

**Name of the Program/Department: Masters of Business Administration**

**Year: 2015/2016**

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### **Program Mission**

The School of Business at Francis Marion University strives to provide learning opportunities for students from a range of backgrounds and transform them into globally competitive business men and women.

We teach students to think logically, communicate effectively, develop an understanding and appreciation of the global business environment, and follow high ethical standards. Our students develop conceptual and analytical skills needed to be successful leaders in both private and public institutions. Our business curriculum is strengthened by a strong liberal arts focus within the broader university.

Accredited at both the graduate and undergraduate levels, the School of Business at Francis Marion University has a mission of teaching, research, and service. Nearly our entire faculty holds a doctorate in the area they teach. Our small classroom environment promotes interaction among students and faculty. Our internship program and placement efforts actively assist students in finding meaningful jobs. Our faculty conducts research and service activities that enhance the region's economic and industrial development. Most of our undergraduate students major in accounting, business economics, finance, general business, management, management information systems, or marketing, to achieve a Bachelor of Business Administration degree. Other School of Business students major in economics and achieve a Bachelor of Arts or Bachelor of Science degree. Our graduate student work to achieve a Master of Business Administration degree. Through the Center of Entrepreneurship, the School works with area for-profit and not-for-profit firms and integrates those experiences into our business classes. The School of Business seeks students locally and globally of all ages and ethnic backgrounds and serves them in a friendly, considerate manner.

### **Program Learning Outcomes**

The MBA program

1. An MBA Student at FMU will be taught core concepts in business and how to apply these concepts for executive decision making.
2. An MBA Student at FMU develop the ability to identify, analyze and solve problems and address issues facing business executives
3. An MBA Student at FMU will develop and enhance the ability to effectively communicate to appropriate audiences.
4. An MBA Student at FMU will develop and enhance the ability to think innovatively during an executive decision making process

5. An MBA Student at FMU will develop and enhance an awareness of ethical issues and display the ability to incorporate ethical perspectives within the executive decision making process.
6. An MBA Student at FMU will develop and enhance an awareness of global influences upon executive business decisions

### **Executive Summary of IE Report**

The Master of Business Administration (MBA) program has six program learning outcomes (PLO) which include teaching students core concepts in business and how to apply these concepts for executive decision making, create the ability to identify, analyze and solve of executive issues, enhance student's ability to effectively communicate to appropriate audiences, teach students to think innovatively during an executive decision making process, create awareness of ethical issues and teaches the student to incorporate ethical perspectives within the executive decision making, and create awareness of global influences upon executive business decisions. These six PLO's translate into six student learning outcomes (SLO) where MBA graduates will demonstrate knowledge and understanding of business concepts and the application of these concepts for executive decision making, demonstrate the ability to: (a) identify and understand the managerial question/issue/problem, (b) select the appropriate methodology for understanding and analyzing alternative solutions and (c) provide a viable solution, demonstrate the ability to effectively communicate executive managerial issues in written form to the appropriate audience, demonstrate innovative thought in identifying issues, analyzing situations and developing of viable solutions, be able to identify ethical issues, understand the ethical implications of decisions upon stakeholders and utilize ethical standards within managerial decision making and be able to recognize the global influences upon business decisions and the implications of decisions upon the global environment.

The process for measuring the learning objectives for 2015- 2016 was to request each student who was completing the program in the fall or spring or summer semester to participate in the process. No students completed their final semester during fall 2015 or summer 2016. Eight students completed the program in Spring 2016. Four students participated in the assessment.

MBA graduates demonstrate knowledge and understanding of business concepts by taking the ETS Major Field Test. The benchmark is that our students will be above the national average for each business concept and above the mean national score of 248 for 2015-2016. This benchmark was not achieved.

The other five learning outcomes are measured by asking the students to analyze a case. Three faculty members evaluate the responses using a departmentally developed normed rubric. Faculty rate the students on a multiple items for each SLO on a 5 point scale with 5 representing "Exceeding Expectations" and 1 representing "Below Expectations". The median score from the three evaluators is used. It was expected that 80% of the students would meet or exceed expectations for each SLO. This benchmark was not achieved for each of the five learning outcomes.

The MBA faculty discussed the results and the process. From the discussion action items for 2016 – 2017 were specified.

- The process for assessment must be evaluated and modified for 2016-2017 to insure adequate participation and involvement by students.
- The need for a MBA mission statement was identified and requested to be completed by Spring 2017.
- Specific actions were recommended for each of the learning outcomes.

### **Student Learning Outcomes**

SLO 1.0: MBA Student at FMU will demonstrate knowledge and understanding of business concepts and the application of these concepts for executive decision making by performing at or above a specified cut score (248) on a nationally standardized assessment.

