

CURRICULUM DEVELOPMENT PROCESS

SCHOOL OF BUSINESS AND ECONOMICS

1

ASSURANCE OF LEARNING PROCESS

1. Establish learning goals and objectives
2. Alignment of curricula and curriculum mapping
3. Determine location, measurement tools and benchmarks
 - Selection of measures
 - Course-embedded
 - Standalone testing
 - Rubrics and standardized tests
4. Collect, analyze and disseminate the data
5. Close the loop

Other indirect measures are important too!

PROGRAM LEARNING GOALS AND OBJECTIVES

BBA

- 1. Critical Thinking and Decision Making**
 - Students are able to use analytical and reflective thinking techniques to identify and analyze problems, develop viable alternatives, and make effective decisions.
 - Students are able to apply appropriate quantitative and qualitative techniques in solving business problems.
- 2. Communication Skills**
 - Students are able to write effective business documents.
 - Students are able to prepare and deliver effective oral business presentations using appropriate technologies.
- 3. Ethical Behaviour and Social Responsibility**
 - Students are able to identify and analyze ethical conflicts and social responsibility issues involving different stakeholders.
 - Students are able to develop viable alternatives and make effective decisions relating to business ethics and social responsibility.
- 4. Core Business Knowledge**
 - Students are able to demonstrate competency in the underlying concepts, theory, and tools taught in the core undergraduate curriculum.
- 5. Global Perspective**
 - Students are able to identify and analyze relevant global factors that influence decision making.
 - Students are able to develop viable alternatives and make effective decisions in an international business setting.
- 6. Major Area Knowledge (Future)**

LEARNING OUTCOMES MAJORS

Accounting Major

Upon completion of these programs, students will be able to:

1. Prepare and present the consolidated financial statements of a public or private corporation with international operations in accordance with appropriate accounting standards.
2. Utilize different methods of accounting for non-profit or government organizations.
3. Collect, analyze, and communicate information to assist management in making more effective operational and strategic planning and control decisions.
4. Compute the income taxes payables for an individual or corporation employing effective tax planning strategies.
5. Analyze the internal control and risk management systems of an organization and make recommendations for improvement.
6. Render an opinion as to the accuracy of an organization's financial reporting in accordance with appropriate auditing standards and procedures.
7. Manage the operating and fixed assets of a large corporation effectively and fund those assets with an optimal mix of complex debt and equity financing.
8. Value a business and recommend how to potentially restructure its operations through merger, divestiture, liquidation or reorganization.
9. Demonstrate how information systems and technology can be used to facilitate and enhance financial reporting and decision making.
10. Apply accounting principles in a professional capacity.

LEARNING OUTCOMES MINORS

Financial Services Minor

Upon completion of this program, students will be able to:

1. Describe the operation of the financial services industry and the different products available to consumers such as bank accounts, loans, investment vehicles, savings plans, and insurance.
2. Demonstrate the responsible use of credit and how client risk is determined.
3. Assess the financial needs of clients and aid them establishing appropriate financial goals.
4. Develop and execute a financial plan that allows clients to meet their financial goals.
5. Employ appropriate personal selling and customer service practices when dealing with clients.
6. Demonstrate effective sales force management techniques.

ALIGNMENT OF CURRICULUM GENERAL EDUCATION AND CORE

General Education

Humanities Electives

Six credits of humanities electives must be completed from the following:

English	Chinese
French	German
Spanish	Japanese
Speech	Theatre
Music	Philosophy
Film	Communications
History	Visual and Performing Arts

Note: International Business Major students are required to complete six credits of language courses in one language area at the lower level unless exempted based on previous formal language education.

Social Sciences Electives

Six credits of social sciences electives must be completed from the following:

Anthropology	Archeology
Canadian Studies	Economics
Geography	Political Studies
Psychology	Sociology

Core

The following 72 credits (24 courses) are required:

