

**USFSP COLLEGE OF BUSINESS  
GRADUATE CURRICULA AND ASSESSMENT COMMITTEE  
GCAC**

**Minutes of Meeting: December 3, 2010, C.E.**

Attending:

James Fellows, Chair  
Gary Patterson  
Karin Braunsberger  
Richard Moss  
Cynthia Bean  
Alison Watkins, *ex officio*

The meeting was called to order by the chair at 10:30am. The first order of business was the approval of the amended learning goal for Managerial Analysis. This is Learning Goal A for the MBA program. This amended learning goal will be implemented beginning with the academic year 2011-2012. The new learning goal, with two learning objectives, as adopted by the GCAC, is now:

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- A. Our graduates will be able to analyze and interpret statistical data and economic models relating to an organization's activities.
- LO1. Students will analyze and interpret a regression equation or other statistical models pertaining to a company's demand or cost structure.
- LO2. Students will analyze and interpret an economic model regarding the pricing or costing decision of a company.

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The next order of business was a review of the assurance of learning (AOL) report for AY 09-10. Dr. Braunsberger noted that there was an error in the report regarding the assessment undertaken in Business Enterprise. This error was dutifully corrected by the chair. The GCAC approved the report, subject to the correction.

The GCAC then continued its ongoing review of the MBA curricula. At the previous meeting the GCAC had reviewed and approved the analyses for all the core courses except Financial Analysis and Leadership and Corporate Accountability (LCA). These two courses were reviewed at the current meeting for consistency with the program mission and for course content. Both course analyses were approved by the GCAC. The reviews of both courses are attached to the end of these minutes.

As part of the review of LCA the GCAC decided to only assign one learning goal to the course each semester. For Spring 2011 the learning goal assigned is Learning Goal E (effective oral and written communication skills) and in Summer 2011 it will be Learning Goal B (community responsibilities in society).

The GCAC then turned its attention to a review of the MBA concentrations, which students have an option of taking instead of just six electives. Dr. Alison Watkins, speaking *ex cathedra*, stated that many of the concentrations have courses listed at the MBA site that have never been offered, or offered very infrequently. Students see these courses listed and expect that they will be offered. Inspired by Dr. Watkins' eloquence and erudition, the GCAC approved the following changes to the course listings at the MBA website.

- 1) Drop GEB 6930 **Corporate Social Responsibility** from the website listings.
- 2) Drop ISM 6939 **Contemporary Issues in Information Systems Management** from the course listings.
- 3) Drop ACG 6936 **Fraud Investigations** from the course listings
- 4) Drop MAN 6607 **Managing International Cultural Differences** from the course listings.
- 5) Drop MAR 6936 **Services Marketing** from the course listings.

In addition to these eliminations the GCAC also agreed to the following:

- 1) For the International Business concentration the required course ECO 6705 **International Economic Issues** was dropped as a required course and will become an elective.
- 2) MAR 6816 **Marketing Strategy**: Drop the prerequisite of a prior graduate course
- 3) MAR 6646 **Research for Marketing Managers**: Only pre-requisite now is the MBA Statistics Essentials and Marketing Essentials.
- 4) Include MAR 6936 **Consumer Behavior** within the CSR concentration.

The completed and amended course listings are attached to the end of these minutes.

The GCAC also discussed, as part of the program review, whether or not Environmental Economics and Policy could also count as a course within the Finance concentration. It was decided to defer this decision until more information could be obtained about the financial component of this course.

The final order of business for the day was an initial discussion of the Study Abroad courses. The GCAC feels that there has not been sufficient structure in the way these courses are formulated and eventually approved by the GCAC. Initial discussions were held on these points, and will be continued at the next meeting.

The meeting adjourned at 12:15pm. The next meeting will be held on:

**Friday, January 14, at 10:30am**

**GRADUATE CURRICULA AND ASSESSMENT COMMITTEE (GCAC)**  
**MBA PROGRAM REVIEW**  
**Course: Financial Analysis**

**Course Description:** Financial Analysis uses analytical methods to understand a firm's financial statements and its valuation. Techniques for analyzing financial statements include such methods as ratio analysis, horizontal analysis, and vertical analysis, as well as understanding the notes to financial statements. Various techniques are used to value the company, including the time value of money.

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**MBA Learning Goal:**

Learning Goal:

Our graduates will be able to analyze and interpret financial data and determine the value of an organization using various techniques.

