

# Business Administration MBA

## Leadership Development

### Goal Description:

The goal of the MBA degree is to develop business professionals prepared for leadership roles.

**Providing Department:** Business Administration MBA

**Progress:** Completed

### RELATED ITEMS/ELEMENTS

#### RELATED ITEM LEVEL 1

#### Communication

#### Learning Objective Description:

Graduates of the MBA program should be able to demonstrate language and content that suits the intended audience and organize content in a logical sequence.

#### RELATED ITEM LEVEL 2

#### Communication Writing Assignments

#### Indicator Description:

Written assignments throughout the MBA courses will be assessed using a common rubric on four skills: 1) organization of ideas and content; 2) mechanics or writing; 3) professional format and use of conventions; and 4) professionalism. Students receive scores ranging from 1 to 5, with 1 = emerging skill and 5 = mastery of skill.

#### Criterion Description:

The average score on each of the four written communication skills should be at least 3.75 out of 5 (75%) for all MBA students.

#### Findings Description:

Thirty-three students were assessed on written communication in BUAD 5310 during the Fall 2021 semester. The average score for the class was above 3.75 for three of the four learning objectives assessed with only skill area 3 (formatting and use of conventions) slightly below at 3.55. Of greater concern is that only twenty-one students (63.6% of the sample) had an overall average of greater than 3.75 on the four skill areas assessed. Twenty-seven students (81.8%) met or exceeded expectations in skill area 1, twenty-four (72.7%) met or exceeded expectations in skill area 2, eighteen (54.5%) met or exceeded expectations in skill area 3, and twenty-one (63.6%) met or exceeded expectations in skill area 4. The percentage of students meeting or exceeding the individual skill areas assessed was significantly below the results reported in prior years.

#### Attached Files

 [MBA Assessment BUAD 5310 Communication 2021-22 Summary Results.xlsx](#)

#### RELATED ITEM LEVEL 3

#### Communication Writing Assignments

#### Action Description:

The results show a sharp reduction in the number of students meeting expectations of effective written communications, particularly in the areas of mechanics, formatting, and professionalism. The continuation of pandemic-related protocols made it difficult to discuss the results with the COBA Graduate Advisory Council during the spring 2022 semester, but they will be reviewed at an upcoming meeting early in the fall 2022 semester. Instructors in courses where

communication is a sizable portion of the course requirements will be instructed to ensure that they maintain student focus on the importance of communication skills and especially on the professionalism of their communication activities.

#### RELATED ITEM LEVEL 1

##### **Critical Thinking**

##### **Learning Objective Description:**

Graduates of the MBA program should be able to distinguish relevant and non-relevant information regarding a business problem and develop a valid argument in support of a conclusion.

#### RELATED ITEM LEVEL 2

##### **Critical Thinking Assignments**

##### **Indicator Description:**

Assignments throughout the MBA courses will be assessed using a common rubric on seven skills: 1) identify and summarize the problem/issue; 2) identify and present the student's own hypothesis, perspective, and position; 3) identify and consider other salient perspectives and positions; 4) identify and assess the key assumptions; 5) identify and assess the quality of supporting data/evidence; 6) identify and consider the influence of context on the issue; 7) identify and assess conclusions, implications, and consequences. Students receive scores ranging from 1 to 5, with 1 = emerging skill and 5 = mastery of skill.

##### **Criterion Description:**

The average score on each of the seven critical thinking skills should be at least 3.75 out of 5 (75%) for all MBA students.

##### **Findings Description:**

Fifty-eight students were assessed on critical thinking skills in two sections of FINC 5310 during the Fall 2021 semester. The average score on each of seven critical thinking skills assessed was above the 3.75 threshold. Fifty-seven of the students (98.3%) averaged 3.75 or higher across the seven skills assessed, a significant increase from the previous year's 76.5%. Reviewing the results at the individual skill level, every student met or exceeded expectations on critical thinking skill areas 2, 3, 5, 6, and 7, all but one met or exceeded skill area 1 and fifty-three (91.4%) met or exceeded skill area 4. The impressive results do raise questions about the setting of the specific standards and/or the interpretation of those standards on the part of the instructor charged with conducting the assessment.