SLO 2.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 75%) by identifying and understanding the managerial question/issue/problem, selecting the appropriate methodology for understanding and analyzing alternative solutions and, providing a viable solution.

SLO 3.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 50%) by demonstrating the ability to effectively communicate executive managerial issues in written form to the appropriate audience.

SLO 4.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 66%) by demonstrating innovative thought in identifying issues, analyzing situations and developing of viable solutions.

SLO 5.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case by (baseline 25%) identifying ethical issues, understanding the ethical implications of decisions upon stakeholders and utilizing ethical standards within managerial decision making.

SLO 6.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 80%) by recognizing the global influences upon business decisions and the implications of decisions upon the global environment.

## **Assessment Method**

SLO 1.0: MBA Student at FMU will demonstrate knowledge and understanding of business concepts and the application of these concepts for executive decision making by performing at or above a specified cut score (248) on a nationally standardized assessment. The average score of MBA graduates will be at or above the national average (248) on the ETS Major Field Test.

SLO 2.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 75%) by identifying and understanding the managerial question/issue/problem, selecting the appropriate methodology for understanding and analyzing alternative solutions and, providing a viable solution as measured by a departmentally developed and normed rubric.

SLO 3.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 50%) by demonstrating the ability to effectively communicate executive managerial issues in written form to the appropriate audience as measured by a departmentally developed and normed rubric.

SLO 4.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 66%) by demonstrating innovative thought in identifying issues, analyzing situations and developing of viable solutions as measured by a departmentally developed and normed rubric.

SLO 5.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case by (baseline 25%) identifying ethical issues, understanding the ethical implications of decisions upon stakeholders and utilizing ethical standards within managerial decision making as measured by a departmentally developed and normed rubric.

SLO 6.0: Eighty percent (80%) of MBA graduates will meet or exceed expectations when analyzing a business case (baseline 80%) by recognizing the global influences upon business decisions and the implications of decisions upon the global environment as measured by a departmentally developed and normed rubric.

## **Assessment Results**

SLO 1.0: MBA Student at FMU would demonstrate knowledge and understanding of business concepts and the application of these concepts for executive decision making by performing at or above a specified cut score (248) on a nationally standardized assessment.

Four of the eight final semester MBAs participated in the ETS major field test. Due to the small number of participants, ETS scores for the specific areas were not obtainable from ETS. The MFT for Masters in Business Administration (MBA) Individual Students Total Score Distribution indicates a mean national score of 248. The total test scaled score for the four participating FMU graduating MBAs was 233. Only one of the four (25%) total score was above the national average. The target was not achieved for SLO 1.0.

**SLO 2.0:** Seventy-five percent (75%) of graduating MBA students met or exceeded the expectations when analyzing a business case (baseline 75%) by identifying and understanding the managerial question/issue/problem, selecting the appropriate methodology for understanding and analyzing alternative solutions and, providing a viable solution using a departmentally developed normed rubric. Three of the four participating FMU MBA graduating MBAs met or exceeded the expectations. The target of 80% was not achieved for SLO 2.0.

**SLO 3.0:** Seventy-five (75%) of graduating MBA students met or exceeded the expectations when submitting a written report when analyzing a business case (baseline 50%) by presenting the information in an organized manner, properly using executive managerial vocabulary, demonstrating the proper use of grammar and spelling acumen and demonstrating the ability to effectively communicate executive managerial issues in written form to the appropriate audience using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 3.0.

**SLO 4.0:** Fifty percent (50%) of MBA graduates met or exceed expectations when analyzing a business case (baseline 66%) by demonstrating innovative thought in identifying issues, analyzing situations and developing of viable solutions using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 4.0.

**SLO 5.0:** Fifty percent (50%) of MBA graduates met or exceed expectations when analyzing a business case (baseline 66%) by demonstrating the identification of ethical issues, understanding the ethical implications of decisions upon stakeholders and utilizing ethical standards within managerial decision making using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 5.0.

**SLO 6.0:** Fifty percent (50%) of MBA graduates met or exceed expectations when analyzing a business case (baseline 66%) by demonstrating the recognition of the global influences upon business decisions and the implications of decisions upon the global environment within managerial decision making using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 6.0.

## Action Item

SLO 1.0: MBA Student at FMU would demonstrate knowledge and understanding of business concepts and the application of these concepts for executive decision making by performing at or above a specified cut score (248) on a nationally standardized assessment.

