

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

**Year: 2016/2017**

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**Program Mission**

The Master of Business Administration (MBA) program at Francis Marion University (FMU) seeks students of all ages and ethnic backgrounds with undergraduate degrees in any major. Accredited by AACSB-International, the School of Business at FMU has a graduate faculty dedicated to providing outstanding teaching, research, and service. Primarily online, the FMU MBA program offers a general MBA degree, a concentration in Healthcare Executive Management, and a certificate in Strategic Planning. Our small class environment promotes experiential learning and relationship-building among students and faculty. We teach students to think logically, communicate effectively, appreciate innovative thought, incorporate high ethical standards, and understand the global influences upon business so that they can develop the executive decision making skills required of successful leaders

**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**

For 2016-2017 the Master of Business Administration (MBA) program had 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 translated into six student learning outcomes (SLO) where MBA graduates would 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.

During 2016-2017 the MBA faculty responded to all action items from the 2015-2016 report. Specifically, the faculty created and approved a mission statement, evaluated and modified the Assurance of Learning (AOL) process, and implemented the recommended instructional strategies for improving student learning.

**Mission Statement.** Under the direction of Dr. Fred David, Professor of Management, the MBA faculty discussed the importance of the mission statement, the linkage to the School of Business mission statement and the linkage to the Francis Marion University mission statement. The MBA faculty approved the mission statement and considers the mission statement to be a guiding force in the improvement of the program.

**The AOL Process Evaluation and Modification.** In the 2015-2016 year the AOL process relied upon voluntary participation by the graduating students. Due to low participation and the perceived lack of motivation, the 2015-2016 action included modification of the process. For 2016-2017, the faculty approved process involved using students' responses to a case required in MBA 730 Leadership and Management. The process assessed all students enrolled in the course. This increased the number of participants to 20 for 2016-2017, an increase from the 4 in 2015-2016.

The involvement of faculty continued. Three faculty members evaluate the responses using a departmentally developed normed rubric. Faculty rated the students on multiple items for each SLO on a 5 point scale with 5 representing "Exceeding Expectations" and 1 representing "Below Expectations". The average score from the three evaluators was used. It was expected that 80% of the students would meet or exceed expectations for each SLO.

For 2016-2017 the ETS Major Field exam was eliminated from the assessment program. The faculty reviewed the course material, requirements and standards for areas of improvement. A departmentally developed normed rubric was developed to assess this learning outcome for SLO 1.0 in 2016-2017.

The faculty approved the addition of a graduating MBA survey. An email was sent to all graduating MBAs requesting his/her participation in a confidential and anonymous survey concerning the program. Five of the fourteen 2016-2017 graduating MBAs (36%) participated.

**The recommended 2016-2017 instructional strategies for improving student learning.** All action items recommended were implemented during the 2016-2017 academic year. In 2016-2017 the target was not achieved for each student learning outcome. For 2016-2017 the targets were achieved for student learning outcomes SLO 2.0, SLO 3.0, SLO 5.0 and SLO 6.0

**Actions for 2017-2018.** The MBA faculty discussed the results and the process. From the discussion, action items for 2017 – 2018 were specified. These actions include revised program learning outcomes, increased targets for two learning outcomes and specific instructional strategies for improving student learning.

## **Student Learning Outcomes**

SLO 1.0: Eighty percent (80%) of MBA students at FMU will meet or exceed expectations when demonstrating knowledge and understanding of business concepts and the application of these concepts for executive decision making (baseline 75%)

SLO 2.0: Eighty percent (80%) of MBA students 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 students 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 students 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 students 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 students 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: Eighty percent (80%) of MBA students at FMU will meet or exceed expectations when demonstrating knowledge and understanding of business concepts and the application of these concepts for executive decision making (baseline 75%) as measured by a departmentally developed and normed rubric.

SLO 2.0: Eighty percent (80%) of MBA students 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 students 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 students 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 students 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 students 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: Eighty percent (80%) of MBA students at FMU will meet or exceed expectations when demonstrating knowledge and understanding of business concepts and the application of these concepts for executive decision making ( benchmark 75%) as measured by a departmentally developed and normed rubric.

*For the 2016-2017 academic year the faculty approved a rubric and the process for evaluating this learning outcome. Upon applying the rubric to the case, it became evident that the case and the rubric were not valid for measuring this learning outcome. A second method for assessing SLO1.0 was a survey question to all MBA graduates. Three of five seniors who participated in the survey rated the program as significantly improving their knowledge of the core business subjects. It could not be determined if the target of 80% was achieved for SLO 1.0.*

SLO 2.0: Eighty percent (80%) of graduating MBA students met or exceeded the expectations when analyzing a business case (benchmark 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. Sixteen of the twenty met expectations or exceeded the expectations. The target of 80% was achieved for SLO 2.0.

SLO 3.0: One hundred (100%) of MBA students met or exceeded the expectations when submitting a written report when analyzing a business case (benchmark 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 achieved for SLO 3.0.

SLO 4.0: Seventy percent (70%) of MBA students met or exceed expectations when analyzing a business case (benchmark 66%) by demonstrating innovative thought in identifying issues, analyzing situations and developing of viable solutions using a departmentally developed normed rubric. Fourteen of the 20 met or exceeded expectations. The target of 80% was not achieved for SLO 4.0.

SLO 5.0: Ninety percent (90%) of MBA students met or exceed expectations when analyzing a business case (benchmark 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. Eighteen of twenty students met or exceeded the expectations. The target of 80% was achieved for SLO 5.0.

