

**Student Learning Outcomes Committee 2008  
Department/Program Assessment Results Report**

Department/Program Management Degree/Program MSBA in Management  
Date Submitted 3/21/08

The purpose of this report is to communicate the assessment activities that have taken place during the last academic year, as well as to convey how the results are being used *to improve student learning at the program level*. The report should be kept as succinct as is possible, while answering the following questions clearly and conscientiously:

**I. Working from your assessment report of last year, please discuss some changes made or strategies implemented in response to last year's results.**

In response to last year's feedback, we have reworded some of our goals and objectives to make them more measurable. Similarly, we have thought about additional ways to measure the goals such that they are not from a single item in a single course. For example, in assessing certain goals (e.g., goal #1 in the plan), we aspire to collect information from multiple items and multiple courses. Last, we have made the assessment plan more comprehensive to include timelines, data collection strategy and continuous improvement sections. Please see the revised assessment plan which is attached as Appendix A to this report.

**II. Drawing upon the goals and objectives contained in the department/program student learning assessment plan, what was the focus of the department's student learning assessment for the past academic year?**

A. This section should list the student learning goals and objectives that were the focus for the report year (selected from your complete set of goals and objectives).

This past year (Sp 07 & F07), we targeted **Goal #3**: "Demonstrate an awareness and understanding of the ethical and social implications of the actions of business people". In Spring 2007, we assessed Objective 2 and in Fall 2007, we assessed Objective 1 (see descriptions of each objective below).

Objective 1: Be able to discern and discuss ethical content in current business news.

Objective 2: Be able to analyze in detail a current business event, including its ethical implication.

B. It would also be helpful to note here the student learning goals and objectives that you intend to assess during the next year.

Next year, (S08 & F08), we plan to collect data for **Goal #1**: "Develop competence in competitive analysis, strategy formulation, and implementation" (Objectives 1, 2 and 3; see below).

Objective 1: Describe the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of global industries and isolate potential sources of competitive advantage and disadvantage.

Objective 2: Integrate knowledge and apply analytical techniques from various business disciplines with the purpose of identifying and analyzing strategic issues to develop solutions in the form of actionable plans.

Objective 3: Develop logical, coherent and persuasive analyses for a desired course of action with a consideration on how to effectively implement plans within the constraints imposed by the complex behavior of individuals within organizations.

**III. What information was collected, how much, and by whom?**

- A. This section should briefly describe the methodology used to examine the targeted goals and objectives. Please attach relevant scoring rubrics, surveys, or other materials used to examine student learning to the back of the report, as Appendices.
- B. Please note that the expectation here is that programs will make use of *direct* measures of student learning outcomes.

We collected data from MGT746 in Spring 2007 in the form of a term paper and we collected data from MGT722 in Fall 2007 using an assignment (Provide and discuss pertinent news item). Examples of these assignments and scoring rubrics can be found in Appendix B. The results are listed under Item IV below.

**IV. What conclusions were drawn on the basis of the information collected?**

- A. This section should briefly describe the results (in summary form) in regard to how well students have met the targeted goals and objectives. For example, what percentage of students met the objectives? Is this a satisfactory level of performance? What areas need improvement?
- B. Whenever it is possible to do so, please organize and present collected data by way of tables and/or graphs. [Note: the committee expects and welcomes both quantitative and qualitative data, so this suggestion should not be construed as seeking quantitative data only.]

**S07: MGT746:** We collected data on a term paper to assess Objective 2 across one section of this course (only 1 section of this course is offered). Results show that 100% (n=9) of the total students passed this assignment with a C- or better.

**F07: MGT722 -** We collected data on a class assignment to assess Objective 1 in one section of this course (only 1 section of this course is offered). Results show that 100% (n=6) of the total students passed this assignment with a C- or better.

Semester	Course	# of sections	# of students passed	# of students assessed	Percentage of students that passed
S07	MGT746	1	9	9	100%
F07	MGT722	1	6	6	100%

**Overall Conclusions:** The assessment committee examined these results and discussed them as a group. Our general target is to have a pass rate of approximately 70% for all goals and the results listed above are well within our target range. Since both these courses are graduate seminars, we would expect a high level of proficiency in achieving the student learning outcome.

**V. How will the information be used to inform decision-making, planning, and improvement?**

- A. This section should describe the strategies that will be implemented for program improvement as a result of the conclusions drawn from the assessment activities.
- B. The program change may pertain to curricular revision, faculty development, student services, resource management, and/or any other activity that connects to student success.

At this time, we do not see a need to make any substantial changes as a result of the assessment results. However, as a result of possible changes in the MBA program (units allowed to be waived), it is likely that we will be changing our graduate management program and rewriting our assessment plans in the near future.

**Report completed by:** Beth Chung-Herrera

**Date:** March 14, 2008

**Appendix A**  
**ASSESSMENT PLAN**  
**MANAGEMENT DEPT – MSBA DEGREE IN MANAGEMENT (REV. 3/11/08)**

**GOALS AND STUDENT LEARNING OUTCOMES:**

**I. Develop competence in competitive analysis, strategy formulation and implementation.**

- Linked to MGT626, 723, and 731

Objective 1: Describe the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of global industries and isolate potential sources of competitive advantage and disadvantage.

Assessment: Case study and exam questions

Objective 2: Integrate knowledge and apply analytical techniques from various business disciplines with the purpose of identifying and analyzing strategic issues to develop solutions in the form of actionable plans.

Assessment: Case study and exam questions

Objective 3: Develop logical, coherent and persuasive analyses for a desired course of action with a consideration on how to effectively implement plans within the constraints imposed by the complex behavior of individuals within organizations.

Assessment: Case study and exam questions

**II. Demonstrate knowledge of human behavior, motivation, and performance in organizations.**

- Relevant courses: MGT 669, 670, 721.

