

## Fox School of Business

### Academic Program Student Learning Outcomes

| Program Description         | Program Degree | Student Learning Outcomes   |
|-----------------------------|----------------|---|
| ACCOUNTANCY                 | MACC           | Increase knowledge and understanding of the professional  |
|                             |                | Be able to conduct research on practice issues and questions  |
|                             |                | Increase knowledge of technology relevant to the accounting profession.   |
|                             |                | Be able to communicate orally and in writing in a professional manner.  |
|                             |                | Know and understand the ethical and legal responsibilities of professional accountants.   |
|                             |                | Prepare to pass all four parts of the Uniform CPA Exam.   |
| ACCOUNTING                  | MS             | Apply the core principles of financial and management accounting in a business context.   |
|                             |                | Apply quantitative analysis and interpretation to finance and management accounting in business problems.   |
|                             |                | Apply the core principles of accounting information systems in a business context.  |
|                             |                | Present information in a professional manner, both orally and in writing.   |
|                             |                | Know and understand the ethical responsibilities of business professionals.   |
| ACTUARIAL SCIENCE           | MS             | Goal 1: Understand how various actuarial tools are used to quantify risk. Objective 1a: Identify the risks faced by an individual/organization.   |
|                             |                | Goal 1: Understand how various actuarial tools are used to quantify risk. Objective 1b: Recognize and analyze which underwriting factors are needed to quantify the frequency and severity of such risks.                                     |
|                             |                | Goal 2: Apply statistical formulas to price insurance and pension products. Objective 2a: Recognize how the raw data in a mortality table can be translated into key measures used for forecasting and estimation.                            |
|                             |                | Goal 2: Apply statistical formulas to price insurance and pension products Objective 2b: Recognize the distinction between and importance of discrete and continuous random variables in measuring risk exposure, including future lifetimes. |
|                             |                | Goal 2: Apply statistical formulas to price insurance and pension products. Objective 2c: Develop and apply the ability to determine which actuarial formulas are used in various pricing situations.   |
|                             |                | Goal 3: Demonstrate the strong analytical skills necessary for passing the professional actuarial exams.  |
|                             |                | Goal 4: Recognize the economic significance and ethical impact of various business decisions.   |
|                             |                |   |
| BBA-Business Administration | BBA            | Goal 1: Demonstrate business knowledge needed to make business decisions. Objective A: Apply a core body of discipline specific knowledge to business situations and problems.  |

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| Program Description                     | Program Degree | Student Learning Outcomes  |
|---|----------------|--|
| BBA-Business Administration<br>(CONT'D) | BBA (CONT'D)   | Goal 2: Apply critical thinking skills to business decisions.<br>Objective A: Use integrated business knowledge to identify problems, generate solutions, and develop reasoned conclusions.  |
|   |                | Goal 2: Apply critical thinking skills to business decisions.<br>Objective B: Understand the ethical, legal, and social responsibilities of individuals and organizations  |
|   |                | Goal 3: Apply quantitative reasoning skills to make recommendations and business decisions. Objective A: Apply quantitative analysis and interpretation to business problems   |
|   |                | Goal 3: Apply quantitative reasoning skills to make recommendations and business decisions. Objective B: Use data to analyze business decisions  |
|   |                | Goal 3: Apply quantitative reasoning skills to make recommendations and business decisions. Objective C: Use software to analyze and implement business decisions.   |
|   |                | Goal 4: Apply effective business communication techniques to business situations. Objective A: Effectively present ideas in writing  |
|   |                | Goal 4: Apply effective business communication techniques to business situations. Objective C: Effectively present ideas visually  |
| BUSINESS ADMINISTRATION                 | MBA            | Financial Acuity: Apply effective financial analysis and modeling to decision-making.  |
|   |                | Opportunity Response: Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|   |                | Influential Communication: Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.  |
|   |                | Leadership: Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.                                       |
|   |                | Cross-Cultural Effectiveness: Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations and strategies. |
|   |                | Ethical Management: Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.                            |

