner.
- b) Sort and filter the data to make it informative and useful.
- c) Determine missing data and other requisite financial analytics.
- d) Write and present appropriate reports using proper English formalities.

Program Goal #4 – Students will demonstrate technical and non-technical skills that will position them for professional accounting related careers.

- a) Demonstrate and document IT audit risk assessment and analytical skills.

Business Analytics MS Program Learning Goals

Program Goal #1 –Analytic Skills: Demonstrate ability to use analytics tools to solve business problems.

- a) Demonstrate ability to use tools such as Python and “R” to solve business problems.
- b) Conduct data manipulation, preparation, cleaning and analysis.

Program Goal #2 –Business Strategy: Articulate and implement analytics strategy consistent with business strategy and goals:

- a) Distinguish between firm types, in terms of development, industry and strategy.
- b) Articulate possible analytics strategies.
- c) Plan and implement analytics and data management strategies and goals.

Program Goal #3 –Data Management: Demonstrate skills in data management:

- a) Articulate and implement data management in a business setting.
- b) Demonstrate skills in database query.

Program Goal #4 –Domain Knowledge: Demonstrate knowledge in key business functions:

- a) Articulate solutions to solve data-centric business problems in functional areas.

Computational Finance MS Program Learning Goals

Program Goal #1 –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.

Program Goal #2 –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.

Program Goal #3 –Risk Assessment and Management: Students are able to quantify and articulate risk in various contexts.

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

Program Goal #4 –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.

Program Goal #5 –Valuation: Students are able to value standard instruments, derivatives and contracts.

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

Finance MS Program Learning Goals

Program Goal #1-Project Analysis: Students are able to analyze and evaluate projects (initiatives by business entities)

- a) Formulate cash flows for project analysis.
- b) Apply appropriate metrics and make recommendations based on analysis.

Program Goal #2 –Security Analysis: Students are able to analyze and evaluate stocks, bonds, and derivatives

- a) Analyze stocks and bonds to evaluate risk as well as value.
- b) Analyze and evaluate derivatives such as options, futures, and swaps.

Program Goal #3 –Risk Management: Students are able to quantify and articulate risk in various financial contexts and plan appropriate risk mitigation.

- a) Analyze stocks and bonds to evaluate risk as well as value.
- b) Analyze and evaluate derivatives such as options, futures, and swaps.

Program Goal #4 –Communication: Students are able to effectively convey results of financial analysis and articulate any recommendation

- a) Demonstrate proficiency in communicating and reporting results of analysis.
- b) Demonstrate proficiency in financial data visualization.

Program Goal #5 – Quantative Modeling: Students are able to use mathematical and data-based modeling.

- a) Students use mathematical and data-based modeling to solve financial problems in areas such as risk management, portfolio construction, and pricing financial instruments.

Global Supply Chain Management MS Program Learning Goals

Program Goal #1 – Analyze how supply chain components impact an organizational and its competitiveness.

- a) Develop and recommend strategies to improve an organization's supply chain.
- b) Provide rationale for optimal supply chain solutions to improve an organizations competitiveness.
- c) Conduct proper risk management analysis and communicate findings and recommendations.

Program Goal #2 – Conduct stakeholder analysis and identify strategies to develop as maintain relationships with various stakeholders including suppliers.

- a) Develop strategies to maintain relationships with various stakeholders with diverse goals and objectives.
- b) Create optimal solutions to achieve business goals of diverse stakeholders.

Program Goal #3 –Identify global factors and stakeholders influence on organization's supply chain.

- a) Analyze and forecast external and internal factors and influence impacting an organization's supply chain.
- b) Develop response strategies, opportunities and challenges resulting from institutional factors.

Program Goal #4 –Describe the business relationships and interconnectedness of supply chain components.

- a) Differentiate how decisions within one major supply chain component affect other components and impact a business outcome.
- b) Distinguish and critique the interconnections among the major supply chain components over time.

Hospitality & Tourism Management MS Program Learning Goals

Program Goal #1 –Review, assess, and draw conclusions about models and theories associated with hospitality and tourism in a global environment.

- a) Review and assess hospitality and tourism models and theories.
- b) Draw conclusions and develop innovative, evidence supported documents related to models in the hospitality and tourism industry.

Program Goal #2 –Analyze and evaluate, synthesize, and apply hospitality and tourism data from diverse sources.

