



Rutgers Business School
Newark and New Brunswick

Learning Competencies and Objectives for Undergraduate Programs—Newark and New Brunswick¹

1. **Applied Knowledge and Understanding.** Students graduating with a BS degree will have a broad understanding of basic business theory and practice and a deep understanding of theory and practice within their major field.

Students will demonstrate:

- a. Competency in the application of business knowledge to address business challenges.
- b. Advanced expertise and proficiency within their major field.
- c. Proficiency in the use and application of business software/tools, quantitative methods/modeling techniques, and other advanced tools/methodologies for effective business analysis and decision making.

2. **Critical Thinking and Ethical Judgment.** Students graduating with a BS degree will use critical thinking skills and ethical judgment when analyzing problems and making decisions.

Students will demonstrate:

- a. Ability to evaluate unstructured business decision-making scenarios and develop innovative and ethical solutions.
- b. Ability to apply analytical and critical thinking skills to solve problems.

3. **Diversity Awareness and Global Perspective.** Students graduating with a BS degree will have the breadth of perspective necessary to succeed in a global and diverse business environment.

Students will demonstrate:

- a. Understanding of the impact of cultural and demographic diversity on business operations.
- b. Ability to apply diverse ideas and global perspectives to solve business problems.

4. **Effective Communication and Teamwork.** Students graduating with a BS degree will be effective communicators.

Students will demonstrate:

- a. Ability to construct clear, concise, and convincing written communication.
- b. Ability to construct and deliver clear, concise, and convincing oral communication.
- c. Ability to communicate and perform effectively in teams.

¹ Revised and approved in May 2022.

Learning Competencies and Objectives for MBA Programs--MBA, MBA in Professional Accounting and EMBA (domestic and international)²

1. **Business Knowledge.** MBA graduates will have a command of business theory and practice.

Students will demonstrate:

- a. Mastery of fundamental business concepts and an ability to integrate and apply these concepts to resolve practical business problems.
- b. Proficiency at analyzing and interpreting numerical data to resolve practical business problems.

2. **Ethical Judgment.** MBA graduates will use reasoned and ethical judgment when analyzing problems and making decisions.

Students will demonstrate:

- a. Recognition of ethical dilemmas in decision-making scenarios.
- b. Ability to critically evaluate business decision-making scenarios and develop innovative and ethical solutions.

3. **Diversity Awareness and Global Perspective.** MBA graduates will have the breadth of perspective necessary to lead effectively function in a global and diverse business environment.

Students will demonstrate:

- a. An understanding of how to conduct business internationally.
- b. Ability to lead and/or participate in culturally and demographically diverse teams.

4. **Persuasive Communication.** Students graduating with an MBA degree will be effective communicators.

Students will demonstrate:

- a. Ability to construct clear, concise, and convincing written business communication.
- b. Ability to construct and deliver clear, concise, and convincing oral business communication.

² Revised and approved in October 2022.

Learning Competencies and Objectives for Master of Accountancy in Accounting and Analytics Program

1. **Accounting knowledge.** Master of Accountancy in Accounting and Analytics graduates will have a command of accounting theory and practice.

Students will demonstrate:

- a. Mastery of fundamental accounting concepts.
- b. Ability to integrate and apply accounting concepts to resolve business problems.

2. **Ethical judgment.** Master of Accountancy in Accounting and Analytics graduates will use reasoned and ethical judgment when analyzing problems and making decisions.

Students will demonstrate:

- a. Recognition of ethical dilemmas in decision-making scenarios.
- b. Ability to critically evaluate ethical scenarios and make appropriate ethical choices.

3. **Analytics and technology skills.** Master of Accountancy in Accounting and Analytics graduates will develop requisite skills in analytics and technology applicable to accounting field.

Students will demonstrate:

- a. Mastery of techniques for data acquisition, processing, and analysis.
- b. Ability to apply technology and analytics to provide solutions in accounting practices.