MNGT 1710	Introduction to Business
ENGL 1100	Introduction to University Writing or
CMNS 1290	Introduction to Professional Writing
MATH 1070	Mathematics for Business and Economics
MATH 1170	Calculus for Business and Economics
ECON 1900	Principles of Microeconomics
ECON 1950	Principles of Macroeconomics
PHIL 1110	Introduction to Critical Thinking
ECON 2320	Statistics for Business and Economics 1
ECON 2330	Statistics for Business and Economics 2
ACCT 2210	Financial Accounting
ACCT 2250	Management Accounting
FNCE 2120	Financial Management
MKTG 2430	Marketing
MIST 2610	Management Information Systems
ORGB 2810	Organizational Behaviour
HRMN 2820	Human Resource Management
BLAW 2910	Commercial Law
ECON 3040	Managerial Economics
CMNS 3240	Business Communications
SCMN 3320	Supply Chain Management
IBUS 3510	International Business
MNGT 3710	Business Ethics and Society
MNGT 4780	Strategic Management

ALIGNMENT OF CURRICULUM MAJORS AND MINORS

General BBA

Majors (8)

Accounting
Economics
Finance
Human Resources
International Business
Marketing
New Venture Creation
Supply Chain Management

Minors (14)

Accounting
Economics
Environment Economics and Sustainable Management ✓
Financial Markets and Institutions ✓
Finance
Financial Services ✓
Human Resources
International Business
Leadership ✓
Marketing
Management Information Systems ✓
New Venture Creation
Project Management ✓
Supply Chain Management

CURRICULUM MAPPING

#	Course	Committee member	Critical thinking and decision making	Communication skills		Ethical behaviour and social responsibility	Core business knowledge	Global perspective			
				Oral	Writing						
ENGL 1100	Introduction to University Writing or	LL, MH	I, P, DA		I, P, DA	I		I			
ENGL 1110	Introduction to Prose Fiction or	LL, MH									
ENGL 1120	Introduction to Poetry or	LL, MH									
ENGL 1140	Introduction to Drama or	LL, MH									
ENGL 1210	Introduction to Drama and Poetry	LL, MH									
CMNS 1290	Introduction to Professional Writing	LL, MH									
MATH 1070	Mathematics for Business and Economics	LL, MH									
MATH 1170	Calculus for Business and Economics	LL, MH									
PHIL 1110	Introduction to Critical Thinking	LL, MH	I, P, DA					I, P			

I= Introduced
P= Practiced
DA= Demonstrated and Assessed



Core courses only

RUBRICS

Oral communication rubric for the undergraduate program of SOBE

Trait	Does Not Meet Expectations	Meets Expectations	Exceeds Expectations
Organization	No opening statement or irrelevant statement. Listener can follow presentation only with effort. Some arguments are not clear. No sequence of information.	Has opening statement relevant to topic, and gives outline of speech. Presentation is clear, logical, and organized. Listener can follow line of reasoning.	Has a clear opening statement that catches audience's interest. Stays focused throughout.
Delivery	Often hard to understand what is being said. Voice is too soft, or too loud. Pace is often too quick or too slow. Use of filler words (such as umm, uh, like). Inappropriate movements (such as: fidgeting, rocking back and forth). No eye contact with members of the audience.	Can easily understand -- appropriate pace and volume. No use of filler words (such as umm, uh, like). No inappropriate movements (such as: fidgeting, rocking back and forth). Eye contact with members of the audience. Use of gestures/body language (when needed).	Excellent delivery. Uses grammatically correct and appropriate language. Modulates voice, projects enthusiasm, interest, and confidence.
Use of Media	Relies heavily on slides and/or notes. Slides contain too much text. Slides contain spelling and/or grammar errors.	Looks at slides (from time to time) to keep on track with presentation. Slides/notes are used as a guide (no reading). Appropriate number of slides. Slides contained no spelling and/or grammar errors.	Slides are used effortlessly to enhance speech. Speech could be effectively delivered without them.
Synthesis / Quality of Analysis	Missing or poor. No analysis of content. No synthesis of points that brought the speaker to the conclusion.	Synthesizes presentation's main points, and draws conclusions based upon the analysis of these points.	Goes beyond "average" in delivering a content that is very well documented and persuasive. Appropriate synthesis of main points. Bottom line is clearly identified.

LOCATION, MEASURE, BENCHMARK

Learning Objective 3b Students will be able to appreciate the importance of providing public service to their community.

Course(s) Assessed: GBUS 6000-Leadership, Ethics, and Social Responsibility

Measure: Students will prepare a consulting report for an organization with a public service focus that they may volunteer for in the future. The report and a formal presentation to the client will be evaluated using a grading rubric.

