

Institutional Effectiveness Report

Assessment Summary

Administrative Unit: MBA Programs

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Assessment Cycle (academic or calendar year): Academic year

Mission (related to VSU mission): The MBA and WebMBA programs are designed to offer graduate business educations that prepares graduates for management careers in both for-profit and not-for-profit organizations. These programs integrate knowledge of the functional areas of business with ongoing developments in business practice. The programs also seek to develop students' critical thinking, problem-solving, and communication skills, appreciate for diverse cultural perspectives, and ability to solve real-world problems.

Assessment History (discuss here how and when the unit developed its current assessment program, what it used prior to starting that program to assess its effectiveness, etc.):

All members of the Langdale College of Business Administration Graduate Faculty serve on the MBA Committee. The MBA Committee developed the MBA Programs Learning Goals and Objectives as well as the assurance of learning (AOL) methods used to determine if these goals and objectives are being met. The MBA Committee annually reviews the AOL results, and evaluates whether changes are necessary at the program or course level. In addition, the MBA Committee annually reviews the AOL process, evaluating whether any changes are necessary. Every MBA faculty member assesses functional knowledge in his or her course. In addition, assessment relative to oral and written communication, legal, ethical, and international/cultural implications of business decisions, teamwork and leadership are conducted in various MBA courses. These assessment methods include embedded test questions, instructor and peer ratings of leadership and teamwork, instructor evaluations of written and oral communications skills, and instructor evaluations of students' awareness of the legal, ethical, and international/cultural implications of decisions. Results and recommendations are located in the Langdale College Dean's Office. In addition, the MBA Program conducted the Program Review that is periodically mandated by the Board of Regents in 2006.

The current assessment system for the MBA Program is ongoing. Each MBA course is offered only once every two years. Thus, some assessments are completely only once every two years, while others (e.g., leadership) is assessed in more than one course and may occur more frequently. At the end of each year, there will be five functional knowledge assessments and a varying number of other assessments.

Learning Goals and Objectives for Unit:

MBA students will be

1. Competent in the business disciplines, using appropriate accounting, marketing, economics, quantitative methods, organizational behavior, finance, or production management knowledge and tools to make a business decision in that functional area.
 - a. Students can use accounting information in management decision making functions.
 - b. Students can apply marketing strategy and marketing management concepts to develop a feasible marketing plan.
 - c. Students can collect relevant data, perform an empirical analysis of the data, interpret results, and apply results to make business decisions.
 - d. Students can collect relevant data perform a quantitative analysis of the data, interpret results and apply results to make business decisions.
 - e. Students can apply behavioral science theory and concepts to decisions involving the effective use of an organization's human resources.
 - f. Students can evaluate investment, financing, and dividend decisions made by the executives of a firm and the resulting impact on shareholder wealth.
2. Undertake a comprehensive analysis of a company in a changing business environment and reach a decision as to a feasible direction for the company.
3. Orally present and defend the analysis leading to a business decision utilizing appropriate presentation technology.
4. Present and defend in writing the analysis leading to a business decision utilizing appropriate business writing strategies and style
5. Analyze the legal implications of a business problem to determine a legal solution
6. Evaluate a business dilemma from various ethical perspectives and formulate an ethical solution.
7. Evaluate a business problem in an international environment and determine a feasible solution.
8. As a team member, contribute functions knowledge and skills to a process that generates a reasonable business decision.

Assessments (include when and to whom these are administered, and align goals with specific assessments):

Projects from senior required and elective courses (Goals 1, 2, 3) collected in Fall semester

Pre-test/Post-test (Goal 1) administered early in Fall semester (pre-test) and at the end of Spring semester (post-test)

2005-2006

- Assessment Results (submit an electronic file of the data collected): MBA students demonstrated competency in the business functional areas.
 - MBA students in MBA7030 (Managerial Accounting during Fall 2005) were assessed on their knowledge of accounting concepts and application (Learning Goal 1, Objective a) by multiple choice questions embedded in their examinations during the semester. Nineteen of twenty-two students (86%) achieved a score of 80%.