Learning Objectives:

1. Students will interpret financial ratios and other data of a company to determine its financial condition.
  2. Students will determine the value of a company under a cash flow, earnings-based, or market-based approach.
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**Course Review:**

This course was created by the GCAC as part of an overall MBA program review in AY 2007-8. Actual development of the course took place in AY 2008-2009. The course was developed because the GCAC felt that there was insufficient technical coverage of financial statement analysis and business valuation in the MBA program. The course was first taught Spring 2010.

**Consistency with College and MBA Mission:**

Financial Analysis fits within the college mission in that it “educates current and future professionals in the effective management ... of organizations.” Moreover, it adheres to the MBA mission by providing “students with competencies, skills, and knowledge that enable them to function as successful leaders...in today’s dynamic and global business environments.” It accomplishes this task with its thorough analysis of financial statements of companies and its measurement of company valuations. This knowledge is crucial to graduates in understanding the complex financial and economic transactions that arise in today’s global marketplace.

**Comments on Future Changes:**

The course has only been offered once (Spring 2010), and the instructor found, based on the assessment of students that they needed more preparation and study of valuation of companies. Learning objective 2 above was not met. More time will be devoted to this aspect of the course.

**GRADUATE CURRICULA AND ASSESSMENT COMMITTEE (GCAC)**  
**MBA PROGRAM REVIEW**  
**Course: Leadership and Corporate Accountability**

Course Description:

The course is intended to provide an opportunity to examine issues of ethics and responsibility in business as it operates within the context of government and society. Given this focus, the course materials include student analysis of situations requiring ethical decision making and study of corporate social responsibility, including individual student analysis of a CSR case. Furthermore, while exploring a variety of complex situations challenging organizational decision makers, students present alternate solutions to complex problems, both in writing and orally.

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MBA Learning Goal - E

Our graduates will be able to effectively communicate ideas and proposed solutions to complex issues in both an oral and written context.

MBA Learning Objective

Students will successfully present oral arguments that propose a solution to a specific problem that relates to a company's business strategy

MBA Learning Objective

Students will successfully complete a written solution to a complex issue. Students responded to complex issue in the form of a case assigned.

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MBA Learning Goal - B

Our graduates will be able to evaluate community responsibilities in organizations and society, and to propose innovative solutions to complex ethical issues faced by organizations.

MBA Learning Objective

Students will be able to identify and assess a company's efforts toward social responsibility. Students analyzed a case to identify the social responsibility efforts of the focal firm of case study.

MBA Learning Objective

Students will analyze a complex ethical issue faced by a particular company and present alternative and practical solutions to this issue

Course Review: The course content and objectives support the learning goals. In other words, graduate students are trained to analyze an organization's efforts towards corporate social responsibility within multifaceted environment of government and society. Students are also taught approaches to ethical decision making and to apply those approaches to challenging organizational circumstances. Students are able to recommend solutions for ethically challenging problems that managers face in complicated environments. Students are assigned to complete oral and written reports recommending solutions to complex organizational situations within the course design. To help students reach learning objectives, students analyze cases throughout this course.

Consistency with College and MBA Mission: The course fits within the college mission in that it “educates current and future professionals in the effective management and ethical leadership of organizations.” The student performance on learning goals indicates that our students are demonstrating the desired ability to effectively communicate ideas and proposed solutions to complex issues in both an oral and written context, and that our students are demonstrating the desired ability to evaluate community responsibilities in organizations and society, and to propose innovative solutions to complex ethical issues.

This course is more or less the “capstone” course in the area of social responsibility of business in that its primary focus is this issue and how students can understand the influence of social responsibility on corporate behavior.

Comments on Future Changes: Until 2010 this course was taught with a different course title (Community Leaders and Partners) and then only the ethical decision making and corporate social responsibility learning goal was assessed in this course. Within the ongoing review process, the GCAC wanted to expressly align course titles and content with learning goals. Thus, in AY 2008-9 the course description/title was improved in terms of actual reflection of content being covered. At the same time, the review deemed this course could be appropriate for assessment of the additional learning goal of written and oral presentations which are used in this course as well as others in the MBA program. As a result, it was decided to change the course title to Leadership and Corporate Accountability to reflect the course content more distinctly. At the same time, the Learning Goal for written and oral presentations was added to this course.

No changes are expected in course content in the immediate future to this course as it effectively integrates the topic of social responsibility within the program.

## **Corporate Social Responsibility**

### **Overview**

The Corporate Social Responsibility concentration will develop a student's understanding of ethical management, marketing and decision-making. Students will explore the ethical and behavioral issues faced by corporations as they manage organizational change and serve multiple stakeholders. Ethical social responsibility provides the foundation of this concentration. The concentration consists of 3 classes, chosen from the following.