4. **Communication.** Master of Accountancy in Accounting and Analytics graduates will be effective communicators.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
- b. Ability to communicate relatively complex ideas in an understandable manner.

Learning Competencies and Objectives for Master of Accountancy in Governmental Accounting Program

1. **Governmental Accounting Knowledge.** Master of Accountancy in Governmental Accounting graduates will have a command of governmental accounting theory and practice.

Students will demonstrate:

- a. Mastery of fundamental governmental accounting concepts.
- b. Ability to integrate and apply governmental accounting concepts to resolve business problems.

2. **Ethical Judgment.** Master of Accountancy in Governmental Accounting graduates will use reasoned and ethical judgment when analyzing problems and making decisions.

Students will demonstrate:

- a. Recognition of ethical dilemmas in decision-making scenarios.
- b. Ability to critically evaluate ethical scenarios and make appropriate ethical choices.

3. **Critical Thinking Skills.** Master of Accountancy in Governmental Accounting graduates will be able to understand complex business situations and provide solutions to improve current business practices.

Students will demonstrate:

- a. Ability to identify problems in a situation.
- b. Ability to find innovative solutions.

4. **Persuasive Communication.** Master of Accountancy in Governmental Accounting graduates will be effective communicators.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
- b. Ability to communicate relatively complex ideas in an understandable manner.

Learning Competencies and Objectives for Master of Accountancy in Taxation Program

1. Taxation Knowledge. Master of Accountancy in Taxation program graduates will be able to demonstrate in-depth knowledge of taxation.

Students will demonstrate:

- a. Ability to understand basic taxation concepts.
- b. Ability to analyze and solve taxation problems.

2. Ethical Judgment. Master of Accountancy in Taxation program graduates will be able to understand and evaluate ethical issues and situations to make business decisions.

Students will demonstrate:

- a. Ability to recognize ethical problems in domestic business contexts.
- b. Ability to identify alternatives and make appropriate ethical choices.

3. Critical Thinking Skills. Master of Accountancy in Taxation program graduates will be able to understand complex business situations and provide solutions to improve current business practices.

Students will demonstrate:

- a. Ability to identify problems in a situation.
- b. Ability to find innovative solutions.

4. Communication Skills. Master of Accountancy in Taxation program graduates will be able to effectively communicate in a way that demonstrates sensitivity to an audience's needs.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
- b. Ability to communicate relatively complex ideas in an understandable manner.
- c. Ability to conduct tax research and convey appropriate cites in order to substantiate their conclusions.

Learning Competencies and Objectives for Master of Financial Analysis Program

1. **Financial Analysis Knowledge.** Master of Financial Analysis program graduates will have a command of financial analysis theory and practice.

Students will demonstrate:

- a. Mastery of fundamental financial analysis concepts.
- b. Ability to identify relevant input data, use analysis concepts to distill the data, and make buy and sell decisions based on analysis.

2. **Ethical Judgment.** Master of Financial Analysis program graduates will use reasoned and ethical judgment when analyzing problems and making decisions.

Students will demonstrate:

- a. Recognition of ethical problems in financial analysis and practice.
- b. Ability to critically evaluate ethical scenarios and make appropriate ethical choices.

3. **Global Perspective.** Master of Financial Analysis program graduates will have the breadth of perspective necessary to participate in a global and diverse business environment.

Students will demonstrate:

- a. Understanding of global and diverse business environment.
- b. Ability to participate in culturally and demographically diverse environment.

4. **Persuasive Communication.** Master of Financial Analysis program graduates will be effective communicators.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
- b. Ability to communicate relatively complex ideas in an understandable manner.

Learning Competencies and Objectives for Master of Information Technology and Analytics Program

1. Business Technology Knowledge. Master of Information Technology and Analytics program graduates will be able to demonstrate business technology knowledge.

Students will demonstrate:

- a. Understanding of the current practices and technology used in businesses.
- b. Ability to analyze and solve complex business problems with cutting-edge technology.