- MBA students in MBA7660 (Advanced Quantitative Methods during Fall 2005) were assessed on their knowledge of how to collect relevant data, perform a quantitative analysis of the data, interpret results and apply the results to make business decisions (Learning Goal 1, Objective c).
- Identify examples of leadership style in practice in actual organizations. The percentages of students scoring at least 70% on the embedded questions are: discern relevant data, 86.36%; choose the appropriate quantitative tool, 86.36%; able to properly apply the quantitative tool 77.28%, able to correctly interpret the results, 81.81%; and able to apply the results of the analysis to make correct business decisions, 72.72%.
- Students in MBA7630 (Organizational Behavior and Theory) during Spring 2005 were assessed on their knowledge of applying behavioral science and concepts to decisions involving the effective use of an organization's human (Learning Goal 1, Objective e) resources by embedded questions on midterm and final examinations. The class average on the midterm embedded questions was 78.62%, with a range of 31% to 100%. The class average on the embedded questions on the final exam was 88.28%, with a range of 70% to 100%.
- Students ability to be critical thinkers, using concepts from strategic management to integrate relevant information, decision making techniques, and concepts from multiple business environments to make decisions in new or unpredictable environments (Learning Goal 2) was assessed in MBA 7900 (Strategic Management during Spring 2005). 100% of the students met or far exceeded expectations.
- Learning Goal 3a, MBA students will be able to orally present and defend the analysis leading to a business decision using appropriate presentation technology was assessed in MBA7630 during Spring 2005, and in MBA7030 during Fall 2005. In MBA7630, students met or exceeded expectations on the following elements: Organization (14.81% met expectations, 85.19% far exceeded expectations), Clarity (29.63% met expectations, 70.04% far exceeded expectations), Media (14.81% met expectations, 70.04% far exceeded expectations), Language (18.52% met expectations, 81.48% far exceeded expectations), and Delivery (44.44% met expectations, 55.56% far exceeded expectations). In MBA7030, students met or exceeded expectations on these elements as follows: Organization (68% met, 16% far exceeded), Clarity (79% met, 16% far exceeded), Media (95% met, 5% far exceeded), Language (100% met), and Delivery (58% met, 21% far exceeded).
- Learning Goal 4a, MBA students will be able to analyze the legal implications of a business problem to determine a legal solution was assessed in MBA7700 (Current Topics) during Spring 2005. 100% of students met or exceeded expectations on their ability to: recognize a legal problem (53% met expectations, 47% exceeded expectations), resolve a business decision (67% met, 33% exceeded), identify the multiple roles of business in society (93% met, 7% exceeded), and recognize diverse social factors in the legal implications of business decisions (60% met, 40% exceeded).
- Learning Goal 4b, MBA students will be able to evaluate a business dilemma from various ethical perspectives and formulate an ethical solution was assessed in MBA7700 (Current Topics) during Spring 2005. 100% of students met or exceeded expectations on the following factors: ability to recognize an ethical problem (40% met, 60% exceeded), ability to solve an ethical problem (93% met, 7% exceeded), ability to evaluate an ethical problem (67% met, 33%

exceeded), ability to identify the multiple roles of business in society (40% met, 60% exceeded), and ability to recognize diverse social factors in the ethical implications of business decisions (47% met, 53% exceeded).

- Learning Goal 5, MBA students will be globally cognizant, identifying management issues in a global environment with disparate business views and culturally diverse customers and employees was assessed in MBA7750 (Topics in International Business) during Summer 2005. Students made an individual presentation based on a group research project requiring a SWOT analysis considering the risks associated with a business transaction relating to the movement of a particular product or service from its point of origin to its ultimate destination. Students also had to evaluate political, legal, economic, cultural and social factors of the source and destination country. 100% of students met or exceeded expectations on the following factors: demonstrates a knowledge of the global business environment (52% met, 48% exceeded), identify the factors that influence business decisions in a global environment (68% met, 32% exceeded), demonstrates the ability to evaluate factors that generally influence business decisions in a global environment (16% met, 84% exceeded), and demonstrates the ability to identify the multiple roles of business in a multi-cultural world (84% met, 16% exceeded).
- Learning Objective 6a, MBA students will as a team member contribute functional knowledge and skills to a process that generates a reasonable business decision was assessed in MBA7900 (Strategic Management) during Spring 2005. Students were assigned a major group project analyzing the strategic options for a company. Several group meetings were scheduled during the assigned class time, and the instructor physically observed the teams on several occasions. 100% of students met or exceeded expectations on the following elements of teamwork: shared information effectively with fellow team members (93% met, 7% exceeded), communicated effectively with fellow team members (93% met, 7% exceeded), prepared for team meetings (80% met, 20% exceeded), and provided input in a timely manner so that the team was able to progress toward a decision with little or no delay (80% met, 20% exceeded).
- Learning Objective 6b, MBA students will be able to lead a team process to a reasonable business decision was assessed in MBA7630 (Organizational Behavior and Theory) during Spring 2005. MBA students were assigned to 5 to 6 person teams to complete a major research project. Several minutes of class time each week was reserved for these teams to plan, discuss their findings, and work on assimilating their research into a final presentation. The instructor observed students each week during the semester. 100% of students met or exceeded expectations on 5 out of eight factors: develops a vision/sets clear goals (67% met, 33% exceeded), encourages other team members to participate (44% met, 56% exceeded), focuses on goals during team meetings (22% met, 78% exceeded), listens actively to other team members (22% met, 78% exceeded), intervenes when team gets off track (22% did not meet expectations, 56% met, 22% exceeded), shares information openly with team members (33% met, 67% exceeded), gives recognition to other team members (22% did not meet expectations, 33% met, 44% exceeded), encourages other team members to perform up to expectations (22% did not meet expectations, 56% met, 22% exceeded).
- The Discussion/Dissemination of Results: The MBA Committee concluded that these results showed no serious problems with the curriculum requiring attention. However, some individual instructors have

