

Lewis College of Business
Master of Business Administration: MBA, EMBA, and India-MBA
2008 Program Assessment Yearly Report

Introduction

I. Assessment Narrative: Keeping in line with the spirit of faculty participation, LCOB faculty got together to articulate Learning Goals and Objectives for each MBA degree program. The program goal and learning objectives serve as the framework for the assessment that will lead to quality assurance and continuous improvement in the MBA program. To systematically assess the MBA program, the following steps were taken:

The three pages which follow cover the *Organization of the Program Assessment Annual Report* and they specifically organized as:

1. *Table 1 for Program's Goal and Learning Objectives*
2. *Structure of the MBA AOL*
3. *Table 2: Assessment Cycles for Measurable Learning Objectives*
4. *Table 3: MBA Curriculum Alignment*
5. *Table 4: Closing the Loop for Learning Objective: Written Communication*

For the Learning Objectives for Written and Oral Communications, two separate Rubrics were developed and approved by the LCOB graduate faculty and the Graduate Committee. The assessment cycle for Written Communication was completed by Fall 2008, whereas the assessment cycle for Oral Communicated is planned to be completed by Fall 2009. The LCOB graduate faculty and the Graduate Committee will be developing rubrics for Learning Objectives for Problem Solving/Decision Making and Managerial Knowledge. Based on the input from Karen Tarnoff (AACSB consultant) and Harlan Smith (LCOB Director of AOL), the MBA Program is in the process of adding the fifth Learning Objective, namely, Leadership Skills. The rubric for this Learning Objective is being developed by the LCOB graduate faculty and the Graduate Committee.

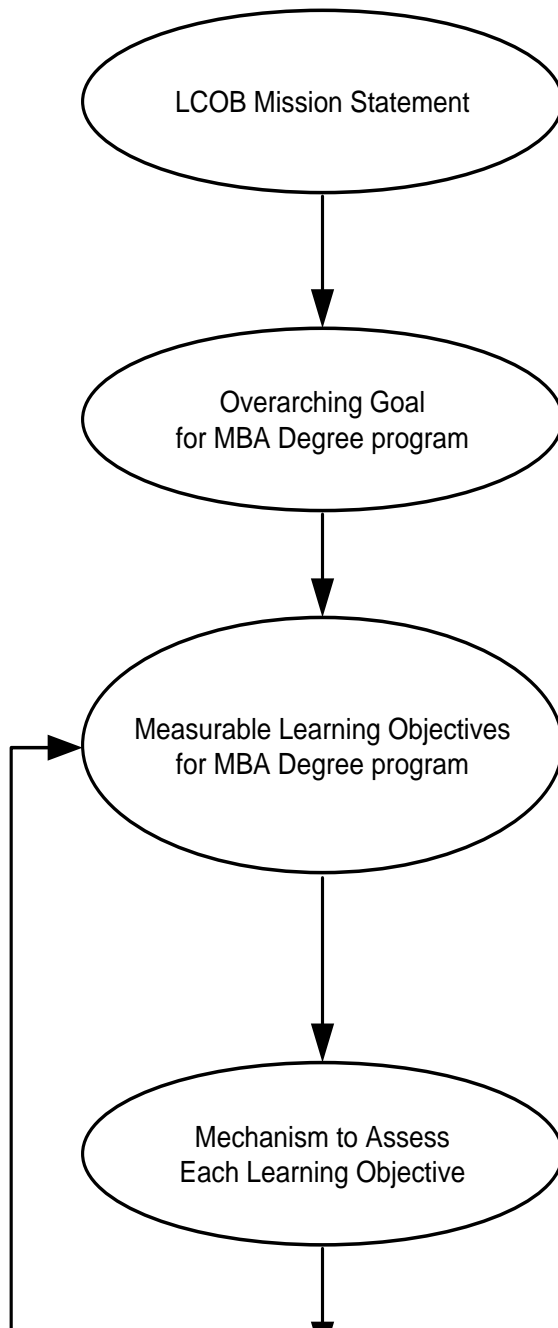
Andrew Sikula, Sr., Senior Associate Dean, Harlan Smith, the LCOB Director of AOL, and Karen Tarnoff, an AACSB consultant from East Tennessee State University, have already helped considerably in the development of this MBA assessment plan.