SLO 6.0: Eighty percent (80%) of MBA students met or exceed expectations when analyzing a business case (benchmark 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. Sixteen of twenty students met or exceeded the expectations. The target of 80% was achieved for SLO 6.0.

### **Action Item**

SLO 1.0: The percent of MBA students at FMU who meet or exceed expectations when demonstrating knowledge and understanding of business concepts and the application of these concepts for executive decision making (benchmark 75%) was not measured during 2016-2017 by a departmentally developed and normed rubric.

*The MBA faculty discussed this issue extensively. The MBA faculty decided that the learning outcome was not needed for the 2017- 2018 IE Evaluation.*

SLO 2.0: Eighty percent (80%) of graduating MBA students met or exceeded the expectations when analyzing a business case (benchmark 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. Sixteen of the twenty met expectations or exceeded the expectations. The target of 80% was achieved

*The MBA faculty discussed the results of the assessment for SLO 2.0. The faculty considered the 2016-2017 action items of more discussions about using information to formulate solutions and requiring students to have more experience analyzing and developing solutions did improve the performance germane to student learning outcome 2.0. The MBA faculty decided to continue the focus upon information analysis and development of a solution in MBA 710 and MBA 745 for 2017-2018.*

SLO 3.0: One hundred (100%) of MBA students met or exceeded the expectations when submitting a written report when analyzing a business case (benchmark 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 achieved for SLO 3.0.

*The MBA faculty discussed the results of the assessment for SLO 3.0. The faculty considered the 2016-2017 action items of emphasizing writing skills in MBA 730 Leadership and Management and MBA 705 Economic Analysis did improve the performance germane to student learning outcome 3.0. The MBA faculty decided to continue the focus upon written communication in these two courses for the next academic year and to increase the target to 85%.*

SLO 4.0: Seventy percent (70%) of MBA students met or exceed expectations when analyzing a business case (benchmark 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 faculty considered the 2016-2017 action items of offering a one-hour course, MBA 720 Contemporary Issues in Business: Innovation and Creative Decision Making did impact the performance germane to student learning outcome 4.0.*

*Seventy percent compared to the previous fifty-five percent. However, the improvement did not achieve the target. The assessment of SLO 4.0 indicated that the students again did not meet expectations concerning originality and elaboration. The faculty decided to continue offering the one-hour MBA 720 course with more assignments for improving originality and elaboration.*

SLO 5.0: Ninety percent (90%) of MBA students met or exceed expectations when analyzing a business case (benchmark 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 achieved for SLO 5.0.

*The MBA faculty discussed the results of the assessment for SLO 5.0. The faculty considered the 2016-2017 action items of offering a two-hour course, MBA 720 Contemporary Issues in Business: Leadership and Ethics did impact the performance germane to student learning outcome 5.0. The faculty decided to increase the Target to eighty-five percent for 2017-2018. The MBA 720 Contemporary Issues in Business: Leadership and Ethics will continue to be offered. Additionally, each faculty member assessed their course to determine the focus upon ethical issues. To continue the improvement, the MBA faculty determined that additional emphasis upon ethical issues should occur in MBA 700, Accounting Analysis and MBA 725, Applied Marketing. MBA 700 and MBA 705 will increase the focus upon ethical issues by increasing the number of assignments that require ethical analysis.*

SLO 6.0: Eighty percent (80%) of MBA students met or exceed expectations when analyzing a business case (benchmark 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. Sixteen of twenty students met or exceeded the expectations. The target of 80% was achieved for SLO 6.0.

*The MBA faculty discussed the results of the assessment for SLO 6.0. The faculty considered the 2016-2017 action items of offering a two-hour course, MBA 720 Contemporary Issues in Business: Global Economics did improve upon the performance germane to student learning outcome 6.0. The faculty continues to be concerned about this learning outcome. A review of the measurement process indicated that students continue to struggle with the identification of the international context of the situation. The faculty discussed different means of improving this concern. For 2017-2018 MBA 730 Leadership and Management and MBA 745 Strategic Planning will be used to emphasize global awareness. Both courses will increase the focus upon global issues by increasing the percent of course time devoted to international issues and the number of student assignments.*

**Program Learning Outcomes.** Upon approval of the mission statement the 2016-2017 program learning outcomes were evaluated. It was determined that the program learning outcomes should better represent the newly approved mission statement. The faculty revised the program learning outcomes for 2017-2018 to the following:

#### The MBA Program

1. An FMU MBA student will be able to identify, analyze and solve problems and address issues facing business executives.
2. An FMU MBA student will have the ability to effectively communicate in written format to appropriate audiences.

3. An FMU MBA student will have the ability to effectively communicate in oral format to appropriate audiences.
4. An FMU MBA student will have the ability to think innovatively during an executive decision making process
5. An FMU MBA student will have an awareness of ethical issues and display the ability to incorporate ethical perspectives within the executive decision making process.
6. An FMU MBA student have an awareness of global influences upon executive business decisions

#### 2017-2018 Student Learning Outcomes

SLO 1.0: Eighty percent (80%) of MBA students will meet or exceed expectations when analyzing a business case (benchmark 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 2.0: Eighty-five percent (85%) of MBA students will meet or exceed expectations when analyzing a business case (benchmark 50%) by demonstrating the ability to effectively communicate executive managerial issues in written form to an appropriate audience.

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

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

SLO 5.0: Eighty-five percent (85%) of MBA students will meet or exceed expectations when analyzing a business case (benchmark 50%) by identifying ethical issues, understanding the ethical implications of decisions upon stakeholders, and applying ethical standards within managerial decision making.

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