

**SJSU Annual Program Assessment Report  
Academic Year 2013-2014**

Electronic Copy of Report Due June 1, 2014

Send to Undergraduate Studies ([academicassessment@sjsu.edu](mailto:academicassessment@sjsu.edu))  
with cc: to your College Associate Dean and College Assessment Facilitator

**Department/Program: Master of Business Administration Program (MBA)**

**College: Lucas College and Graduate School of Business**

**Website: <http://www.sjsu.edu/cob/>; University Learning Goals:**

**Program Accreditation: AACSB International**

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**Date of Report: May 30, 2014**

## **PART A**

### **1. List of Program Learning Outcomes (PLOs)**

#### **a. Overview and Context:**

The Lucas College and Graduate School of Business (LCoB) is accredited by AACSB International. February 2011 was our last accreditation visit and we have been reaccredited for another five years. Our next visit is scheduled for Spring 2016. AACSB commended the LCoB on the following strength and effective practice related to assessment: "The college has created an effective infrastructure to support assurance of learning. As a result, the current status of the assurance of learning program is well developed and efforts continue to refine goals and assessment measures. Assurance of learning is well engrained in the culture. The documentation is extensive and impressive." (AACSB Accreditation letter, April 18, 2011)

For accreditation, the LCoB is required to assess each program learning goal (PLO) at least twice during each 5-year accreditation cycle. Our last cycle was 2006-2011 and our current cycle is 2011-2016. For assessment planning, we use the 5-year cycle as our framework. We present PLO assessment information from the 2006-2011 cycle (Appendix A) as a point of reference. Our current and future assessments are based on the 2011-2016 cycle.

#### **b. List of PLOs:**

See Appendix B for list of PLOs

**2. Map of PLOs to University Learning Goals (ULGs)**

The MBA program learning goals (PLOs) have been mapped into the University Learning Goals (ULGs). See Appendix B for mapping.

**3. Alignment – Matrix of PLOs to Courses:**

See Appendix C for Curriculum Alignment Matrix.

**4. Planning -- Assessment Schedule:**

See Appendix D for Assessment Schedule.

**5. Student Experience:**

PLOs are communicated to students on the College website (<http://www.sjsu.edu/cobaccreditation/Goals/index.html>). Promotional materials have included bookmarkers with the PLOs listed on them.

**PART B**

**6. Graduation Rates for Total, Non URM and URM students (per program/degree)**

See Appendix E

**7. Headcounts of Program Majors and New Students (per program and degree)**

See Appendix E

**8. SFR and Average Section Size (per program)**

See Appendix E

**9. Percentage of Tenured/tenure-track Instructional Faculty (per department)**

See Appendix E

**PART C**

**10. Closing the Loop/Recommended Actions:**

The following are some “closing the loop” actions for the MBA program:

- a. To improve student learning and success, the MBA director hosted 103 minute, one-on-one advising sessions for newly admitted students. The meeting agenda included the following: 1) Introduction of the Lucas School and MBA program; 2) Prerequisite requirements and deadlines; 3) New Student Mandatory Orientation; 4) Curriculum advising with special emphasis on course pre-requisites – each student is given a personalized worksheet listing all the core and elective courses available, by semester, for a period of up to two years, a description of all the courses listed in the worksheet, step-by-step instructions for registration, and the Graduate

- Business Student Association flier; 5) Q&A and discussion of student's background and professional objectives.
- b. The School finalized its agreement with the ExecutivEdge of Silicon Valley that resulted in the establishment of the ExecutivEdge Leadership Coaching Program at the SJSU College of Business. Four of our junior faculty members had undergone the premier personal development coaching provided by ExecutivEdge. The program was piloted on the MBA students enrolled in Bus262 Leadership course during Spring 2013. During 2013-14 two faculty members took on mentoring students on leadership skills as part of the ExecutivEdge Leadership Coaching Program. Each faculty member worked with a small group of students on self-assessment of strengths and weakness and then developed an individualized plan to improve on the weaknesses. Each faculty member then meets with the students in a group and individually on a weekly basis to work on their plans. Their progress was assessed based in initial evaluation and post-coaching exit interviews and surveys.
  - c. In Spring 2014, The Graduate Business Students Association hosted a workshop on legal issues in Intellectual Property, and organized the following corporate headquarter visits for the graduate students: Juniper Networks, Cisco, Google, Plantronix, Chegg.