*Four of the eight final semester MBAs participated in the ETS major field test. Due to the small number of participants, ETS scores for the specific areas were not obtainable from ETS. The MFT for Masters in Business Administration (MBA) Individual Students Total Score Distribution indicates a mean national score of 248. The total test scaled score for the four participating FMU graduating MBAs was 233. Only one of the four (25%) total score was above the national average. The target was not achieved for SLO 1.0.*

*The MBA faculty discussed the results of the ETS exam. It is the first cohort to have a low participation level that would not allow the measurement of each discipline; therefore the faculty was not able to determine if the benchmarks were met. The faculty could not compare these results to prior years for each discipline. Using the total test scaled score the faculty considered that the overall performance of the graduating students was not acceptable.*

*The MBA faculty members have discussed the appropriate usage of the ETS data. The faculty concluded that due to the change in the assessment process, the ETS exam is not associated with any grade or any specific course material the pedagogical alignment and student motivation to perform or to participate is low.*

*The faculty agreed that for each course the faculty member would review the course material, requirements and standards for areas of improvement. A departmentally developed normed rubric would be more appropriate to assess this learning outcome. Therefore, in 2016-2017, the faculty will utilize a rubric to assess the SLO 1.0.*

SLO 2.0: Seventy-five percent (75%) of graduating MBA students met or exceeded the expectations when analyzing a business case (baseline 75%) by identifying and understanding the managerial question/issue/problem, selecting the appropriate methodology for understanding and analyzing alternative solutions and, providing a viable solution using a departmentally developed normed rubric. Three of the four participating FMU MBA graduating MBAs met or exceeded the expectations. The target of 80% was not achieved for SLO 2.0.

*The MBA faculty discussed the results of the assessment for SLO 2.0. According to the rubric the areas for most concern are the information analysis and development of solution. Course requirement in MBA 710 and MBA 740 were identified as germane to the development of the skills for this process and will continue. We will continue requiring assignments which focus upon this process in these two courses. MBA 700 and MBA 745 will be used to address the concerns raised by SLO 2.0. by increasing the number of assignments that require analyzing information analysis and development of solution. More discussions about using information to formulate solutions and requiring students to have more experience analyzing and developing solutions should improve upon the performance germane to student learning outcome 2.0.*

SLO 3.0: Seventy-five (75%) of graduating MBA students met or exceeded the expectations when submitting a written report when analyzing a business case (baseline 50%) by presenting the information in an organized manner, properly using executive managerial vocabulary, demonstrating the proper use of grammar and spelling acumen and demonstrating the ability to effectively communicate executive managerial issues in written form to the appropriate audience using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 3.0.

*The MBA faculty discussed the results of the assessment for SLO 3.0. All MBA courses are identified as being critical to this learning goal and all faculty members will continue to require written assignments. The rubric indicated that grammar and use of vocabulary were not meeting expectations. For 2016 – 2017 MBA 730 Leadership and Management and MBA 705 Economic Analysis would be used to emphasize writing skills for students to address the concerns of vocabulary and grammar. These two courses were identified due to the typical student schedule. MBA 705 is typically taken in the first year and MBA 730 is taken in the second year. Both courses require extensive written communication and should improve upon the performance germane to student learning outcome 3.0.*

SLO 4.0: Fifty percent (50%) of MBA graduates met or exceed expectations when analyzing a business case (baseline 66%) by demonstrating innovative thought in identifying issues, analyzing situations and developing of viable solutions using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 4.0.

*The MBA faculty discussed the results of the assessment for SLO 4.0. The assessment of SLO 4.0 indicated that the students did not meet expectations concerning originality and elaboration. For 2016-2017 a one-hour course, MBA 720 Contemporary Issues in Business: Innovation and Creative Decision Making will be offered. This additional course topic should improve upon the performance germane to student learning outcome 4.0.*

SLO 5.0: Fifty percent (50%) of MBA graduates met or exceed expectations when analyzing a business case (baseline 66%) by demonstrating the identification of ethical issues, understanding the ethical implications of decisions upon stakeholders and utilizing ethical standards within managerial decision making using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 5.0.

*The MBA faculty discussed the results of the assessment for SLO 5.0. The assessment of SLO 5.0 indicated that the students did not meet expectations concerning identification of stakeholders and identification of implications elements of ethical decision making. For 2016-2017 a two-hour course, MBA 720 Contemporary Issues in Business: Leadership and Ethics will be offered. This additional course topic should improve upon the performance germane to student learning outcome 5.0.*

SLO 6.0: Fifty percent (50%) of MBA graduates met or exceed expectations when analyzing a business case (baseline 66%) by demonstrating the recognition of the global influences upon business decisions and the implications of decisions upon the global environment within

managerial decision making using a departmentally developed normed rubric. The target of 80% was not achieved for SLO 6.0.

*The MBA faculty discussed the results of the assessment for SLO 6.0. The student's understanding of the implications of business decisions upon the global environment was identified as the element of the learning goal that did not meet expectations. All MBA courses are identified as being critical to this learning goal and all faculty will continue to include a global focus. For 2016-2017 a two-hour course, MBA 720 Contemporary Issues in Business: Global Economics will be offered. This additional course topic should improve upon the performance germane to student learning outcome 6.0.*