### **GEB 6930 Managing Business Sustainability**

This course will allow students to explore how to integrate corporate social, environmental, and economic impacts – business sustainability – into day-to-day management decisions in an era when managers have intense pressures to increase short-term earnings. It is, therefore, a study of the specific actions that managers can take to effectively deal with the paradox of trying to simultaneously improve corporate social and financial performance. This study will involve an examination (through readings and case studies) of the best practices in corporate sustainability performance by both domestic and international firms.

Special emphasis will be given to the integration of sustainability in the financial sector where topics such as socially responsible investing, sustainable banking, microlending, relative valuation of socially responsible firms, and financing economic development in emerging countries will be examined and evaluated. Students in this class will travel to Guatemala in November 2010. Please contact [tshank@mail.usf.edu](mailto:tshank@mail.usf.edu) for more information.

\*Will count as either Finance, CSR or International Business Elective

### **MAN 6930 Social Issues in Management**

This course focuses on the concept of business ethics and its impact on the business-society relationship in corporate America. The study of this relationship can be addressed from two distinct perspectives: at the organizational (macro) level, the concept of corporate social responsibility and how businesses address this concept are examined; at the individual (micro) level of analysis, attention is given to identifying the factors that affect the ability of individuals to make ethical decisions in the workplace. Real-world examples and current relevant social, political, and business topics will be examined as a means of applying the knowledge garnered from this two-pronged approach to business ethics.

### **MAN 6107 Leadership Perspective**

This course examines the perspective of the manager/facilitator/leader in light of personal, organizational, and societal needs judged by standards of effectiveness and ethics.

### **ECP 6305 Environmental Economics & Policy**

This course presents an economic analysis of business's and government's approaches toward environmental issues and their associated ethical, equity and efficiency implications.

Prerequisites: MBA Essentials Economics module OR Principles of Microeconomics and Principles of Macroeconomics.

### **MAR 6936 Consumer Behavior**

This course is a study of three components: how individuals make their consumption-related decisions; how individuals consume various products and services; and how, when, and why individuals dispose of the goods they consume. Students learn to apply theories to analyze real-world consumption-oriented problems from both managerial and consumer perspectives.

## **Finance**

### **Overview**

The Finance concentration provides an understanding of the economic issues related to the valuation of assets in domestic and international settings. It will help students develop the skills needed to analyze the investment and capital-structure decisions faced by firms and investors. The course sequence focuses on the investment and capital-structure decisions in a risk-return framework. This concentration places emphasis on developing and fostering the student's decision-making skills.

All electives within the Finance concentration of the MBA program will have as their prerequisite the completion of GEB Financial Analysis OR an undergraduate degree in Finance or Accounting.

### **GEB 6930 Managing Business Sustainability**

This course will allow students to explore how to integrate corporate social, environmental, and economic impacts – business sustainability – into day-to-day management decisions in an era when managers have intense pressures to increase short-term earnings. It is, therefore, a study of the specific actions that managers can take to effectively deal with the paradox of trying to simultaneously improve corporate social and financial performance. This study will involve an examination (through readings and case studies) of the best practices in corporate sustainability performance by both domestic and international firms.

Special emphasis will be given to the integration of sustainability in the financial sector where topics such as socially responsible investing, sustainable banking, microlending, relative valuation of socially responsible firms, and financing economic development in emerging countries will be examined and evaluated. Please contact [tshank@mail.usf.edu](mailto:tshank@mail.usf.edu) for more information.

Will count as either Finance, CSR or International Business Elective

### **FIN 6416 Advanced Financial Management**

The course provides a synthesis of the theory and practice of corporate finance in a world populated with self-interested economic agents. Particular attention is given to the application of technology in such areas as capital budgeting and financial statement analysis.

Prerequisite: GEB 6930 Financial Analysis or an undergraduate degree in Finance or Accounting.

### **FIN 6515 Investments**

This course is an examination of the risks and returns of alternative investment media within the framework of various valuation models. Special attention is given to the investment process and the criteria for investment decisions.

Prerequisite: GEB 6930 Financial Analysis or an undergraduate degree in Finance or Accounting.

### **FIN 6605 International Financial Management**

This course provides for the development of a strong foundation in international financial management, including: the financial environment; foreign exchange markets; foreign exchange risk and decision-making models; operating, transaction and accounting exposures; worldwide sales; process of internationalization; foreign trade zones; various swaps and decision-making models; and direct foreign investments and swap arrangements.

Prerequisite: GEB 6930 Financial Analysis or an undergraduate degree in Finance or Accounting.

### **FIN 6934 Selected Topics in Finance**

Prerequisite: GEB 6930 Financial Analysis or an undergraduate degree in Finance or Accounting.