#### Attached Files

 [MBA Assessment FINC 5310 Critical Thinking 2021-22 Summary Results.xlsx](#)

#### RELATED ITEM LEVEL 3

##### **Critical Thinking Assignments**

##### **Action Description:**

The results compiled this year show an excessive number of students exceeding course expectations on the various learning objectives. Although the improvements would normally be seen in a positive light, unfortunately they are more related to the assessment conducted by the individual faculty member, a reversion to the situation in earlier years. The continuation of pandemic-related protocols made it difficult to discuss the results with the COBA Graduate Advisory Council during the spring 2022 semester, but they will be reviewed at an upcoming meeting early in the fall 2022 semester. All instructors of MBA courses will be reminded of being more discerning when assessing student learning outcomes associated with critical thinking in their classes. More meaningful results should lead to more meaningful actions with respect to improving student critical thinking skills.

## RELATED ITEM LEVEL 1

### Strategic Decision-making

#### Learning Objective Description:

Graduates of the MBA program should be able to consider different strategic options using available evidence through the lens of organizational goals and generate applicable solutions for business problems.

## RELATED ITEM LEVEL 2

### Strategic Decision-making Assignments

#### Indicator Description:

Assignments throughout the MBA courses will be assessed using a common rubric on four skills: 1) perform environmental scanning; 2) identify and retrieve needed and relevant business information; 3) integrate and synthesize strategic information; and 4) generate plausible and innovative solutions to problems. Students receive scores ranging from 1 to 5, with 1 = emerging skill and 5 = mastery of skill.

#### Criterion Description:

The average score on each of the four strategic decision-making skills should be at least 3.75 out of 5 (75%) for all MBA students.

#### Findings Description:

Thirty-three students were assessed on strategic decision-making skills in MGMT 5390 during the Fall semester. The average score on all four learning outcomes was 3.75 or above, and the overall average was also above 3.75. Reviewing the results of the individual learning outcomes, every student met or exceeded the expectation for each of the four skill areas. The results raise questions about the setting of the specific standards and/or the interpretation of those standards on the part of the instructor charged with conducting the assessment.

#### Attached Files

 [MBA Assessment MGMT 5390 Strategic Decision Making 2021-22 Summary Results.xlsx](#)

## RELATED ITEM LEVEL 3

### Strategic Decision-making Assignments

#### Action Description:

The results compiled this year show an excessive number of students exceeding course expectations on the various learning objectives. Although the improvements would normally be seen in a positive light, unfortunately they are more related to the assessment conducted by the individual faculty member, a result that had not been previously noted in earlier assessments. The continuation of pandemic-related protocols made it difficult to discuss the results with the COBA Graduate Advisory Council during the spring 2022 semester, but they will be reviewed at an upcoming meeting early in the fall 2022 semester. All instructors of MBA courses will be reminded of being more discerning when assessing student learning outcomes associated with strategic decision-making in their classes. Improving data collection and assessment should lead to developing more meaningful actions with respect to improving student strategic decision-making skills.

## Update to Previous Cycle's Plan for Continuous Improvement Item

### Previous Cycle's Plan For Continuous Improvement (Do Not Modify):

The ongoing pandemic has made meaning discussions of the results of assessment activities difficult to arrange. The completion of the self-study report and subsequent visit from the college's accreditation body (AACSB) also caused delays in discussing the results and having meaningful discussions of addressing the

shortcomings. The return to more "normal" operations as well as the need to address concerns raised during the reaccreditation visit about the assessment of the college's graduate programs are expected to lead to more substantive changes during the 2021-22 academic year and moving forward.

#### **Update of Progress to the Previous Cycle's PCI:**

The effects of the pandemic continue to hamper meaningful discussions of the results of assessment activities. There were concerns raised by the AACSB peer-review team during their visit last year regarding the inconsistencies in how learning outcomes in different graduate programs were being assessed and managed. A review of this year's assessment results for MBA program does nothing to ameliorate those concerns. A thorough review and discussion of processes, both the assessment of learning objectives and the development of action plans needed to address deficiencies must and will be undertaken early in the 2022-23 academic year so that the shortcomings can be addressed as early as possible.

#### **New Plan for Continuous Improvement Item**

##### **Closing Summary:**

The hiring of a new Dean over the summer is leading to a vast array of changes across the college, including the assessment process. Under the Dean's direction the college is finalizing its hiring of a new assistant Dean who will be charged with managing the assessment process for all academic programs, including the MBA program. This year's assessment of the MBA program should resemble recent efforts as the new assistant dean eases into adjusting the process including transferring oversight of MBA assessments to a faculty member actively teaching in the MBA program. Changes in the process will be documented over the year but results from the assessment activities will continue with the results reported as normal.