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|---|----------------|--|
| BUSINESS ADMINISTRATION (CONT'D)          | MBA (CONT'D)   | Business Reasoning: Generate and apply new knowledge to business decision-making.  |
| BUSINESS ADMINISTRATION                   | PHD            | Methodological Skills: Build advanced research and practical skills in their area of concentration to support specialized high-quality research.   |
|   |                | Theoretical Skills: Demonstrate advanced theoretical knowledge and skills in their area of concentration to support specialized high-quality research.   |
|   |                | Creation of New Knowledge: Demonstrate the creation of original knowledge through: a) Doctoral Dissertation and a) Publication of original research in refereed conference   |
|   |                | Effective Teaching Skills: Build effective teaching skills through organization and delivery of courses.   |
|   |                | Effective Presentation Skills: Build effective presentation skills to deliver effective academic presentations.  |
| BUSINESS ADMINISTRATION EXECUTIVE PROGRAM | DBA            | 1. Demonstrate knowledge of advanced theoretically grounded and methodologically sound research skills that provide the foundation for impactful, practice-focused research. a. Formulate new ideas through boundary-spanning, interdisciplinary research questions that build on existing theory and are relevant to practice |
|   |                | 1. Demonstrate knowledge of theoretically grounded and methodologically sound research skills that provide the foundation for impactful, practice-focused research. b. Summarize and synthesize relevant theory and past research on a given business issue  |
|   |                | 1. Demonstrate knowledge of theoretically grounded and methodologically sound research skills that provide the foundation for impactful, practice-focused research. c. Apply social science theories from economics, organizational behavior, or management to analyze complex, applied business problems                      |
|   |                | 1. Demonstrate knowledge of theoretically grounded and methodologically sound research skills that provide the foundation for impactful, practice-focused research. d. Apply, analyze, and develop theory, models and methods in practice-relevant contexts  |
|   |                | 1. Demonstrate knowledge of theoretically grounded and methodologically sound research skills that provide the foundation for impactful, practice-focused research. e. Apply theory and conceptual models to identify alternative explanations   |
|   |                | 2. Demonstrate mastery of quantitative and qualitative research methods specifically oriented to applied research. a. Build research models and develop testable hypotheses  |
|   |                |  |

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| Program Description                                   | Program Degree | Student Learning Outcomes  |
|---|----------------|--|
| BUSINESS ADMINISTRATION<br>EXECUTIVE PROGRAM (CONT'D) | DBA (CONT'D)   | 2. Demonstrate mastery of quantitative and qualitative research methods specifically oriented to applied research. b. Describe the data necessary to test the hypotheses   |
|   |                | 2. Demonstrate mastery of quantitative and qualitative research methods specifically oriented to applied research. c. Identify the appropriate qualitative or quantitative methods that will successfully address an original research question  |
|   |                | 2. Demonstrate mastery of quantitative and qualitative research methods specifically oriented to applied research. d. Develop a study that applies quantitative research methods to collect, organize, and analyze data to address an applied research question  |
|   |                | 2. Apply theory and conceptual models to identify alternative explanations e. Develop a study that applies qualitative research methods to collect, organize, and analyze data to address an applied research question   |
|   |                | 2. Demonstrate mastery of quantitative and qualitative research methods specifically oriented to applied research. f. Describe the results of hypotheses testing and their implications within the context of an original study  |
|   |                | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. a. Identify the potential contribution of the research to theory and practice   |
|   |                | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. b. Compose an original research manuscript suitable for publication and/or presentation in practitioner journals and conference proceedings |
|   |                | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. c. Identify appropriate venues, including professional conferences and journals, for research publication                                   |
|   |                | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. d. Explain the impact of research findings to academic researchers and business practitioners   |

