

MBA Institutional Effectiveness Report, 2008-2009

MBA 7900, Spring 2008

MBA Learning Goal #2: 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.

Learning Objective: Students can undertake a comprehensive analysis of a company in a changing business environment and reach a decision as to a feasible direction for the company.

The total number of students in the MBA 7900 class was 22 students, and the students were assigned to 5 teams. Each team was to review all relevant information about a *Fortune* 500 firm selected by the students with the approval of the instructor. The students prepared both a written and an oral presentation about the firm. Students were instructed on specific items to include in their presentations including, but not limited to an analysis of the firm's environment, financial analysis of the firm, a SWOT analysis for the firm and its industry, an analysis of the firm's strategy and its competitive position, and possible recommendations that would assist the firm in improving its present and future performance.

Students were evaluated on their skills as strategic thinkers and their knowledge of strategic management. During the oral presentation, the instructor questioned individual team members about any issue related to the firm. This was done to prevent students from dividing the research into components and only learning one component. Another purpose was to make coordination and cooperation within each team even more important, requiring students to work as a team and not individually.

Learning Goal #1: In order to test students' knowledge of strategic management concepts, both the mid-term exam and the final exam included a number of embedded questions designed to test whether the students had retained conceptual knowledge about the subject content. The embedded questions followed a multiple choice format, were specific in the type of knowledge the student should possess, and were judged to be of "moderate" to "hard" in level of difficulty. It was decided that if at least 80% of the students in the class were able to correctly answer at least 70% of the questions, learning goal #2 would have been attained for the class.

The student will demonstrate basic knowledge about environmental factors impacting a firm and its industry.

5% failed to meet expectations

68% met expectations

27% exceeded expectations

The student will demonstrate knowledge of sources of pertinent strategic and financial information about individual firms and their industries.

9% failed to meet expectations

55% met expectations

26% exceeded expectations

The student will demonstrate ability to satisfactorily conduct a SWOT analysis for a firm.

5% failed to meet expectations

82% met expectations

13% exceeded expectations

The student will demonstrate the ability to reach a timely decision.

5% failed to meet expectations

95% met expectations

0% exceeded expectations

Learning Goal #6: The students' teamwork skills were also evaluated. During the semester, several group meetings were scheduled during class time, and the instructor physically observed the teams on several occasions. The instructor's objective was to observe how the members interacted, and if all, or most of the members took part in the discussion. Students met in their groups on their own at other times convenient to the group members. At the end of the semester, the students were required to submit a Team Member Evaluation Form and "grade" their fellow team members as to their participation in completing the case presentation. The students' teamwork skills were assessed based upon the observations of the instructor, and the results presented in the Team Member Evaluation Form.

MBA Learning Goal #6: Students will be team players and leaders, demonstrating team and leadership skills.

Learning Objective: As a team member, the student has contributed functional knowledge and skills to a process that generates a reasonable business decision.

The student shares information effectively with fellow team members.

5% failed to meet expectations

77% met expectations

18% exceeded expectations

The student communicates effectively with fellow team members.

9% failed to meet expectations

68% met expectations

23% exceeded expectations

The student is prepared for team meetings.

5% failed to meet expectations

82% met expectations

13% exceeded expectations

The student 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% failed to meet expectations

91% met expectations

0% exceeded expectations

Summary

Overall, 95% of the students were judged to have met the expectations of MBA goal #2 (strategic thinking) and MBA goal #6 (teamwork). The students knew what was expected of them, and they all did an excellent job in meeting the goals.

MBA 7500, Summer 2008

Measurement Instruments: Embedded multiple choice questions administered on the midterm and final exams.

Knowledge Results Assessments:

To assess basic knowledge in MBA 7500 (Managerial Economics), each student provided answers to ten multiple choice questions embedded in larger midterm and final examinations. Of the 20 students enrolled in MBA7500 in the Summer 2008 semester, all 20 were evaluated on this component. On the midterm examination, we find that only 4 students did not meet the 70 percent correct objective. Overall, however, students answered correctly 73.5 percent of the questions on the midterm exam. On the final examination, again only 4 students did not meet the 70 percent correct objective. Overall, however, students answered more questions correctly compared to the midterm examination; we find that students answered correctly 79.5 percent of the questions on the final examination.

