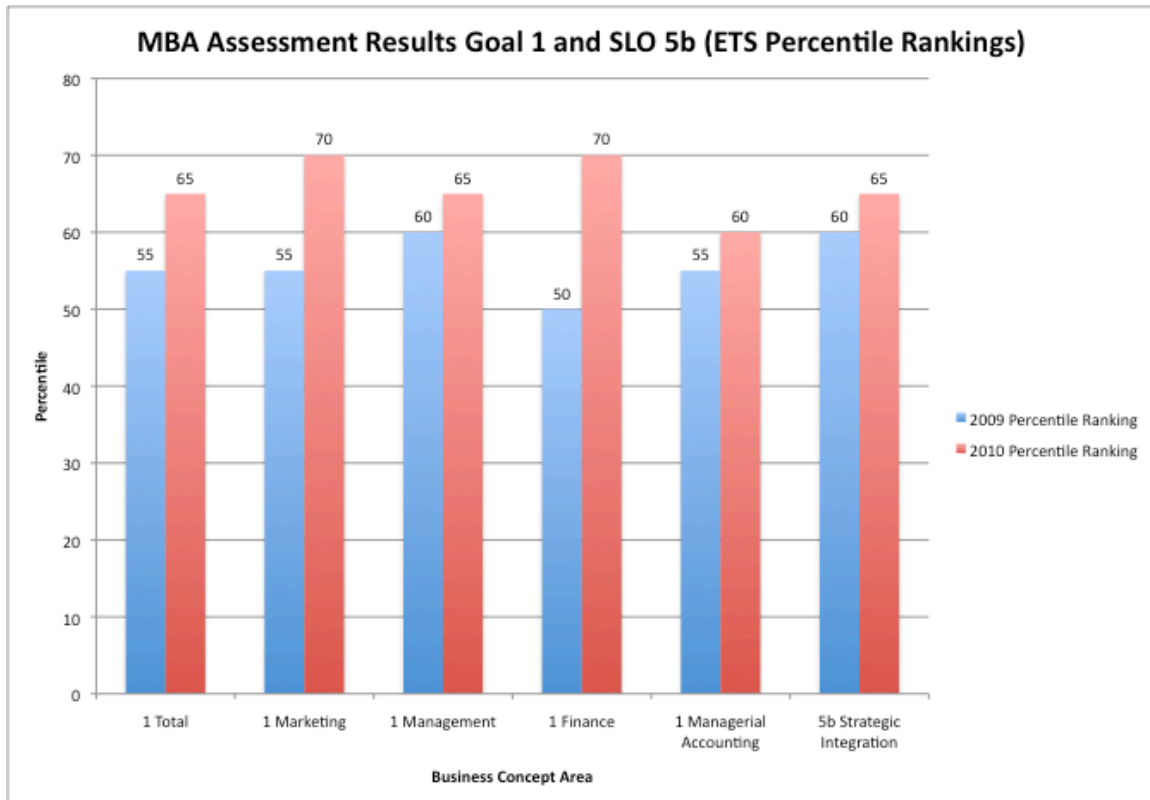
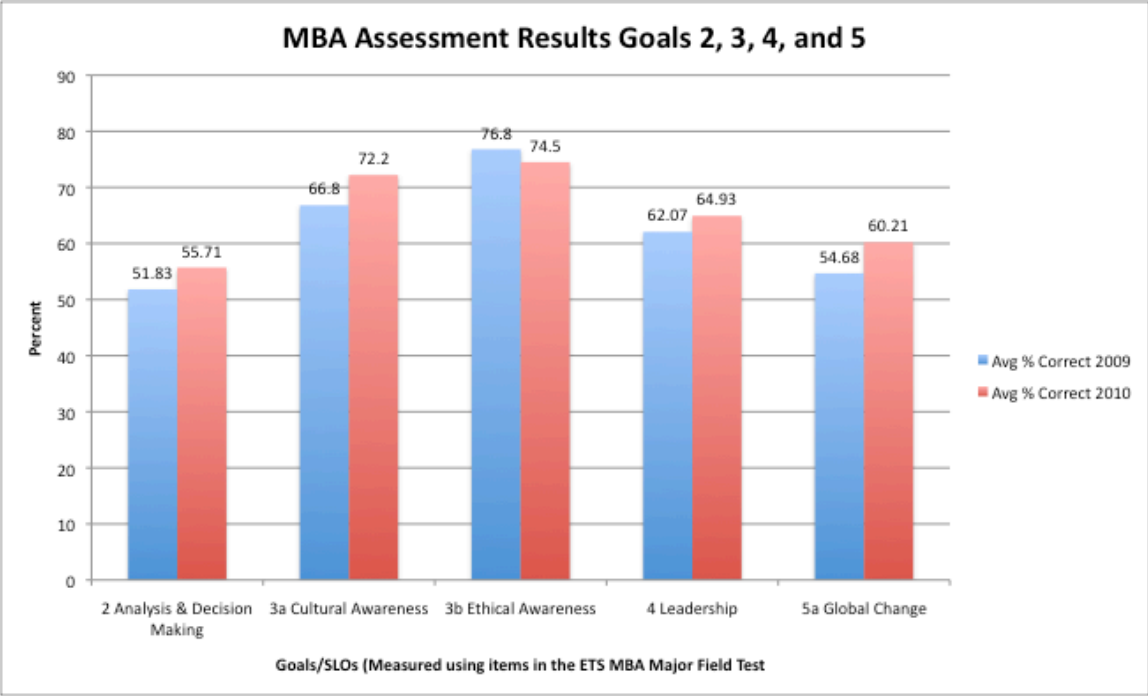