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| Program Description   | Program Degree      | Student Learning Outcomes  |
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| <b>BUSINESS ADMINISTRATION<br/>EXECUTIVE PROGRAM (CONT'D)</b> | <b>DBA (CONT'D)</b> | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. e. Communicate and defend original research ideas and findings in writing through clearly written business communications |
|   |                     | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. f. Communicate and defend original research ideas and findings orally through a formal research presentation              |
|   |                     | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. g. Translate complex research findings into actionable guidelines for management  |
|   |                     | 3. Demonstrate the ability to disseminate evidence-based management practice through identifying and communicating to audiences within academic and practice-based settings. h. Build a professional portfolio of scholarly accomplishments  |
| <b>BUSINESS ADMINISTRATION<br/>EXECUTIVE PROGRAM</b>          | <b>MBA</b>          | Financial Acuity: Apply effective financial analysis and modeling to decision-making.  |
|   |                     | Business Reasoning: Generate and apply new knowledge to business decision-making.  |
|   |                     | Opportunity Response: Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|   |                     | Influential Communication: Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.  |
|   |                     | Leadership: Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.   |
|   |                     | Cross-Cultural Effectiveness: Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations and strategies.   |
|   |                     | Ethical Management: Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.  |

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| BUSINESS ANALYTICS              | MS             | Recognize Opportunities: Understand descriptive, predictive, and prescriptive analytics and the techniques that are used in each area.  |
|                                 |                | Understand Methods: Understand applications of analytic methods, and their assumptions and limitations.   |
|                                 |                | Expertise in Tools and Software: Develop expertise in the use of tools and software used in data analysis.  |
|                                 |                | Insight: Extract knowledge from datasets of varying complexity levels and types.  |
|                                 |                | Expertise in Data Manipulation: Appropriately load, clean, manipulate, and transform data.  |
|                                 |                | Written Communication: Effectively communicate insights and managerial implications in written form.  |
| DIGITAL INNOVATION IN MARKETING | MS             | Collect, describe, analyze, and interpret digital marketing information to inform decision-making.  |
|                                 |                | Analyze the relationship between the digital infrastructure of an organization and their strategy and implementation.   |
|                                 |                | Use technology to innovate the marketing function: Integrate marketing, advertising, sales, and logistics across physical and digital channels.   |
|                                 |                | Use technology to innovate the marketing function: Transform the marketing function via digital innovations.  |
|                                 |                | Communicate in a professional manner: Orally.   |
|                                 |                | Communicate in a professional manner: Visually.   |
|                                 |                | Communicate in a professional manner: In writing.   |
|                                 |                | Understand the ethical and legal responsibilities in digital marketing.   |
| EMBA (Bogota, Colombia)         | MBA            | Apply effective financial analysis and modeling to decision-making  |
|                                 |                | Generate and apply new knowledge to business decision-making.   |
|                                 |                | Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.   |
|                                 |                | Understand and utilize the complex variety of communication practices needed to facilitate effective decision-making and coordinated action in organizational settings.   |
|                                 |                | Understand and utilize the complex variety of leadership practices needed to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.                             |
|                                 |                | Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations, and strategies. |

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### Academic Program Student Learning Outcomes

| Program Description              | Program Degree | Student Learning Outcomes  |
|----------------------------------|----------------|--|
| EMBA (Bogota, Colombia) (CONT'D) | MBA (CONT'D)   | Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.  |
| EMBA (Cali, Columbia)            | MBA            | Financial Acuity: Apply effective financial analysis and modeling to decision-making.  |
|                                  |                | Business Reasoning: Generate and apply new knowledge to business decision-making.  |
|                                  |                | Opportunity Response: Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|                                  |                | Influential Communication: Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.  |
|                                  |                | Leadership: Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.                                       |
|                                  |                | Cross-Cultural Effectiveness: Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations and strategies. |
|                                  |                | Ethical Management: Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.                            |
| EMBA (Casablanca, Morocco)       | MBA            | Apply effective financial analysis and modeling to decision-making.  |
|                                  |                | Generate and apply new knowledge to business decision-making.  |
|                                  |                | Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|                                  |                | Understand and utilize the complex variety of communication practices needed to facilitate effective decision-making and coordinated action in organizational settings.  |
|                                  |                | Understand and utilize the complex variety of leadership practices needed to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.  |
|                                  |                | Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations, and strategies.                              |