made decisions to change various aspects of their courses. For example, the MBA7030 instructor plans to place more emphasis on concepts on which students averaged below 80% on the embedded questions (cost-volume-profit analysis, and break even analysis).

- Several faculty members expressed some dissatisfaction with the teamwork and leadership assessment rubrics and it was decided that these would be revised to eliminate some redundancy.

2006-2007

- Students in MBA7630 (Organizational Behavior and Theory) during Spring 2007 were assessed on their knowledge of applying behavioral science and concepts to decisions involving the effective use of an organization's human (Learning Goal 1, Objective e) resources by embedded questions on midterm and final examinations. The class average on the embedded questions on the midterm was 84%, and 76% on the final exam. The range for individual students was 60% to 100% on the midterm, and 60% to 90% on the final.
- Learning Goal 6, MBA students will be team players as a team member contribute functional knowledge and skills to a process that generates a reasonable business decision was assessed in MBA7630 (Organizational Behavior and Theory) during Spring 2007. MBA students were assigned to 5 to 6 person teams to complete a major research project. Several minutes of class time each week was reserved for these teams to plan, discuss their findings, and work on assimilating their research into a final presentation. The instructor observed students each week during the semester. 100% of students met or exceeded expectations on the following elements of teamwork: shares information effectively with fellow team members (43% met, 57% exceeded), communicates effectively with fellow team members (33% met, 67% exceeded), is prepared for team meetings (48% met, 52% exceeded), and provides his/her input in a timely manner so that the team was able to progress toward a decision with little or no delay (57% met, 42% exceeded).
- Learning Goal 3a, MBA students will be able to orally present and defend the analysis leading to a business decision using appropriate presentation technology was assessed in MBA7630 during Spring 2007. Students made a formal presentation of their research project results. 100% of the students met or exceeded expectations on the following factors: Organization (5% met, 95% exceeded), Clarity (19% met, 81% exceeded), Media (10% met, 90% exceeded), Language (43% met, 57% exceeded), and Delivery (52% met, 48% exceeded).
- Learning Objective 6b, MBA students will be able to lead a team process to a reasonable business decision was assessed in MBA7630 (Organizational Behavior and Theory) during Spring 2007. MBA students were assigned to 5 to 6 person teams to complete a major research project. Several minutes of class time each week was reserved for these teams to plan, discuss their findings, and work on assimilating their research into a final presentation. The instructor observed students each week during the semester. 100% of students met or exceeded expectations on the following factors: develops a vision/sets clear goals with the group (19% met, 81% exceeded), encourages other team members to participate (57% met, 43% exceeded), focuses on goals during team meetings (10% met, 90% exceeded), listens actively to other team members (19% met, 81% exceeded), Intervenes when team gets off track (75% met, 24% exceeded), gives recognition to other team members (71% met, 29% exceeded), encourages other team members to perform up to their capabilities (71% met, 29% exceeded).