2. Information Technology Knowledge. Master of Information Technology and Analytics program graduates will be able to demonstrate information technology knowledge.

Students will demonstrate:

- a. Understanding of basic information technology concepts.
- b. Ability to analyze and solve information technology problems.

3. Critical Thinking Skills. Master of Information Technology and Analytics program graduates will be able to understand complex business situations and provide solutions to improve current business practices.

Students will demonstrate:

- a. Ability to identify problems in a situation.
- b. Ability to find innovative solutions.

4. Communication Skills. Master of Information Technology and Analytics program graduates will be able to effectively communicate in a way that demonstrates sensitivity to an audience's needs.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
- b. Ability to communicate relatively complex ideas in an understandable manner.

Learning Competencies and Objectives for Master of Quantitative Finance Program

1. **Quantitative Finance Knowledge.** Master of Quantitative Finance program graduates will have a command of quantitative finance theory and practice.

Students will demonstrate:

- a. Mastery of fundamental quantitative finance concepts.
 - b. Ability to integrate and apply quantitative finance concepts to resolve business problems.
2. **Ethical Judgment.** Master of Quantitative Finance program graduates will use reasoned and ethical judgment when analyzing problems and making decisions.

Students will demonstrate:

- a. Recognition of ethical dilemmas in decision-making scenarios.
 - b. Ability to critically evaluate ethical scenarios and make appropriate ethical choices.
3. **Global Perspective.** Master of Quantitative Finance program graduates will have the breadth of perspective necessary to participate in a global and diverse business environment.

Students will demonstrate:

- a. Understanding of global and diverse business environment.
 - b. Ability to participate in culturally and demographically diverse environment.
4. **Persuasive Communication.** Master of Quantitative Finance program graduates will be effective communicators.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
- b. Ability to communicate relatively complex ideas in an understandable manner.

Learning Competencies and Objectives for Master of Science in Supply Chain Management Program

1. **Supply Chain Management Knowledge.** Master of Science in Supply Chain Management program graduates will have a command of supply chain management theory and practice.

Students will demonstrate:

- a. Mastery of fundamental supply chain management concepts.
- b. Ability to integrate and apply supply chain management concepts to resolve business problems.

2. **Ethical Judgment.** Master of Science in Supply Chain Management program graduates will use reasoned and ethical judgment when analyzing problems and making decisions.

Students will demonstrate:

- a. Recognition of ethical dilemmas in decision-making scenarios.
- b. Ability to critically evaluate business decision-making scenarios and develop innovative and ethical solutions.

3. **Global Perspective.** Master of Science in Supply Chain Management program graduates will have the breadth of perspective necessary to participate in a global and diverse business environment.

Students will demonstrate:

- a. Understanding of global and diverse business environment.
- b. Ability to participate in culturally and demographically diverse environment.

4. **Persuasive Communication.** Master of Science in Supply Chain Management program graduates will be effective communicators.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
- b. Ability to communicate relatively complex ideas in an understandable manner.

Learning Competencies and Objectives for Master of Supply Chain Analytics Program

1. **Supply Chain Analytics Skills.** Master of Supply Chain Analytics program graduates will develop skills in data analytics applicable to the supply chain field.

Students will demonstrate:

- a. Data acquisition and data processing skills.
- b. Descriptive and predictive data analysis skills.

2. **Supply Chain Management Knowledge.** Master of Supply Chain Analytics program graduates will master knowledge in supply chain management.

Students will demonstrate:

- a. Mastery of knowledge in functional areas of supply chain management.
- b. Ability to identify and solve practical supply chain-related problems.

3. **Team Leadership and Project Management Skills.** Master of Supply Chain Analytics program graduates will obtain team leadership and project management skills.

Students will demonstrate:

- a. Team leadership skills.
- b. Project management skills.