## **Forensic Accounting**

### **Overview**

The Forensic Accounting concentration is designed to acquaint students with current theory and practice in economic crimes, fraud investigations, and approaches to deter fraudulent activity. The concentration includes exposure to fraud prevention and detection approaches, forensic investigations, and information and communications security. It also addresses legal concepts of criminal fraud and corporate criminal liability, and emphasizes the importance of establishing sound policies and implementing effective procedures and controls in creating an effective and ethical corporate environment. Social responsibility and corporate reporting are at the foundation of this area of concentration.

This concentration consists of two required courses (Fraud Examination and Forensic Accounting) and one elective taken from those detailed below. There is no sequence in which these courses must be taken.

### **ACG 6936 Fraud Examination**

In this course, students will learn how and why economic crimes and occupational fraud are committed, how fraudulent behavior is deterred, and how allegations of fraud should be investigated and resolved. The course uses cases to expose students to actual fraud situations, allowing students to develop investigative strategies and seek to prove how the fraud was committed.

Prerequisites: ACG 3103 Intermediate Financial Accounting I, ACG 3113 Intermediate Financial Accounting II, ACG 3401 Accounting Information Systems, and ACG 4632 Auditing I

### **ACG 6936 Forensic Accounting**

This course will expose students to current methodologies and work performed by forensic accountants and auditors in uncovering and quantifying defalcations and improprieties and will present fraud-prevention and -detection techniques being utilized in corporate investigations today.

Prerequisites: ACG 3103 Intermediate Financial Accounting I, ACG 3113 Intermediate Financial Accounting II, ACG 3401 Accounting Information Systems, and ACG 4632 Auditing I

### **ACG 6936 Computer Forensics for Accounting**

This course introduces the current IT audit and investigative software and processes used to explore contemporary accounting systems and databases. Students are exposed to electronic and other means of surveillance in use today.

Prerequisites: ACG 3103 Intermediate Financial Accounting I, ACG 3113 Intermediate Financial Accounting II, ACG 3401 Accounting Information Systems, and ACG 4632 Auditing I

### **ACG 6936 Contemporary Issues in Forensic Accounting**

This course explores contemporary forensic accounting issues and advanced topics concerning the changing role of the fraud investigation function. Topics will evolve over time, and currently include audit responsibility and reporting, investigations in advanced computerized environments, professional judgment, quality control and developing effective policies in preventing and detecting economic crimes.

Prerequisites: ACG 3103 Intermediate Financial Accounting I, ACG 3113 Intermediate Financial Accounting II, ACG 3401 Accounting Information Systems, and ACG 4632 Auditing I, and ACG 6936 Forensic Accounting

## **International Business**

### **Overview**

The International Business concentration provides the background, knowledge and skills important in doing business across national boundaries. The rapid integration of world economies and the globalization of businesses represent major challenges to the leaders in tomorrow's business world. MBA graduates who understand the issues, problems and opportunities inherent in an international environment will have a major advantage in their ability to function and succeed in the global business arena. The concentration also provides an understanding of the cultural and business issues associated with that environment.

### **MAN 6601 International Management**

This course provides a study of the characteristics of the international and multinational company, environmental constraints, personnel and labor relations factors, and strategic planning and policies.

### **GEB 6930 Managing Business Sustainability**

This course will allow students to explore how to integrate corporate social, environmental, and economic impacts – business sustainability – into day-to-day management decisions in an era when managers have intense pressures to increase short-term earnings. It is, therefore, a study of the specific actions that managers can take to effectively deal with the paradox of trying to simultaneously improve corporate social and financial performance. This study will involve an examination (through readings and case studies) of the best practices in corporate sustainability performance by both domestic and international firms.

Special emphasis will be given to the integration of sustainability in the financial sector where topics such as socially responsible investing, sustainable banking, microlending, relative valuation of socially responsible firms, and financing economic development in emerging countries will be examined and evaluated. Students in this class will travel to Guatemala in November 2010. Please contact [tshank@mail.usf.edu](mailto:tshank@mail.usf.edu) for more information.

Will count as either Finance, CSR or International Business Elective

### **ECO 6705 International Economic Issues**

This course is an analysis of international economic relationships and institutions and the effects of changing economic conditions and policy on the climate for international business and investment.

Prerequisites: MBA Essentials Economics module OR Principles of Microeconomics and Principles of Macroeconomics.

### **FIN 6605 International Financial Management**

This course provides for the development of a strong foundation in international financial management, including: the financial environment; foreign exchange markets; foreign exchange risk and decision-making models; operating, transaction and accounting exposures; worldwide sales; process of internationalization; foreign trade zones; various swaps and decision-making models; and direct foreign investments.