## MBA Assessment Results

MBA Program Learning Goals	
1.	Conceptual grounding in business theory and practice
2.	Analytic and decision-making skills
3.	Cultural and ethical awareness
4.	Ability to interact effectively with teams as both leader and member
5.	Ability to understand and adapt to global market changes and industry dynamics
6.	Effective oral and written communication and presentation techniques





### Master in Business Administration (MBA) Assurance of Learning

<b>Learning Goal 1</b>	Conceptual grounding in business theory and practice
Student Learning Objective 1	Develop a strategic level understanding of the key functions of business including marketing, accounting, finance, and organizational behavior.
Student Learning Outcomes	Scores on relevant items in the ETS MBA Major Field Test
Varies	(Students recruited from a variety of courses)
Follow-up Actions	The program has developed five integrative cases that ensure that students are exposed to key business theories and practices several times throughout their tenure in the program, in a multidisciplinary context. These integrative courses were piloted in the MBA One program in 2009-2010 and are being rolled out to the other MBA programs in the 2010-2011 timeframe.
<b>Learning Goal 2</b>	Analytic and decision-making skills
Student Learning Objective 2	Decision analysis methods including decision trees, expected value, risk and uncertainty, and the value of information.
Student Learning Outcomes	Scores on relevant items in the ETS MBA Major Field Test
Varies	(Students recruited from a variety of courses)
Follow-up Actions	The MBA program took a selection approach to closing-the-loop based on this assessment result. Admission requirements were increased above University Requirements. Currently, a competitive GMAT score for entry into the program is a total of 550, with the requirement that the applicant's score ranks in the 50 <sup>th</sup> percentile or above in both the verbal and quantitative components of the test. In general, applicant GPAs are at 3.0 or above.
<b>Learning Goal 3a</b>	Cultural Awareness
Student Learning Objective 3a	An understanding of the major issues facing multinational corporations in the management of their global operations—particularly those of an intercultural nature
Student Learning Outcomes	Scores on relevant items in the ETS MBA Major Field Test
Varies	(Students recruited from a variety of courses)
Follow-up Actions	The Global Leadership Laboratory (GLLab) has hosted several rounds of a Global Leadership experience with MBA-One students since 2009. Students undertake a weeklong immersive global experience with visiting Masters students from Germany. In addition to cultural exchange and studies of Silicon Valley industry, all students in the immersive