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| Program Description                    | Program Degree | Student Learning Outcomes  |
|--|----------------|--|
| EMBA (Casablanca, Morocco)<br>(CONT'D) | MBA (CONT'D)   | Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.  |
| EMBA (Japan)                           | MBA            | Financial Acuity: Apply effective financial analysis and modeling to decision-making.  |
|  |                | Opportunity Response: Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|  |                | Influential Communication: Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.  |
|  |                | Leadership: Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.                                       |
|  |                | Cross-Cultural Effectiveness: Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations and strategies. |
|  |                | Ethical Management: Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.                            |
|  |                | Business Reasoning: Generate and apply new knowledge to business decision-making.  |
|  |                | Apply effective financial analysis and modeling to decision-making.  |
| EMBA (Paris, France)                   | MBA            | 1: 1. To possess analytical and quantitative problem solving skills.<br>a. Apply quantitative and financial tools to business situations   |
|  |                | 2: 2. To possess effective management skills for a global business environment. a. Evaluate differences in global business environments and the impact of these differences on business operations and strategies.                                       |
|  |                | 3: 3. To be effective communicators. a. Formulate and defend reasoned arguments.   |
|  |                | 4: 3. To be effective communicators. b. Apply precise and concise communication skills in written form   |
|  |                | 5: 3. To be effective communicators. c. Deliver a presentation in a professional and engaging manner.  |
|  |                | 6: 4. To be aware of ethical issues and their implications in decision-making. a. Assess the impact of cultural and psychological factors on ethical decision-making.  |



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| Program Description                    | Program Degree | Student Learning Outcomes  |
|--|----------------|--|
| EMBA (Paris, France) (CONT'D)          | MBA (CONT'D)   | 7: 4. To be aware of ethical issues and their implications in decision-making. b. Recognize the factors and stakeholders in an ethical situation.  |
|  |                | 8: 4. To be aware of ethical issues and their implications in decision-making. c. Propose and evaluate alternative decisions and defend the chosen solution from an ethical perspective.   |
|  |                | 9: 5. To possess strategic thinking skills. a. Integrate knowledge across disciplines.   |
|  |                | 10: 5. To possess strategic thinking skills. b. Gather and use information for competitive advantage.  |
| EMBA (Philadelphia)                    | MBA            | Financial Acuity: Apply effective financial analysis and modeling to decision-making.  |
|  |                | Opportunity Response: Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|  |                | Influential Communication: Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.  |
|  |                | Leadership: Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.                                       |
|  |                | Cross-Cultural Effectiveness: Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations and strategies. |
|  |                | Ethical Management: Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.                            |
|  |                | Business Reasoning: Generate and apply new knowledge to business decision-making.  |
| FINANCIAL ANALYSIS AND RISK MANAGEMENT | MS             | Understand and apply quantitative financial techniques and methodologies to evaluate and solve current and ongoing business problems   |
|  |                | Understand and apply core financial concepts and tools to strategically evaluate and solve current and emerging business problems.   |
|  |                | Effectively communicate knowledge and understanding of financial concepts and analysis in written form   |
|  |                | Effectively communicate knowledge and understanding of financial concepts and analysis in the delivery of an oral presentation   |