Benchmark: Seventy-five percent of students will receive a rubric score of 75 points or higher out of a possible 100.

STANDARD COURSE OUTLINES

Course Topics

1. Introduction to Financial Management

- Organization of the corporate finance function
- Professional designations in finance
- Goals of the firm – share price maximization
- Agency costs

2. Financial Statement Analysis

- Financial statement analysis tools
 - Vertical analysis
 - Horizontal analysis
 - Ratio analysis
 - Liquidity
 - Asset management
 - Long-term debt paying ability
 - Profitability including DuPont analysis
 - Market valuation
- Cash flow statement analysis

3. Time Value of Money

- Relationship between required rates and the value of financial assets
- Compound and Simple interest
- Real and nominal rates
 - The effect of inflation on values
 - Effective annual rates
- Present and future values
 - Single and multiple cash flows
 - Perpetuities and annuities

4. Stock and Bond Valuation

- Stock valuation
 - No growth
 - One and two-stage growth models
- Bond valuation
 - Straight bonds
 - Zero-coupon bonds

5. Risk and Return: Beta and CAPM

- Individual risk – standard deviation
- Diversification - Systematic versus Non-systematic Risk
- Characteristic Line and the calculation of Beta
- Calculating the required rate of return using the CAPM and SML

6. Interest Rates

- Theories explaining the shape of the yield curve
 - Liquidity
 - Segmentation
 - Expectations
- Risk-free rate and sources of risk premium

7. Capital Budgeting

- Capital budgeting methods and their limitations
 - Payback
 - Discounted payback
 - Internal rate of return
 - Net present value
- Net present value analysis

8. Weighted Cost of Capital

- Calculating the Weighted Average Cost of Capital
 - Cost of common shares, preferred shares, and bonds
 - Appropriate weights
 - Book value
 - Market value
 - Target capital structure
- Calculating the Weighted Marginal Cost of Capital
 - Pure Play approach
 - Divisional costs of capital
 - Adjusting for varying project risk
- Incorporating flotation costs

9. Capital Structure

- Measures of operational and financial leverage
- Business risk and its effect on the use of financial leverage
- Determination of the optimal capital structure
 - Industry average ratios
 - Worst-case scenario

STANDARD COURSE OUTLINES

FNCE 2120-3 Financial Management (3,0,0)

Calendar Description

Students develop a basic understanding of business finance which deals with how organizations effectively manage their operating and fixed assets and fund them with an optimal mix of debt and equity financing. Topics include the role of the financial manager; goals of the firm; financial statement analysis; time value of money; stock and bond valuation; risk and return including the capital asset pricing model; interest rates; capital budgeting; weighted cost of capital; and capital structure.

Educational Objectives/Outcomes

Upon completing this course, students will be able to:

1. Explain the importance of share price maximization and the influence of agency costs.
2. Solve business problems that incorporate the time value of money.
3. Examine the performance of an organization using different financial statement analysis techniques.
4. Demonstrate how risk is incorporated into the calculation of an asset's required rate of return.
5. Value the stocks and bonds issued by companies to finance their operations.
6. Explain the shape of the yield curve, risk-free rate and sources of risk premium.
7. Appraise the financial viability of new projects using capital budgeting techniques.
8. Calculate the appropriate cost of capital for a business in different situations.
9. Analyze the optimal capital structure for a company based on an assessment of its operational leverage and other factors.

WRITING LEARNING OUTCOMES PROGRAMS AND COURSES

Bloom's Taxonomy of Education Objectives

Knowledge Level: Recognize or recall information learned

- List, state, name...

Comprehension Level: Restate or interpret information learned

- Explain, discuss, describe...

Application Level: Apply learned information

- Apply, demonstrate, use...

Analysis Level: Exam learned information critically

- Analyze, appraise, differentiate...

Synthesis Level: Create new models using learned information

- Develop, plan, design...

Evaluation Level: Assess or judge the value of learned information

- Review, justify, assess...

SOME PROBLEMS

1. How to write learning outcomes for majors and minors where students choose from a number of courses?
2. What about minors that have majors as well?
3. What about post-baccalaureate diplomas?
4. What about certificates and diplomas that ladder into the BBA?
5. How to promote high quality faculty work and involvement in assurance of learning?
6. Is academic freedom a factor?