Prerequisite: GEB 6930 Financial Analysis or an undergraduate degree in Finance or Accounting.

### **MAR 6158 International Marketing Management**

This course is a study of marketing management activities from the perspective of firms doing business across national boundaries. Emphasis is upon aspects of marketing that are unique to international business and problem solving within an international context.

Prerequisite: MBA Essentials Marketing module or undergraduate equivalent.

### **GEB 6930 Global Business Environment**

This course will address how international business operates in the evolving global economic environment. The class will examine the changing pattern of international trade, foreign investment and international competitiveness.

## **Management**

### **Overview**

The Management concentration addresses issues both interpersonally and organizationally and how success in any organization depends to a large extent on how it is organized and on how the people within it behave. At one level, management examines how and why people (including especially ourselves) behave as we do. This is an area of importance for managers in all disciplines. At another level, management also addresses how the structure of the organization affects the behavior of the people within it, giving emphasis to the factors that affect cooperation, competition and change.

This concentration consists of three classes taken from those detailed below. There is no sequence in which these courses have to be taken.

### **MAN 6107 Leadership Perspective**

This course examines the perspective of the manager/facilitator/leader in light of personal, organizational, and societal needs judged by standards of effectiveness and ethics.

### **MAN 6601 International Management**

This course provides a study of the characteristics of the international and multinational company, environmental constraints, personnel and labor relations factors, and strategic planning and policies.

### **MAN 6289 Organizational Change and Development**

This course provides a discipline for improving organizational effectiveness and member fulfillment by means of planned change.

### **MAN 6930 Social Issues in Management**

This course focuses on the concept of business ethics and its impact on the business-society relationship in corporate America. The study of this relationship can be addressed from two distinct perspectives: at the organizational (macro) level, the concept of corporate social responsibility and how businesses address this concept are examined; at the individual (micro) level of analysis, attention is given to identifying the factors that affect the ability of individuals to make ethical decisions in the workplace. Real-world examples and current relevant social, political, and business topics will be examined as a means of applying the knowledge garnered from this two-pronged approach to business ethics.

### **GEB 6930 Global Business Environment**

This course will address how international business operates in the evolving global economic environment. The class will examine the changing pattern of international trade, foreign investment and international competitiveness.

# Marketing Strategy

## Overview

The Marketing Strategy concentration provides students with the skills and knowledge needed to succeed in a customer-driven marketplace. This concentration is designed for students who plan to seek employment in marketing and those from other disciplines who want a customer-driven focus to their studies. Students will complete the Marketing Strategy concentration with a project portfolio of market-driven skills. Students, for example, will be able to perform some or all of the following functions:

- Conduct market analysis
- Conduct market research
- Construct a marketing plan
- Conduct a service audit
- Perform a SWOT analysis
- Assess strategic plans
- Perform market segmentation analysis

## MAR 6936 Consumer Behavior

This course is a study of three components: how individuals make their consumption-related decisions; how individuals consume various products and services; and how, when, and why individuals dispose of the goods they consume. Students learn to apply theories to analyze real-world consumption-oriented problems from both managerial and consumer perspectives.

## MAR 6816 Marketing Strategy

A study of strategic marketing-planning and problem-solving processes as practiced by the modern market-oriented firm. The course is designed to develop marketing problem-solving, decision-making, and planning skills through the extensive use of case analysis.

### **MAR 6158 International Marketing Management**

This course is a study of marketing management activities from the perspective of firms doing business across national boundaries. Emphasis is upon aspects of marketing that are unique to international business and problem-solving within an international context.

Prerequisite: MBA Essentials Marketing module or undergraduate equivalent.

### **MAR 6640 Sales Management**

This class focuses on managing the sales force from a strategic perspective. In particular, attention is focused on the new role of the sales organization in market driven companies.

### **MAR 6646 Research for Marketing Managers**

This course is a study of marketing research methods and information systems and their relationship to marketing decision-making. Topics include value and cost of information, sample design, questionnaire design, statistical analysis, and report presentation. Course includes lectures, case analyses and projects.

(NOTE: Recommended for all students who do not have a research background from undergraduate or graduate work. This background can come from the social sciences, engineering, sciences, business, etc.)

Prerequisites: MBA Statistics Essentials and MBA Marketing Essentials

### **MAR 6336 Promotional Management**

This is a project-oriented class in which students develop promotion plans for small, medium and large businesses. It focuses on positioning, media selection, frequency strategy, message strategy, and the like.