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| Program Description                                    | Program Degree     | Student Learning Outcomes  |
|--|--------------------|--|
| <b>FINANCIAL ANALYSIS AND RISK MANAGEMENT (CONT'D)</b> | <b>MS (CONT'D)</b> | Develop proficiency in effectively utilizing available financial industry technology   |
| <b>FINANCIAL ENGINEERING</b>                           | <b>MS</b>          | Understand and apply quantitative financial techniques and methodologies to evaluate and solve current and ongoing business problems   |
|  |                    | Understand and apply core financial concepts and tools to strategically evaluate and solve current and emerging business problems.   |
|  |                    | Effectively communicate knowledge and understanding of financial concepts and analysis in written form.  |
|  |                    | Effectively communicate knowledge and understanding of financial concepts and analysis in the delivery of an oral presentation.  |
|  |                    | Develop proficiency in effectively utilizing available financial industry technology   |
| <b>Global MBA</b>                                      | <b>MBA</b>         | Financial Acuity: Apply effective financial analysis and modeling to decision-making.  |
|  |                    | Cross-Cultural Effectiveness: Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations and strategies. |
|  |                    | Ethical Management: Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.                            |
|  |                    | Business Reasoning: Generate and apply new knowledge to business decision-making.  |
|  |                    | Opportunity Response: Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|  |                    | Influential Communication: Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.  |
|  |                    | Leadership: Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.                                       |
|  |                    |  |
| <b>HEALTH ADMINISTRATION</b>                           | <b>MHA</b>         | Apply effective financial analysis and modeling to decision-making.  |
|  |                    | Generate and apply new knowledge to business decision-making.  |
|  |                    | Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |

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| Program Description                                   | Program Degree | Student Learning Outcomes   |
|---|----------------|---|
| HEALTH ADMINISTRATION (CONT'D)                        | MHA (CONT'D)   | Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.  |
|   |                | Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels.  |
|   |                | Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.                                       |
| HUMAN RESOURCE MANAGEMENT                             | MS             | Understand the strategic challenges associated with the role and impact of strategic HR management.   |
|   |                | Understand ethical, public policy, and societal issues related to the profession of HR management.  |
|   |                | Goal 3: Demonstrate a high degree of knowledge and professional competency in the contemporary field of HRM.<br>Objective 3a: Demonstrate knowledge of performance management and reward systems.   |
|   |                | Goal 3: Demonstrate a high degree of knowledge and professional competency in the contemporary field of HRM.<br>Objective b. Demonstrate knowledge of staffing/ hiring practices, employment legal requirements and labor-management relations. |
|   |                | Goal 3: Demonstrate a high degree of knowledge and professional competency in the contemporary field of HRM.<br>Objective c. Demonstrate knowledge of human capital development   |
|   |                | Goal 4: Demonstrate effective business communication skills.<br>Objective a. Demonstrate competency in organizing and delivering oral communication.  |
|   |                | Goal 4: Demonstrate effective business communication skills.<br>Objective b. Demonstrate competency in organizing and delivering written communication.   |
| INFORMATION TECHNOLOGY<br>AUDITING AND CYBER-SECURITY | MS             | Describe how an IT organization should be governed and managed.   |
|   |                | Explain how IT systems are implemented and recommend appropriate controls.  |
|   |                | Demonstrate how to protect an organization's information.   |
|   |                | Demonstrate the ability to conduct research related to emerging IT issues.  |
|   |                | Describe how IT services are delivered and maintained and recommend appropriate controls.   |
|   |                | Clearly and credibly communicate an understanding of business relevance and significance of ITACS findings in terms of organizational risk(s) and recommendations for resolving the risk(s). (IT Audit)   |