**11. Assessment Data:**

See Appendix F for Assessment Data Summary Table.

**12. Analysis:**

- a. Course coordinators were selected for each of the MBA core courses. The tasks for the coordinators were to: 1) revise/refresh course description; 2) revise/refresh course goals/objectives, topics and map into MBA program learning goals; 3) list of required and optional topics; 4) select common textbook (limit to no more than 3 different textbooks for one course); 5) incorporate all course changes into the MBA Syllabus Template; 6) update MBA Curriculum Alignment Matrix; 7) provide feedback on revising/refreshing MBA program learning goals; 8) finalize course syllabus template.

**13. Proposed Changes and Goals:**

- a. Course coordinators were selected for each of the MBA core courses. The tasks for the coordinators were to: 1) revise/refresh course description; 2) revise/refresh course goals/objectives, topics and map into MBA program learning goals; 3) list of required and optional topics; 4) select common textbook (limit to no more than 3 different textbooks for one course); 5) incorporate all course changes into the MBA Syllabus Template; 6) update

- MBA Curriculum Alignment Matrix; 7) provide feedback on revising/refreshing MBA program learning goals; 8) finalize course syllabus template.
- b. As a result of declining enrollment in the MBA program and the increasingly competitive market for MBA programs, an MBA Curriculum Revision Task Force was formed by the Graduate Associate Dean in Spring 2013. The Task Force has worked to enhance the curriculum and to leverage our location in Silicon Valley. The Task Force will present the proposed curriculum and revised learning goals to the Dean, the College Management Team, the MBA Curriculum Committee, and faculty fora in Fall 2014.
  
  - c. Assessment Plans 2014-15 Academic Year:  
The following program learning goals will be assessed:
    - PLO #2: Analytic and decision-making skills
  
    - PLO #5b: Strategic integration/industry dynamics
  
    - PLO #6a: Oral communication skills
  
    - PLO #6b: Written communication skills

**APPENDIX A**

**ASSESSMENT SUMMARY FOR MBA PROGRAM**

**2006-2011 ACCREDITATION CYCLE**

**PROGRAM: MBA (Master of Business Administration)**

Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
<p><b>1. Business Concepts</b></p> <p><i>Develop a strategic level understanding of the key functions of business including marketing, accounting, finance, and organizational behavior</i></p>	<p>Summer 2005. MBA students: ETS-MFT exam administered.</p>		<p>Summer 2005 N=26</p> <p>Mean: 253.2 StDev:12.5 Standard Error: 2.45</p> <p>Assessment indicators - Mean % correct: Marketing: 57.8% Management: 55.3% Finance: 55.2% Managerial Accounting: 53.6% Strategic Integration: 56.9%</p>	
	<p>Fall 2006. BUS212-Management of the Total Enterprise: Embedded exam questions</p>	<p>Fall 2006: BUS212 Exceptional: Acceptable: Unacceptable:</p>	<p>Fall 2006 N=19</p> <p>BUS212 Exceptional: 8/19=44% Acceptable: 9/19=50% Unacceptable: 1/19=6%</p>	<p>Fall 2006: Results were reviewed by course faculty and reported to the graduate curriculum and assessment committees.</p>
	<p>Spring 2007. BUS 270 – Financial Management for MBA: Quiz questions, exam questions, case study and assignments</p>	<p>BUS270 Exceptional: 92-100 Acceptable: 80-91 Unacceptable: 0-79</p>	<p>BUS270 N=105</p> <p>Exceptional: 27/105 = 26% Acceptable: 64/105 = 61% Unacceptable/Fail: 14/105=13%</p>	<p>BUS270 and 213C Report prepared by Meretno Harjono, reviewed and discussed by BUS270 and 213 C instructors</p>

