Program Assessment Plan for MBA Management Concentration

2016 to 2021

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Department Chair: Patricia Thomas

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PROGRAM MISSION STATEMENT

The Master of Business Administration (M.B.A.) with a concentration in Management is designed for mid-level managers and professionals in business and other organizations who aspire to greater leadership and management roles. Students learn to link
theory with practice, and to understand the multi-disciplinary demands of a business environment that is increasingly global, technology-oriented, and diverse. (Source: FSU Website)

PROGRAM LEARNING OBJECTIVES (PLO)

1) Communicate effectively in professional situations by applying appropriate written, verbal, interpersonal, and presentation skill
2) Lead, manage, and contribute as a member of project teams
3) Employ tactical, operational, and strategic decision making and problem solving to organizational issues
4) Demonstrate a fundamental understanding of the workings of all aspects of an organization
5) Analyze business issues by applying multi-functional theoretical and practical perspectives
6) Identify and develop their potential for meeting future leadership challenges and make meaningful contributions in a world characterized by uncertainty.

(Source: FSU Website)
LEARNING OPPORTUNITIES*

<table>
<thead>
<tr>
<th>Courses</th>
<th>BUIS 933</th>
<th>ECON 923</th>
<th>MGMT 940</th>
<th>FINA 929</th>
<th>MGMT 911</th>
<th>MGMT 931</th>
<th>ENTR 920</th>
<th>MGMT 968</th>
<th>MGMT 971</th>
<th>MGMT 978</th>
<th>MRKT 917</th>
<th>MGMT 989</th>
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<tbody>
<tr>
<td>PLO 1</td>
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<td>PLO 2</td>
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<td>PLO 3</td>
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<td>PLO 4</td>
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<td>PLO 5</td>
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<td>PLO 6</td>
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<td>x3</td>
</tr>
</tbody>
</table>

Note: Levels of proficiency are x1, x2, and x3, for Introductory Level, Intermediate Level, and Advanced Level, respectively. For Academic Year 2016 - 2017, faculty requested to submit non-weighted learning activity in an assessment of student learning.

* Learning Opportunities supporting the Program Learning Objectives are found in the 12 graduate courses in the MBA Program. All courses are taught once a year per the "Course Cycle” published on the University's website. The course descriptions are as follows:

BUIS 933 - Enterprise Information Technology: An examination of the management and use of information technology (IT) in a business organization. The course explores topics including evaluating technology solutions, understanding business networks, data and network security, the strategic and tactical role of IT in business, managing IT infrastructure and operations, IT planning and architecture, data and information management, and intelligent systems.

ECON 923 - The Economics of Organization Design: An examination of the optimal means of coordinating relationships buyer and seller; between employer and employee; and between the firm and the lenders of capital; and providers of intermediate product. The three principle forms of organization, the price system, relational contracts, and ownership are examined and contrasted. Study focuses on the theory of transaction cost economics and rudimentary game theory. Topics include the principal-
agent problem, the make or buy decision, adverse selection, corporate culture, and the tension between self-interest and cooperation.

ENTR 923 - Intrapreneurship and Entrepreneurship: Designed to emphasize intrapreneural and entrepreneurial approaches to starting new ventures as a new business or within an existing organization. Students explore entrepreneurship and innovation-related topics, develop viable business venture concepts and examine the details of developing and running a new business venture. Students evaluate innovative ideas, conduct market analysis and feasibility and select the appropriate business structure. Drivers of success and failure, funding sources, and the legal and regulatory environment are discussed. Prerequisite: All MBA undergraduate prerequisite courses or the equivalent.

FINA 929 - Financial Management: An introduction to the two fundamental financial concepts - the investment decision and the financing decision, and their possible interactions. This includes the type of assets a firm acquires, the reason(s) for acquisition, and the sources and costs of financing these assets. Assets, liabilities and capital, both short and long-term, are described using accounting terminology and evaluated using mathematical analysis (formerly 12.978). Prerequisites: All MBA undergraduate prerequisite courses or the equivalent.

MGMT 911 - Organization Behavior and Theory: An examination of the relationships between individuals, groups, and the organization as it relates to organization strategic performance. Participants focus on theoretical, empirical, and practical applications of organization research. Topics include motivation, group dynamics, team management, organizational justice, decision-making, leadership, diversity and interpersonal relations. Prerequisites: All MBA foundation courses or the equivalent.

MGMT 931 - Quantitative Methods for Business and Operations: A study of quantitative methods used in business decision making. Methods of optimization modeling, such as linear and integer programming, Decision Theory, Queuing Theory and others are covered. Techniques for optimizing many critical business strategy and operations management decisions, such as production capacity, distribution network design, Input/output analysis, bottleneck and capacity analysis, economies of scale in material handling and distribution, Economic Order Quantity (EOQ), Materials Resource Planning (MRP), reorder point computations, distribution and logistics management, and production and workforce scheduling are included.