Specifically, Dr. Smith’s assistance in trying to mesh Marshall University assessment requirements with AACSB International Assurance of Learning mandates now and in the future is appreciated.

Table 1: MBA Program Goal and Learning Objectives

Program:	Overarching Goal	Measurable Learning Objectives
MBA	To facilitate the attainment of skills and knowledge required to achieve the strategic goals of organizations in competitive global markets.	<ol style="list-style-type: none"> 1. Written Communications: The students will be able to communicate effectively in writing. 2. Oral Communications: The students will be able to organize and deliver an effective oral presentation. 3. Problem Solving/Decision Making: The students will be able to apply a variety of quantitative and qualitative techniques to make business decisions. 4. Managerial Knowledge: The students will demonstrate a broad managerial knowledge required to understand and function in the environment within which organizations operate. 5. Leadership Skills: In progress

STRUCTURE OF THE MBA AOL PROGRAM



The Mission of the LCOB is to be a leading state institution for the education of business students, and a contributor to the region's economic development. The College is committed to an overall balance among teaching, scholarly activity, and services. The LCOB is dedicated to graduating individuals who possess the **communication**, **problem solving and decision making skills**, **managerial knowledge**, and **leadership skills** necessary to meet the Tri State area's needs for the demands of the global marketplace.

To facilitate the attainment of skills and knowledge required to achieve the strategic goals of organizations in competitive global markets.

1. **Written Communications**: The students will be able to communicate effectively in writing.
2. **Oral Communications**: The student will be able to organize and deliver an effective oral presentation.
3. **Problem-Solving & Decision Making**: The students will be able to apply a variety of quantitative and qualitative techniques to make business decisions.
4. **Managerial Knowledge**: The students will demonstrate a broad managerial knowledge required to understand and function in the environment within which organizations operate.
5. **Leadership Skills**: In progress

Cycle 1: **Written Communications** (every other year starting 2007)

Cycle 2: **Oral Communications** (every other year starting 2007)

Cycle 3: **Problem-Solving & Decision Making** (every other year starting 2009)

Cycle 4: **Managerial Knowledge** (every other year starting 2009)

Cycle 5: **Leadership Skills**: (every other year starting 2009)

Table 2 - Assessment Cycles for Measurable Learning Objectives for the MBA Program

The four central Mission Statement Elements: **Written and oral communication skills**, **problem-solving/decision making skills**, and preparing students as **knowledgeable** and **effective leaders** in the U.S. and global economies.

Overarching Goal for MBA

To facilitate the attainment of skills and knowledge required to achieve the strategic goals of organizations in competitive global markets.

Measureable Learning Objectives

Written Communication: The students will be able to communicate effectively in writing.

Oral Communications: The students will be able to organize and deliver an effective oral presentation.

Problem Solving/Decision Making: Apply a variety of analytical techniques to make business decisions.

Managerial Knowledge: The students will demonstrate a broad managerial knowledge required to understand and function in the environment within which organizations operate.