- a) Analyze and evaluate data from a wide variety of global sources.
- b) Synthesize and pragmatically and ethically apply hospitality and tourism information to situations anywhere in the world.

Program Goal #3 – Identify and compare the services associated with the tourism system in the context of social, economic, cultural, and political environments.

- a) Identify, compare, and contrast hospitality and tourism services in a social economic, cultural and political contexts.

Program Goal #4 – Create and present new hospitality and tourism services through effective interpersonal, oral, and written communication.

- a) Develop new services in the hospitality and tourism industry that can applied to a wide variety of situations globally.
- b) Create and make presentations in a variety of format-from written to mediated.

Human Resources Development MS Program Learning Goals

Program Goal #1 – Demonstrate knowledge of the theory and foundation principles, which are the basis of Human Resource Development (HRD). Utilize this knowledge to develop strategies to promote outstanding performance, assess performance and develop training, and lead change initiatives to achieve organizational development of human capital and provide leadership with strong relational ties to the management of the organization.

- a) Demonstrate understanding of theoretical principles related to HRD.
- b) Demonstrate knowledge of assessment strategies including data collection and analysis used in organizational development, training and global HRD.
- c) Identification of the attributes of outstanding performance behaviors and strategies to replicate these behaviors within the organization.
- d) Demonstrate leadership in the ability to strategically develop human capital, network and form relationships to represent the strategic importance of HRD to the organization.

Program Goal #2 – Demonstrate knowledge of theory and concepts of human resource management through application and practice of these concepts applied to the management of people within an organization.

- a) Critical thinking and analysis skills used to make human resource management decisions related to the organizational environment, the acquiring and development of human resources, and the assessment and improvement of human performance.
- b) Creativity and application in the design of a Total Rewards program within an organization.
- c) Identify, interpret and apply related laws and regulations to the workforce within a defined organization. Included are the areas of the hiring process, management of the workforce, salary and benefits, terms of employment and termination of employment.

Program Goal #3 – Apply theory and research to diagnose and evaluate the functioning of the organization. This includes knowledge of how organizational behavior and culture influences human capital and use this knowledge to develop innovative solutions for intervention strategies required to help the organization develop their human capital.

- a) Ability to explain how HRD is scientifically applied discipline with theory and applied research methods related to action, diagnostics and evaluation.
- b) Demonstrate the ability to develop and implement innovation in intervention strategies to assist with the management of organizations resources.
- c) Apply the unique concepts of organizational behavior and culture in the development of interventions for an organizations strategic plan.
- d) Working within a variety of global cultures apply knowledge of current global and regional trends impacting on HRD to lead the development of talent management programs to grow and retain employees to meet the human capital needs of the organization.

Service Leadership and Innovation MS Program Learning Goals

Program Goal #1 – Exhibit a leadership capacity that fosters innovation and provides value to customers as defined by

- a) Utilize adaptive leadership in decision making, critical thinking, and service dominant logic to lead people.
- b) Employ evidence-based principles to service industry related problems.
- c) Apply systematic critical thinking to problem situations to bring innovation to market.
- d) Translate service design principles across organizations describing how innovation moves from process to market.
- e) Design and implement differentiators to provide a measurable competitive advantage to the organization.

Program Goal #2 – Demonstrate knowledge of and the ability to grow innovation capacity

- a) Create an environment to foster creativity in the workplace.
- b) Utilize critical thinking and problem solving skills to create opportunities which provide value to customers.
- c) Promote individual creativity contributing to the formation of innovative skills and competencies of individuals, groups and teams within an organization.

Technology Innovation Entrepreneurship MS Program Learning Goals

Program Goal #1 – Technological innovation and entrepreneurship: Demonstrate an understanding of how to creatively generate values through technological innovations.

- a) Demonstrate an understanding of the process of technology-based innovation.
- b) Demonstrate an understanding of creatively generate values for organizations through technology-based innovations.

Program Goal #2 – Applied focus: Apply theories to practice in a real or simulative business environment.

- a) Analyze real or simulated business problems in the context of either technology innovation or entrepreneurship.
- b) Articulate solutions to real or simulated business problems in the context of technology innovation or entrepreneurship.

Program Goal #3 – Essential Skills: Understand management and other business skills that are essential for managing technological ventures or start-ups.

- a) Understand essential theories and skills relating to the management of individuals, teams, and projects.
- b) Apply framework and research skills to evaluate market options and recommend strategies.
- c) Uses technology and formulas to organize and analyze financial data.