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| INFORMATION TECHNOLOGY<br>AUDITING AND CYBER-SECURITY<br>(CONT'D) | MS (CONT'D)    | Demonstrate an understanding of how organizations' systems are attacked and the skills used. (Cybersecurity)   |
|   |                | Explain how organizations can mitigate cyber risks through prevention, detection, and response. (Cybersecurity)  |
| INNOVATION MANAGEMENT AND<br>ENTREPRENEURSHIP                     | MS             | Understand how to build an agile and adaptive organization.  |
|   |                | Understand how to make innovation central to strategy.   |
|   |                | Understand business models and how they can be a source of competitive advantage.  |
|   |                | Design and evaluate business models and business model innovations.  |
|   |                | Appreciate the importance of problem formulation in the creative problem solving process.  |
|   |                | Learn to leverage divergent and convergent thinking techniques to creatively solve problems.   |
|   |                | Appreciate innovation characteristics and how they affect innovation adoption.   |
|   |                | Learn to leverage network diffusion concepts to increase organizational success.   |
|   |                | Strategic analysis of entrepreneurial business problems/challenges/opportunities.  |
|   |                | Practical approach to developing a business plan for a new venture.  |
|   |                | Learn to develop customer-centric, value-based innovations.  |
|   |                | Learn to identify and test assumptions.  |
| INVESTMENT MANAGEMENT   | MS             | Understand and apply quantitative financial techniques and methodologies to evaluate and solve current and ongoing business problems                                   |
|   |                | Understand and apply core financial concepts and tools to strategically evaluate and solve current and emerging business problems.                                     |
|   |                | Effectively communicate knowledge and understanding of financial concepts and analysis in written form   |
|   |                | Effectively communicate knowledge and understanding of financial concepts and analysis in the delivery of an oral presentation   |
|   |                | Develop proficiency in effectively utilizing available financial industry technology   |
|   |                |  |
| MARKETING   | MS             | Goal 1: Understand concepts and processes critical to business and marketing. Objective 1A: Apply market analysis and strategic marketing planning.                    |
|   |                | Goal 1: Understand concepts and processes critical to business and marketing. Objective 1B: Recognize the role of marketing intelligence in marketing decision making. |

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| Program Description | Program Degree | Student Learning Outcomes  |
|---------------------|----------------|--|
| MARKETING (CONT'D)  | MS (CONT'D)    | Goal 1: Understand concepts and processes critical to business and marketing. Objective 1c: Apply research techniques in marketing decision making.  |
|                     |                | Goal 2: Demonstrate ability to analyze marketing problems in specific aspects of marketing. Objective 2a: Develop a marketing problem for an organization.   |
|                     |                | Goal 2: Demonstrate ability to analyze marketing problems in specific aspects of marketing. Objective 2b: Analyze the market for an organization.  |
|                     |                | Goal 2: Demonstrate ability to analyze marketing problems in specific aspects of marketing. Objective 2c: Conduct original research that addresses a specific marketing problem.   |
|                     |                | Goal 3: Understand application of concepts and processes in marketing decision making Objective 3a: Apply market analysis to strategic marketing.  |
|                     |                | Goal 3: Understand application of concepts and processes in marketing decision making Objective 3b: Apply market intelligence to strategic marketing.  |
|                     |                | Goal 3: Understand application of concepts and processes in marketing decision making Objective 3c: Use multivariate analysis techniques in market decision making.  |
|                     |                | Goal 4: Demonstrate effective oral and written communications Objective 4a: Develop and present a strategic plan for an organization.  |
|                     |                | Goal 4: Demonstrate effective oral and written communications Objective 4b: Develop and present a written research report for an organization.   |
|                     |                | Goal 4: Demonstrate effective oral and written communications Objective 4c: Develop and present a summary report pertaining to a specific marketing problem.   |
| Online MBA          | MBA            | Financial Acuity: Apply effective financial analysis and modeling to decision-making.  |
|                     |                | Cross-Cultural Effectiveness: Effectively engage colleagues, organizations, and opportunities across cultures by evaluating differences in global business environments and the impact of these differences on relationships, operations and strategies. |
|                     |                | Ethical Management: Discern the needs and interests of the various stakeholders in an organization, integrate ethical considerations into organizational operations, and formulate well-argued responses to ethical dilemmas.                            |
|                     |                | Business Reasoning: Generate and apply new knowledge to business decision-making.  |

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| Program Description | Program Degree | Student Learning Outcomes  |
|---------------------|----------------|--|
| Online MBA (CONT'D) | MBA (CONT'D)   | Opportunity Response: Identify, evaluate, and plan effective responses to business challenges and opportunities that arise within a dynamic business environment.  |
|                     |                | Influential Communication: Understand and utilize the complex variety of communication practices managers need to facilitate effective decision-making and coordinated action in organizational settings.          |
|                     |                | Leadership: Understand and utilize the complex variety of leadership practices managers need to facilitate effective decision-making and coordinated action in leadership settings, from team to corporate levels. |