Objective 1: Analyze the link between leadership and employee motivation and performance.

- Assessment: case analysis in MGT 721.

Objective 2: Describe the link between human resource management practice and employee motivation and performance.

- Assessment: exam questions and written projects in MGT 669 and MGT 670.

**III. Demonstrate an awareness and understanding of the ethical and social implications of the actions of business people.**

- Relevant courses: MGT722, 746.

Objective 1: Be able to discern and discuss ethical content in current business news.

- Assessment: Provide and/or discuss pertinent news item in class

Objective 2: Be able to analyze in detail a current business event, including its ethical implication.

- Assessment: Term paper

#### **IV. Demonstrate knowledge of the management issues involved in conducting business abroad.**

- Relevant courses: MGT 672, 696, 710.

Objective 1: Describe the environmental factors which increase both the risk and difficulty of successfully competing abroad (e.g., cultural differences, restrictions on trade and investment, interactions and political conflicts with foreign governments, and foreign economic and market considerations).

- Assessment: Case studies, exam questions, research project

Objective 2: Describe trade and foreign investment theories and patterns around the world as well as regional and cooperative agreements among countries (e.g., the European Community and North American Free Trade Association) which may affect a company's ability to successfully conduct business in particular regions of the world.

- Assessment: Case studies, exam questions, research project

Objective 3: Identify how to accomplish work through individuals and groups in foreign markets (e.g., leadership and motivation, human resource management).

- Assessment: Case studies, exam questions, research project

#### **V. Demonstrate the ability to do managerial research such as a case study, quantitative study, or literature review.**

- Relevant courses: MGT 790, 799.

Objective 1: Ability to identify a research topic.

- Assessment: Semester-long research project

Objective 2: Ability to search for and synthesize information.

- Assessment: Semester-long research project

Objective 3: Ability to provide original insights on the topic chosen.

- Assessment: Semester-long research project

#### **DATA COLLECTION STRATEGY:**

Data will be collected by instructors teaching in the courses linked to each objective. All possible sections of those courses will be contacted. Unfortunately, due to unforeseen circumstances, not all sections are always able to provide assessment information for all semesters. Therefore, we have a goal of assessing 50% or more of the relevant sections.

Data will be summarized by department assessment committee members. We currently have functionally diverse committee members who organize the instructors in their respective area. For example, we have a strategy committee member who organizes and coordinates data collection from the strategy instructors regarding relevant student learning outcomes.

**TIMELINE:**

Assessment of each goal is rotated by year. In any single year (2 semesters – Spring and Fall), we try to assess at least one goal. Since we have five goals overall, it is our hope that over the course of 5 years, all goals will be assessed.

**CONTINUOUS IMPROVEMENT:**

The assessment committee will convene after every semester to review assessment results and to make recommendations for changes prior to the next assessment period. We aim to achieve a passing rate of 70% or better for each goal. In addition, we aim to continually make our assessment plans more strategic and in alignment with new programs.

## Appendix B

**Objective 1:** Be able to discern and discuss ethical content in current business news.

**Assessment:** Provide and/or discuss pertinent news item in class

**MGT 722 Article contribution:** To encourage you to maintain a heightened awareness of the ethical implications of the business news stories you read this semester, each student will be responsible for distributing a news story about unique, current business activity (occurring since 7/1/07) for possible class discussion. The article should have *business-ethics* content, but does not have to relate to that week's topic. It should cover *moral* issues facing *businesspeople*; do not turn in non-profit, legal, or governmental (including university) issues or those facing specific professions that have their own specialized ethics fields (e.g., journalism and medicine). *The Wall Street Journal* and *Fortune* magazine are good places to find candidates. The article should be at least 10 paragraphs and no more than 4 magazine pages, and must have appeared within four weeks of the distribution date.

The article can be distributed to the class anytime on or before **10/6/07** (but originality will be increasingly difficult as time goes on). If you want feedback before distributing your article, you should submit it electronically to Dr. Ryan no fewer than 72 hours before you hope to distribute it; it should be distributed electronically to the rest of the class no fewer than 48 hours before class. The quality of the student's contribution will be evaluated as

10 pts. = unusually appropriate and interesting and meets all requirements

9 pts. = standard fulfillment of the requirements outlined above

8 pts. = close, but doesn't fully meet the requirements outlined above

6 pts. = turned in an article before deadline, but does not meet multiple requirements

0 pt. = no article turned in

**Objective 2:** Be able to analyze in detail a current business event, including its ethical implications.

**Assessment:** Term paper

**MGT 722 Final Paper:** A term paper is required, in which you should explain and analyze an interesting, original, current business activity (occurring since 7/1/07) through the lens of your *favorite* of the six ethical theories discussed in class. The topic may not be one that was assigned in the syllabus, but may be the one that you submitted as your article contribution. (Use the same criteria as above to determine an appropriate topic.)

The paper should be approximately 3000 words (absolutely no more), which is about 10 pages. You should first outline the current event (about 2 pages), thoroughly explain the ethical theory you're applying based on course readings (about 3 pages), and analyze the ethics of the issue from the perspective of that theory (about 5 pages). Papers should be double-spaced with 1-inch margins, in a type face similar to Times New Roman (12 point).

Essay format, writing style, and typography will all be taken into account in grading, although the primary factors will be the appropriateness of the current event (20%), the clear presentation of the theory (30%), and the sophistication of the ensuing analysis (50%). Papers must be submitted *electronically* no later than midnight on 12/9/07 (the Sunday night after the last class), and an identical version in bound, paper form no later than 7:00 pm on 12/10/07. Your current-event source material must be cited thoroughly and must be submitted as an appendix (a hard copy of the source material may be submitted in place of electronic).