MGMT 940 - Business Ethics and Legal Environment: A discussion of the dynamic ethical, legal, management, economic and non-economic and regulatory environments in which firms compete domestically and internationally. This course applies ethical models of decision making to business decisions and compares and contrasts the impact of these decisions on relative stakeholders and firm competitiveness. Prerequisite: All MBA undergraduate prerequisite courses or the equivalent.

MGMT 968 - Managing in a Global Environment An introduction to the contemporary world of international business through an examination of the social, cultural, economic, ecological, and commercial aspects that impact global operations. Emphasis is both on the thorough understanding of the effect that international business has on the different functional aspects of the enterprise as
well as the manner in which firms organize, operate, and formulate strategies in order to maximize their chances of successful operations. The goal of the course is to acquaint the student with conceptual and analytical tools necessary for the formulation of knowledge concerning international business practices, strategy, and positioning (formerly 12.930 International Business).

Prerequisites: All MBA foundation courses or the equivalent.

MGMT 971 - Communication and Negotiation
A study of effective business communication and negotiation skills. Students examine and apply effective written, verbal and interpersonal communication skills in the context of the business setting. Students learn to plan, craft and complete brief messages, full reports, proposals, and online and oral presentations. Students learn the importance of framing dynamics and how to prepare to negotiate by exploring major concepts and theories of bargaining. Students apply effective communication and negotiation skills covered in the course to practical problems traditionally faced by managers in today’s complex business environment.

Prerequisites: All MBA undergraduate prerequisite courses or the equivalent.

MGMT 978 - Leadership and Change: An in-depth study into the leadership and management skills that change agents use on a regular basis as they implement organizational change. The class provides skill development of both managerial and interpersonal skill elements crucial to the success of change implementations. The leader as a visionary is critical to success in any organization, and a key attribute for any organizational leader. This course examines and links leadership theories and organizational change theories. Leadership models are examined as well as all those related to organizational change. Prerequisites: All MBA undergraduate prerequisite courses or the equivalent.

MRKT 917 - Strategic Marketing: A focus on critically scanning and analyzing the external environment, defining strategic marketing decisions, developing and applying models to evaluate the alternatives and formulating recommended courses of action.

Prerequisites: All MBA undergraduate prerequisite courses or the equivalent.

MGMT 989 - Strategic Management: Focused on observing, analyzing and linking an organization and its environment by providing the tools needed to analyze its present position in the global marketplace and design its future. Organizational action plans for competing successfully and operating profitably are reviewed. Selection of strategic options with the ultimate goal of moving the organization forward successfully by crafting and executing strategy in order to achieve a competitive advantage is analyzed. Evaluation of present conditions, industry segment, organization vision, and ultimately the construction and implementation of strategies appropriate to lead to competitive advantage are examined. Using real business cases, reviewing current organization’s strategies, sharing historical events and assessing rigorous theories and concepts of strategic management, students learn to assimilate and utilize knowledge to become a manager whose strategic actions can make a company thrive. A combination of teaching techniques and supporting tools are employed throughout the duration of the course. Prerequisites: May be taken concurrently with MGMT 971 Communication and Negotiation and/or MGMT 978 Leadership and Change. Completion of all other MBA courses is required. Permission of the Dean of Graduate Studies is required.
### ASSESSMENT METHODS AND TIMELINE

Note: The MBA Capstone must return to include the "MBA Capstone" as an individual final assignment as originally designed. MBA Program Learning Assessments 1 through 6 have been and can be captured when using the tradition format. The format changed in 2015.