- Learning Goal 2, MBA students will be critical thinkers, using concepts from strategic management to integrate relevant information, decision making techniques, and concepts from multiple business environments to make decisions in new or unpredictable environments was assessed in MBA7900 (Strategic Management) during Spring 2007 via embedded questions on mid-term and final exams. 100% of the students correctly answered 70% or more of the embedded questions. The range of individual student scores was 70% to 100%.
- Learning Goal 6, MBA students, as team members, will contribute functional knowledge and skills to a process that generates a reasonable business decision was assessed in MBA7900 (Strategic Management) during Spring 2007. 100% of students met or exceeded expectations on the following factors: shares information effectively with fellow team members (82% met, 18% exceeded), communicates effectively with fellow team members (82% met, 18% exceeded), is prepared for team meetings (82% met, 18% exceeded), and provides his/her input in a timely manner so that the team was able to progress toward a decision with little or no delay (100% met).
- Learning Goal 1c, MBA students will be able to collect relevant data, perform a quantitative analysis of the data, interpret results, and apply results to make business decisions was assessed in MBA7660 (Advanced Quantitative Methods) during Fall 2007. Questions were embedded on exams during the semester. The results on each factor were: demonstrates the ability to discern relevant data from irrelevant data (8.7% fails, 73.91% meets, 17.39% exceeds), able to choose the appropriate quantitative tool to apply to the collected data (8.70% fails, 69.57% meets, 21.74% exceeds), able to properly apply the chosen quantitative tool (17.39% fails, 65.22% meets, 17.39% exceeds), is able to correctly interpret the results of his/her calculations (17.39% fails, 65.22% meets, 17.39% exceeds), and is able to apply the results of his/her analysis and interpretation of results to make the “correct” business decision (21.74% fails, 56.52% meets, 21.74% exceeds).
- Learning goal 5, MBA students will be globally cognizant, identifying pertinent management issues in a global environment with disparate business views and culturally diverse customers and employees was assessed in MBA7750 (Topics in International Business) during Summer 2007. Students were divided into six teams of approximately four students each and assigned the task of developing and presenting an international business plan. Each student was required to participate in the presentation and students were encouraged to ask questions pertaining to the market and the feasibility of implementing the chosen business plan. The instructor evaluated each student’s performance. 100% of the students met or exceeded expectations: demonstrated an advanced knowledge of the global business environment (85% met, 15% exceeded), identified the factors that influence business decisions in a global environment (100% met expectations), demonstrates the ability to evaluate factors that generally influence business decisions in a global environment (85% met, 15% exceeded), used SWOT analysis to consider the risks associated with a specific international business transaction (81% met, 19% exceeded), and demonstrated the ability to identify the multiple roles of business in a multicultural world (100% met expectations).
- Discussion/Dissemination of Results: Department/Dean The MBA Committee concluded that no programmatic or curriculum changes were required as a result of their evaluation of the results. The MBA7660 instructor decided to spend less time on Excel mechanics and more time on practical data analysis (i.e., probabilities, sampling, t-tests, ANOVA) as well as on quantitative tools (i.e., regression, spreadsheet modeling, decision making, forecasting, and linear programming).

2007-2008

- Assessment Results (submit an electronic file of the data collected):
- Learning Goal 2, MBA students will be critical thinkers, using concepts from strategic management to integrate relevant information, decision making techniques, and concepts from multiple business functions to make decisions in new or unpredictable environments was assessed in MBA7900 (Strategic Management) during Spring 2008. Questions were embedded on midterm and final examinations, and 95% of the students answered 70% or more of these questions correctly: basic knowledge about environmental factors impacting a firm and its industry (5% fails, 68% meets, 27% exceeds), knowledge of sources of pertinent strategic and financial information about individual firms and their industries (9% fails, 55% meets, 36% exceeds), ability to satisfactorily conduct a SWOT analysis for a firm (5% fails, 82% meets, 14% exceeds), and the ability to reach a timely decision (5% fails, 95% meets).
- Learning goal 6, MBA students, as a team member, will contribute functional knowledge and skills to a process that generates a reasonable business decision was assessed in MB7900 (Strategic Management) during Spring 2008. Results on each aspect of teamwork are: shares information effectively with fellow team members (5% fails, 77% meets, 18% exceeds), communicates effectively with fellow team members (9% fails, 68% meets, 23% exceeds), is prepared for meetings (5% fails, 82% meets, 13% exceeds), and provides his/her input in a timely manner so that the team was able to progress toward a decision with little or no delay (9% fails, 91% meets).
- Discussion/Dissemination of Results: Department/Dean No program or curriculum changes were deemed necessary by the MBA Committee.
- Modifications Made: At the Fall 2008 MBA Committee meeting the committee will again consider the continued appropriateness of the Learning Goals and Objectives, the methods used to assess student accomplishment of these objectives..

_____	Mel Schnake	12/10/08	_____	_____
Unit Director	Date		President/VP for Unit	Date

Adapted from: University of Alabama SACS site (<http://sacs.ua.edu/degreeInfo2.cfm?college=2&dept=50>) and

University of Western Kentucky SACS Accreditation Review Process (<http://www.wku.edu/sacs/assessmentmanual.htm>)