4. **Global Perspective and Data Analytics Application.** Master of Supply Chain Analytics program graduates will have a global perspective and competency in applying data analytics to supply chain management.

Students will demonstrate:

- a. Ability to synthesize information for better decision-making with a global perspective.
- b. Ability to apply analytics to data-driven supply chain problems.

Learning Competencies and Objectives for Master of Science in Business of Fashion Program

1. **Business of Fashion Knowledge.** Master of Science in Business of Fashion program graduates will be able to demonstrate knowledge of basic business of fashion concepts.

Students will demonstrate:

- a. Understanding of functional business of fashion concepts.
- b. Ability to analyze and solve problems in business of fashion practice.

2. **Critical Thinking and Problem Solving Skills.** Master of Science in Business of Fashion program graduates will be able to understand complex business situations and provide solutions to improve current business practices.

Students will demonstrate:

- a. Ability to identify problems in a situation.
- b. Ability to find innovative solutions.

3. **Integration Skills.** Master of Science in Business of Fashion program graduates will be able to understand the relationship between the Creative sector and the Business sector in complex business situations and provide solutions to improve current business practices.

Students will demonstrate:

- a. Ability to identify synergies between the Creative and Business sectors in a situation.
- b. Ability to find strategies or build new processes to maximize efficiency using the integration of the creative and business processes.

4. **Communication Skills.** Master of Science in Business of Fashion program graduates will be able to be effective communicators.

Students will demonstrate:

- a. Ability to construct clear, concise, and convincing written business communication.
- b. Ability to construct and deliver clear, concise, and convincing oral business communication.

Learning Competencies and Objectives for Master of Science in Healthcare Analytics and Intelligence Program

1. **Healthcare System and Management Domain Knowledge.** Master of Science in Healthcare Analytics and Intelligence program graduates will have a depth and breadth of knowledge of the healthcare system and healthcare management.

Students will demonstrate:

- a. Mastery of fundamental understanding of the healthcare systems and healthcare management concepts.
 - b. Ability to integrate and apply healthcare management concepts to resolve business problems in healthcare delivery organizations.
2. **Effective Communication and Teamwork Skills.** Master of Science in Healthcare Analytics and Intelligence program graduates will have competencies in communications and interpersonal effectiveness.

Students will demonstrate:

- a. Ability to communicate information in a clear concise manner.
 - b. Ability to work collaboratively and effectively with others as a team to undertake a challenging task.
3. **Critical Thinking and Problem Solving Skills.** Master of Science in Healthcare Analytics and Intelligence program graduates will have competencies in critical thinking and problem solving skills.

Students will demonstrate:

- a. Ability to develop models to critically analyze and optimize business decisions.
 - b. Mastery of quantitative tools to solve real-life problems.
4. **Analytical Skills.** Master of Science in Healthcare Analytics and Intelligence program graduates will have competencies in analytical skills.

Students will demonstrate:

- a. Ability to use certain programming language to solve a technical problem.
- b. Ability to process and visualize data sets using specialized software.

Learning Competencies and Objectives for Master of Science in Digital Marketing Program

1. **Digital Marketing Knowledge.** Master of Science in Digital Marketing program graduates will develop digital marketing knowledge and skills.

Students will demonstrate:

- a. Understanding of basic digital marketing concepts.
- b. Ability to analyze and understand relationships among digital marketing concepts.

2. **Critical Thinking.** Master of Science in Digital Marketing program graduates will understand complex business situations and provide digital marketing solutions to improve current business practices.

Students will demonstrate:

- a. Ability to identify marketing challenges and opportunities in a business situation.
- b. Ability to develop innovative digital marketing solutions to solve business problems.

3. **Ethical Judgment.** Master of Science in Digital Marketing program graduates will make ethical digital marketing decisions.

Students will demonstrate:

- a. Ability to understand and evaluate ethical issues associated with digital marketing decisions.
- b. Ability to develop innovative and ethical solutions associated with digital marketing decisions.