Leadership Skills: In progress

Measurable Learning Objectives	(I) Development Phase		(II) Measurement Phase		(III) Continuous Improvement – Closing the Loop		
	Develop Learning Objectives	Develop Measure	Gather Data	Review Data	Action Plan	Implement Changes	Re-gather Data
Written communication	MBA Faculty – Fall 2006	MBA Faculty – Summer 2006	Designated classes – Spring 2007	Graduate Comm., MBA Faculty – External Expert Fall 2007	MBA Faculty- Spring 2008	Graduate Comm., MBA Faculty – Fall 2008	2009 – 2010
Oral communication	MBA Faculty – Fall 2006	MBA Faculty – Fall 2006	Designated classes – Spring 2007	Graduate Comm., MBA Faculty – External Expert Spring 2009	MBA Faculty- Spring 2009	Graduate Comm., MBA Faculty – Fall 2009	2010 – 2011
Problem Solving/Decision Making	MBA Faculty – MBA 2006	MBA Faculty – Fall 2008	Designated classes – Spring 2009	Graduate Comm., MBA Faculty – Spring 2009	MBA Faculty- Fall 2009	Graduate Comm., MBA Faculty – Spring 2010	2010 – 2011
Managerial Knowledge	MBA Faculty – Fall 2006	MBA Faculty – Spring 2009	Designated classes – Fall 2009	Graduate Comm., MBA Faculty – Fall 2009	MBA Faculty- Spring 2010	Graduate Comm., MBA Faculty – Fall 2010	2011 – 2012
Leadership Skills	MBA Faculty – Fall 2008	MBA Faculty – Spring 2009	Designated classes – Fall 2009	Graduate Comm., MBA Faculty – Fall 2009	MBA Faculty- Spring 2010	Graduate Comm., MBA Faculty – Fall 2010	2011 – 2012

II. Curriculum Alignment: After the program goal and learning objectives were defined, the issue to address was curriculum alignment: Where in the curriculum will this learning take place? For each of the learning objectives, the LCOB faculty identified where in the curriculum MBA students will have the opportunity to develop objective-related competency. In aligning the curriculum with the program’s learning goal and objectives, all required MBA Core courses were considered. See Table 3 for the summary of the MBA curriculum alignment.

Table 3: MBA Curriculum Alignment Summary – Assurance of Learning for MBA

Program Learning Objectives	Learning Objective Explicit Coverage	Learning Objective Moderate Coverage	Learning Objective Incidental Coverage	Learning Objective Not Covered
	Number of MBA Courses	Number of MBA Courses	Number of MBA Courses	Number of MBA Courses
Written Communications	4	3	3	
Oral Communications	3	3	3	1
Problem Solving & Decision Making	9	1	0	0
Managerial Knowledge	9	1	0	0
Leadership Skills	In progress			

III. MBA Program Assessment Summary: After the curriculum alignment was completed, the LCOB faculty developed the specific measures (rubrics) for each learning objectives. This activity was followed by collecting, analyzing, and disseminating the assessment data from appropriate MBA Core courses (see Table 2 for appropriate assessment activities). Finally, the assessment results were used to close the loop: using assessment data for continuous improvement in student learning and faculty development.

Currently the assessment activities for Written Communications have been completed as per the Assessment Cycle. The recommendations for continuous improvement in student learning and faculty development are shown in Table 4.

Table 4 – Closing the Loop for Written Communications: Summary Results and Future Actions

Learning Objectives	Summary Results	Future Actions for Continuous Improvement
<p>Written Communications: The students will be able to communicate effectively in writing.</p>	<p>The results of the Graduate Program Writing Assessment (see complete document for more details) showed an overall average of 2.44 (with 2 = needs improvement and 3 = proficient)</p>	<p>Students need to be given formal feedback on their writing skills. This should happen at least twice during their program, very early and in the middle .</p> <ol style="list-style-type: none"> 1. Request that faculty teaching MBA courses discuss the writing rubric with students and provide formal feedback on one writing assignment using the rubric. 2. Develop common rubrics/assignments across MGT699 courses for writing assignments. 3. Request to form teams by discipline in MGT699 when appropriate or possible. 4. Form a sub-committee of MGT699 to address the issue of common rubric/assignments. 5. Provide students with rubric at the beginning of class, perhaps posting on the course Web site. 6. Any student with unsatisfactory performance will be advised to seek assistance from the Marshall University’s Writing Center Online and the English Department Writing Center in Corbly Hall.