	<u>Midterm</u>	<u>Final</u>
Meets the 70 Percent Correct Objective	16/20 = 80%	16/20=80%
Overall Percentage of Questions Answered Correctly	73.5%	70.5%

Of the four students who did not meet the 70 percent correct objective on the midterm examination, only two did not meet the 70 percent correct objective on the final examination. Those two students that failed to meet the 70 percent correct objective on both examinations failed to attend class regularly and did not visit the instructor during office hours until the week before the final examination. In future sections of this course, the instructor plans to continue to assess knowledge in this area through the use of multiple choice questions. In addition, the instructor plans to keep the difficulty of the questions the same.

MBA7300, Fall 2008

Learning Goal 1-7: MBA students will be able to use production, accounting, and finance knowledge combined with quantitative skills to make decisions leading to operational excellence.

The sampling procedure included all 19 students who took the class. Thirty-seven of the 70 exam questions administered were used to determine the student's proficiency on the above learning objectives. The numbers of questions used by each learning objective were as follows: objective 1, 10 questions; objective 3, 13 questions, objective 4, 7 questions. The sum of these questions is greater than 37 as several questions addressed multiple objectives.

Results:

1. The student understands the link between quality and competitiveness: 21% meet expectations, 63% far exceed expectations.
2. The student demonstrates an understanding of logic-based problem identification, solution and implementation: 32% meet expectations, 68% far exceed expectations.
3. The student understands the relationship between the performance measurement system and organizational performance: 42% meet expectations, 42% far exceed expectations.
4. The student understands the commonality among Just-In-Time, Total Quality Management, and Theory of Constraints operations management philosophies: 47% meet expectations, 47% far exceed expectations.

I believe that the students have a better understanding of the material than is indicated by the above results. Prior to testing, students worked in groups to analyze various cases, and the results of all these projects met or exceeded expectations. However, as they were group projects, there was no evidence of individual performance. The two troublesome objectives concerned quality and performance measurement systems. In future classes, I will devote more time to the coverage of these topics.

MBA7630, Spring 2009

Learning Goal 3: MBA students will be effective communicators, using information technology and oral and written skills to enhance decision making through better communications.

Oral Communication: Students made presentations in teams of approximately 4 members. Each individual student's oral communication effectiveness was assessed via a standardized rubric where the instructor rated each student on the following dimensions: organization, clarity, media, language, and delivery. The results for Spring 2009 are:

1. Organization: 38% meet expectations, 62% far exceed expectations

2. Clarity: 42% meet expectations; 58% far exceed expectations
3. Media: 35% meet expectations; 65% far exceed expectations
4. Language: 31% meet expectations; 69% far exceed expectations
5. Delivery: 65% meet expectations; 35% far exceed expectations

Learning Goal 6: MBA students will be team players and leaders, demonstrating the team and leadership skills needed to make a business decision.

MBA students in MBA 7630 were assigned to work in teams of approximately four members on a substantial project. In Spring 2009, the project was to review the scientific literature on voluntary employee turnover and develop a new model of employee turnover reflecting recent research. Ten to twenty minutes were allocated at the end of each class for students to work in their teams on this project. During the time the instructor would observe one or two students during each class and evaluate them on their teamwork skills using a standardize rubric developed by the MBA Committee. The results for Spring 2009 are:

The student share information effectively with fellow team members: 80% meet expectations, 20% far exceed expectations.

The student communicates effectively with fellow team members: 60% meet expectations, 32% far exceed expectations.

The student is prepared for team meetings: 72% meet expectations, 24% far exceed expectations.

The student provides his/her input in a timely manner so that the team was able to progress toward a decision with little or no delay: 76% meet expectations, 20% far exceed expectations.

1. **Learning Goal 1: MBA students will demonstrate competence in the business disciplines, using appropriate accounting, marketing, economics, quantitative methods, organizational behavior, finance, or production knowledge and tools to make a business decision in that functional area.**

Eleven multiple choice questions pertaining to central theories and concepts in the MBA 7630 course were embedded in the midterm examination. To meet expectations, students had to score at least 70%. To far exceed expectations, students had to answer at least 90% of the embedded questions correctly. On the midterm, 16% of the students far exceeded

expectations, while 76% met expectations. On the final exam, 15 of the student far exceeded expectations, while 36% met expectations.