



# Credential of Readiness (COrE)

## Syllabus

The Credential of Readiness (COrE) is a rigorous online program consisting of three courses—Business Analytics, Economics for Managers, and Financial Accounting—designed to help you achieve fluency in the language of business. You will develop deep-seated problem solving skills and the confidence to contribute to business discussions and decision making. The program concludes with a final exam.

| Course                        | Modules  | Case Studies   | Takeaways  |
|-------------------------------|--|--|--|
| <b>Business Analytics</b>     | <ul style="list-style-type: none"> <li>Describing and Summarizing Data</li> <li>Sampling and Estimation</li> <li>Hypothesis Testing</li> <li>Single Variable Linear Regression</li> <li>Multiple Regression</li> </ul>   | <ul style="list-style-type: none"> <li>Amazon</li> <li>Walt Disney Studios</li> <li>Caesars Entertainment</li> </ul>   | <ul style="list-style-type: none"> <li>Interpret data to inform business decisions</li> <li>Recognize trends, detect outliers, and summarize data sets</li> <li>Analyze relationships between variables</li> <li>Develop and test hypotheses</li> <li>Implement regression analysis and other analytical techniques in Excel</li> </ul>  |
| <b>Economics for Managers</b> | <ul style="list-style-type: none"> <li>Customer Demand: Foundations</li> <li>Strategies for Assessing and Increasing Demand</li> <li>Suppliers and Cost</li> <li>Markets</li> <li>Competition and Differentiation</li> </ul>   | <ul style="list-style-type: none"> <li>Ace Ticket</li> <li>The New York Times</li> <li>Penguin Random House</li> <li>Amgen</li> <li>Bonobos</li> </ul>   | <ul style="list-style-type: none"> <li>Develop effective pricing strategies</li> <li>Benchmark costs compared to competitors through relative cost analysis</li> <li>Apply conjoint analysis to understand what features customers value most</li> <li>Understand the power of network effects to drive demand</li> <li>Identify sources of competitive advantage through differentiation</li> </ul>   |
| <b>Financial Accounting</b>   | <ul style="list-style-type: none"> <li>The Accounting Equation</li> <li>Recording Transactions</li> <li>Financial Statements</li> <li>Adjusting Journal Entries</li> <li>The Statement of Cash Flows</li> <li>Analyzing Financial Statements</li> <li>Forecasting and Valuation</li> </ul> | <ul style="list-style-type: none"> <li>Cardullo's Gourmet Shoppe</li> <li>Apple Inc.</li> <li>Bikram Yoga Natick</li> <li>Hipzone</li> <li>Green Mountain Coffee Roasters</li> <li>PepsiCo</li> <li>Morgan Stanley</li> <li>American Red Cross</li> <li>Metropolis Healthcare</li> </ul> | <ul style="list-style-type: none"> <li>Discover how balance sheets, income statements, and cash flow statements are developed and how each interact</li> <li>Appreciate the role of managerial judgment in choosing accounting estimates and methods</li> <li>Evaluate business performance and potential using financial statements</li> <li>Understand both US GAAP and IFRS accounting standards</li> <li>Prepare and evaluate financial forecasts to make strategic decisions</li> <li>Value a venture, project, or investment opportunity and perform a sensitivity analysis</li> </ul> |
| <b>Final Exam</b>             | <p>The COrE final exam is a three-hour, multiple-choice, closed book assessment delivered via the HBS Online course platform. The exam is offered to participants after successful completion of the program during defined time periods following the last module deadline.</p>           |  |  |

**Learning requirements:** In order to earn the Credential of Readiness, participants must do the following: Thoughtfully complete all modules by stated deadlines; Satisfactorily participate in courses through reflections and cold calls, for example; Demonstrate content mastery through satisfactory completion of module quizzes; Earn a passing score on the final exam of all three component courses.