	experience went through a battery of tests and training experiences designed to increase their awareness of and hone their global leadership skills. The GLLab is currently being expanded to the Executive Style MBA program with opportunities for MBA students from other programs to participate. In Spring 2011, the CoB is sending a group of 21 MBA students to Germany to further enhance the global exchange program. Additionally, results from this pilot program will inform the development of Global and Cultural awareness material for all MBA programs.
<b>Learning Goal 3b</b>	Ethical Awareness
Student Learning Objective 3b	Explain the ethical, legal, and social consequences that ensue when Ethics and the law are disregarded in favor of other objectives
Student Learning Outcomes	Scores on relevant items in the ETS MBA Major Field Test and in course embedded measures (program is piloting several measures)
Varies	(Students recruited from a variety of courses)
Follow-up Actions	The MBA program has worked with CoB's Master Teacher for Ethics, Anne Lawrence, to develop course materials and experiences on Ethical Awareness that have been piloted in the MBA-One Program. An integrative experience for ethical awareness has been developed via the use of a case study competition that requires students to analyze and make recommendations regarding a case that includes an ethical dilemma. Findings from this pilot are informing the development of recommendations regarding ethical awareness materials, experiences and assessment tools, to be rolled out to the other MBA programs in the 2010-2011 timeframe.
<b>Learning Goal 4</b>	Ability to interact effectively with teams as both leader and member
Student Learning Objective 4	Comprehension of the factors that contribute to effective leadership of teams and understanding of the skills and behaviors necessary to be an effective team member
Student Learning Outcomes	Scores on relevant items in the ETS MBA Major Field Test and in course embedded measures (program is piloting several measures)
Bus 210	Developing and Managing People
Follow-up Actions	Students in Business 210 are provided extensive coaching on their team and leadership skills. Faculty members conduct pre-tests to help students be aware of their baseline skills. Students then work on the skills that need the most improvement through various classroom activities. Post-tests are used to determine the impact on course activities on students' team and leadership skills.
<b>Learning Goal 5a</b>	Ability to understand and adapt to global market changes
Student Learning	Comprehension of the economic, cultural and political forces that impact the conduct of international business

Objective 5a	
Student Learning Outcomes	Scores on relevant items in the ETS MBA Major Field Test
Varies	(Students recruited from a variety of courses)
Follow-up Actions	The Global Leadership Laboratory (GLLab) has hosted several rounds of a Global Leadership experience with MBA-One students since 2009. Students undertake a weeklong immersive global experience with visiting Masters students from Germany. In addition to cultural exchange and studies of Silicon Valley industry, all students in the immersive experience went through a battery of tests and training experiences designed to increase their awareness of and hone their global leadership skills. The GLLab is currently being expanded to the Executive Style MBA program with opportunities for MBA students from other programs to participate. In Spring 2011, the CoB is sending a group of 21 MBA students to Germany to further develop the global exchange program. Additionally, results from this pilot program will inform the development of Global and Cultural awareness material for all MBA programs.
<b>Learning Goal 5b</b>	Ability to understand and adapt to industry dynamics
Student Learning Objective 5b	Ability to prepare detailed business and strategic plans that reflect market, industry, technological, and national circumstances. Ability to integrate knowledge in preparation for developing innovative solutions to remain competitive given industry dynamics (This is a pilot enhancement to assessment of this goal, with the aim of continuously improving our assessments to align with the current Mission Statement and core values).
Student Learning Outcomes	Scores on the Integration Assessment items on the ETS MBA Major Field Test. Integration serves as a core skill for innovation and ability to build strategy from a given business context.
Varies	(Students recruited from a variety of courses)

Follow-up Actions	<p>Five Integrative cases have been piloted in the MBA-One program. These integrative courses emphasize the need for multidisciplinary thinking in the development of innovative solutions. Students are exposed to the five integrative cases throughout the program, rather than only at the capstone course, thereby emphasizing and reinforcing the importance of this skill. Findings from this pilot will be used to develop similar cases and experiences for the other MBA programs, to be rolled out in the 2010-2011 timeframe.</p> <p>Faculty teaching the MBA capstone courses, Business 290 (Strategic Thinking) have worked together to coordinate their course materials and requirements more closely and to provide additional material on strategy implementation.</p>
<b>Learning Goal 6</b>	Effective oral and written communication and presentation techniques
Student Learning Objective 6	Demonstrate the principles and processes of effective written communications
Student Learning Outcomes	Students demonstrate effective written communication via essays that display proficiency in proper document formats, use of the 7C's of communication, and synthesis of ideas and issues.
Business 290, Business 200W, Business 202	Strategic Thinking, Managerial Communications, Managing in the Global Economy
Follow-up Actions	<p>Results comparing 2006 and 2009 measurements show a decline in student mean writing scores. The program has conducted a revamp of the primary managerial communication course for all MBA students – Business 200W. The course has been re-focused to emphasize business-oriented, applied research and communication activities rather than correctness of grammar and language usage. Business 290 Professors have agreed to use a common rubric for grading oral presentations, aligning the expectations regarding communication skills in this capstone course with those in the Bus 200W communications course.</p>