<table>
<thead>
<tr>
<th>Academic Years</th>
<th>Outcome(s)</th>
<th>Course(s)</th>
<th>Assessment Evidence (direct/indirect)</th>
<th>Assessment Method</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHEN</td>
<td>WHICH outcome(s) will you examine in each period (Use number)?</td>
<td>WHERE will you look for evidence of student learning (i.e., list course(s) that will generate evidence for each objective).</td>
<td>WHAT student work or other evidence will you examine in order to assess each objective?</td>
<td>HOW will you look at the evidence; what means will you use to analyze the evidence collected for each objective</td>
<td>WHO will oversee collecting, analyzing, reporting, results? List names or titles.</td>
</tr>
</tbody>
</table>
| **Year 1** 2016-17 | (Plan) | Select a "Vine" Case to be used throughout the program (Tentative: Starbuck's Case Study) Look at / understand overall changes to MGMT 989 | Verbal presentations; Student peer review on teamwork; Written analysis | - Teamwork Rubric  
- Inquiry and analysis Rubric  
- Critical thinking Rubric  
- Creative thinking Rubric  
- Written communication Rubric  
- Oral communication Rubric  
- Problem solving Rubric | MBA Program Assessor, to be hired as objective source |
| Year 2 2017-18 | PLO 1 and PLO 2 (first pass) | MGMT 989 (Capstone) | MBA Capstone / Graduate Qualifying Project | • Teamwork Rubric  
• Inquiry and analysis Rubric  
• Written communication Rubric  
• Oral communication Rubric | MBA Program Assessor, to be hired as objective source |
|----------------|-------------------------------|---------------------|---------------------------------|-------------------------------------------------------------------|--------------------------------------------------|
| Year 3 2018-19 | PLO 3 and PLO 4              | MGMT 989 (Capstone) | MBA Capstone / Graduate Qualifying Project | • Critical thinking Rubric  
• Problem solving Rubric | MBA Program Assessor, to be hired as objective source |
| Year 4 2019-20 | PLO 5 and PLO 6              | MGMT 989 (Capstone) | MBA Capstone / Graduate Qualifying Project | • Critical thinking Rubric  
• Creative thinking Rubric  
• Written communication Rubric  
• Oral communication Rubric  
• Problem solving Rubric | MBA Program Assessor, to be hired as objective source |
The following VALUE Rubrics by the Association of American Colleges & Universities (refer to https://www.aacu.org/value-rubrics) will be used for assessment of Program Learning Objectives:

1) Teamwork
2) Inquiry and analysis
3) Critical thinking
4) Creative thinking
5) Written communication
6) Oral communication
7) Problem solving.

**Program Size and Sampling Technique**

a. State the number of students in the program or the number who graduate each year.

Approximately 63 students are in the MBA Program.
a. Describe the sampling technique to be used.

Stratified sampling should be used.

Note: judgment sampling or convenience sampling should be avoided.

**PLAN FOR ANALYZING RESULTS**

The MBA Program Assessor, a new position who will be paid a stipend to conduct objective assessment work, will recommend the establishment of an MBA Program Assessment Task Force consisting of 1 member of the MBA Advisory Council, 1 MBA Faculty, and MBA Coordinator to create a plan to discuss, collect, and distribute results. Results will be communicated to the Dean of the Graduate Programs.

The Dean of Graduate Studies should be the owner of the assessment. In that role, the Dean of Graduate Studies should present all the assessments at a Forum for the community consisting of faculty, alumni, and students. The focus should be on continuing to build a community of excellence of performance through assessment.
**DISTRIBUTION.** The program will distribute or publish these items in the following ways:

<table>
<thead>
<tr>
<th><strong>ITEM</strong></th>
<th><strong>FSU Catalog</strong> (provide section title)</th>
<th><strong>Website</strong> (provide URL)</th>
<th><strong>Annual Reports</strong></th>
<th><strong>Brochures</strong></th>
<th><strong>Course Syllabi</strong></th>
<th><strong>Other</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Mission</td>
<td>MBA Program Concentration in Management</td>
<td><a href="https://www.framingham.edu/academics/graduate-studies/graduate-degree-programs/master-of-business-administration/master-of-business-administration-concentration-in-management">https://www.framingham.edu/academics/graduate-studies/graduate-degree-programs/master-of-business-administration/master-of-business-administration-concentration-in-management</a></td>
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<td>yes</td>
<td>Dean Najjar; MBA Faculty; Program Coordinator Sessions; MBA Student Advising Sessions</td>
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<tr>
<td>Program Learning Objectives</td>
<td>MBA Program Concentration in Management</td>
<td><a href="https://www.framingham.edu/academics/graduate-studies/graduate-degree-programs/master-of-business-administration/master-of-business-administration-concentration-in-management">https://www.framingham.edu/academics/graduate-studies/graduate-degree-programs/master-of-business-administration/master-of-business-administration-concentration-in-management</a></td>
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<td>Dean Najjar; MBA Faculty; Program Coordinator Sessions; MBA Student Advising Sessions</td>
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<tr>
<td>Learning Opportunities (Curriculum Map)</td>
<td>MBA Program Concentration in Management</td>
<td><a href="https://www.framingham.edu/academics/graduate-studies/graduate-degree-programs/master-of-business-administration/master-of-business-administration-concentration-in-management">https://www.framingham.edu/academics/graduate-studies/graduate-degree-programs/master-of-business-administration/master-of-business-administration-concentration-in-management</a></td>
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<td>Assessment Plan</td>
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</table>
1 If you have questions or need assistance, please contact Dr. Mark Nicholas, Director of Assessment at mnicholas1@framingham.edu or 508-626-4670

2 Accredited programs can provide supplemental documents that indicate the answers to these questions as long as specific page references are provided in each cell of the tables in this form. When the answers are not accessible in that way, please cut and paste into your assessment plan.

Credits: This Template was developed using ideas from templates developed at University of Rhode Island and University of Hawaii in Manoa.

file name: FSU Assessment Plan MBA Program 11 14 16.doc