4. **Communications.** Master of Science in Digital Marketing program graduates will effectively communicate digital marketing concepts and understanding.

Students will demonstrate:

- a. Ability to effectively communicate digital marketing concepts, in writing.
- b. Ability to effectively communicate digital marketing concepts, in oral presentations.

Learning Competencies and Objectives for Master of Science in Marketing Analytics and Insights Program

1. Marketing Knowledge. Master of Science in Marketing Analytics and Insights program graduates will develop domain knowledge in marketing.

Students will demonstrate:

- a. Learning the role of marketing in a competitive business environment and the importance of segmentation, targeting, and positioning.
- b. Mastery of knowledge on various marketing tools and variables to build customer value.

2. Data Analytics. Master of Science in Marketing Analytics and Insights program graduates will develop requisite skills in data analytics applicable to marketing.

Students will demonstrate:

- a. Mastery of cutting-edge data science techniques for data acquisition, processing, and analysis.
- b. Mastery of quantitative and qualitative marketing research techniques for descriptive and causal studies.

3. Critical Thinking. Master of Science in Marketing Analytics and Insights program graduates will develop critical thinking skills for identifying marketing problems, curating relevant data, analyzing, and generating actionable insights.

Students will demonstrate:

- a. Ability to anticipate and frame key business questions and identify a broad range of research tools/resources/processes to address the questions.
- b. Ability to integrate knowledge from multiple sources, create meaningful interpretations, build insightful stories, and recommend actionable business decisions.

4. Experiential Learning. Master of Science in Marketing Analytics and Insights program graduates will participate in real-life projects to apply skills learned, build persuasive communication skills, and understand any ethical issues.

Students will demonstrate:

- a. Ability to integrate and practice the skills learned in real industry projects to create meaningful insights and produce action plans.
- b. Ability to identify and evaluate ethical issues associated with marketing research and data science.

Learning Competencies and Objectives for Doctor of Business Administration Program

1. **Advanced Knowledge.** DBA graduates will develop advanced knowledge in areas of specialization.

Objectives

- a. Students will be able to identify the core issues in their specialized area of study.
- b. Students will be able to view a research problem using existing and innovative theoretically sound paradigms, and arrive at solutions that are feasible and practically implementable.

2. **Advanced Research Skills.** DBA graduates will develop advanced theoretical and practical research skills.

Objectives

- a. Students will develop advanced theoretical and practical research skills for the area of specialization.
- b. Students will develop a research design to investigate the research problem.

3. **Critical Thinking.** DBA graduates will identify, isolate, clarify, formulate, communicate a business-related problem of practical relevance; and use or invent existing theoretical tools and techniques to arrive at implementable solutions.

Objectives

- a. Students will be able to identify and examine business problems via existing literature.
- b. Students will be able to understand existing problems and propose a solution.

4. **Communications.** DBA graduates will effectively communicate and implement theoretically sound cutting-edge research to solve practical business and economic problems with immediate consequences.

Objectives

- a. Students will be able to effectively communicate in abstract research concepts in writing.
- b. Students will be able to effectively communicate business concepts in oral presentations.

Ph.D. in Management Program Competencies and Objectives

1. Advanced Knowledge in Specialized Areas

Objectives

- a. Doctoral students will acquire advanced knowledge in areas of specialization.
- b. Doctoral students will complete dissertation proposals, an original intellectual contribution to their field of knowledge.

2. Advanced Research Skills

Objectives

- a. Doctoral students will develop advanced theoretical or practical research skills for the area of specialization.
- b. Doctoral students will make original research contributions.

3. Teaching Skills

Objectives

- a. Doctoral students will obtain effective teaching skills in institutions of higher education.
- b. Doctoral students will obtain teaching experience in institutions of higher education.

4. Placement

Objectives

- a. Doctoral students will be employed by graduation.
- b. Doctoral students will be placed in tenure-track assistant professor positions.