**PROGRAM: MBA (Master of Business Administration)**

Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
	<p>BUS 213C – Finance for Managers for MBA-One: Final exam question</p> <p>BUS220(213B)-Accounting Principles-test module</p>	<p>BUS213C: Exceptional: 93-100 Acceptable: 80-92 Unacceptable: 0-79</p> <p>BUS220(213B) Exceptional: 95-100% Acceptable: 77-94% Unacceptable: 0-76%</p>	<p>BUS213C N=41</p> <p>Objective 1: Exceptional: 27/41 = 66% Acceptable: 11/41 = 27% Unacceptable: 3/41=7%</p> <p>Objective 2: Exceptional: 24/41 = 58% Acceptable: 0/41 = 0% Unacceptable: 17/41=42%</p> <p>BUS220(213B) N=26</p> <p>Objective 1: Exceptional: 9/26=35% Acceptable: 14/26=54% Unacceptable: 3/26=11%</p> <p>Objective 2: Exceptional: 7/26=27% Acceptable: 19/26=73% Unacceptable: 0/26=0%</p>	<p>BUS220(213B) summary and report prepared by Dr. Joseph Mori</p>
	<p>Fall 2009. (10 students from each MBA Program – MBA One,</p>		<p>N=44</p> <p>Mean: 253</p>	

**PROGRAM: MBA (Master of Business Administration)**

Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
	conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		StDev:11  Assessment indicators: Mean % correct/Percentile rankings: Marketing: 62%/55% Management:64%/60% Finance: 46%/50% Managerial Accounting: 52%/55% Strategic Integration: 56%/60%	
	Spring and Summer 2010. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=55  Mean: 256 StDev:13  Assessment indicators - Mean % correct/Percentile rankings: Marketing: 65%/70% Management:65%/65% Finance: 49%/70% Managerial Accounting: 54%/60% Strategic Integration: 57%/65%	
<b>2. Analysis and Decision Making</b>  <i>Understanding of decision analysis methods including</i>	Fall 2006. BUS 260 – Managerial Decision Analysis: Exam questions	Exceptional: 100% Acceptable: 82-99% Unacceptable: 0-81%	N=66  Exceptional: 19/66=29% Acceptable:41/66=62% Unacceptable: 6/66=9%	

**PROGRAM: MBA (Master of Business Administration)**

Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
<i>decision trees, expected value, risk and uncertainty, and the value of information.</i>	BUS 215 – Quantitative and Qualitative Analysis: Exam questions			
	Spring 2007: BUS 213C – Finance for Managers for MBA-One: Final exam question  BUS220(213B)-Accounting Principles-test module	BUS213C: Exceptional: 93-100 Acceptable: 81-92 Unacceptable: 0-80  BUS220(213B) Exceptional: 95-100% Acceptable: 77-94% Unacceptable: 0-76%	BUS213C N=41 Objective 3: Exceptional: 16/41 = 39% Acceptable: 11/41 = 27% Unacceptable: 14/41=34%  BUS220(213B) N=26 Objective 3: CVP Exceptional: 13/26 = 50% Acceptable: 9/26 =35% Unacceptable: 4/26=15%  Mfg costs: Exceptional: 13/26 = 50% Acceptable: 6/26 =23% Unacceptable: 7/26=27%	BUS213C summary and report prepared by Dr. Joseph Mori  BUS220(213B) summary and report prepared by Dr. Joseph Mori
<b>2. Analysis and Decision Making</b>  <i>Understanding of decision analysis methods including decision trees, expected value,</i>	Fall 2009. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=44  Summary Scores from Item Report on MFT questions related to Analysis and Decision Making (Section 1 items 36,50,52,32,33,28,51,48,49,53 and	

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Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
<i>risk and uncertainty, and the value of information.</i>			Section 2 items 2,14,18,25,29,41,42,52,53)  <b>Average % correct 51.83%</b>	
	Spring and Summer 2010. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=55  Summary Scores from Item Report on MFT questions related to Analysis and Decision Making (Section 1 items 4,5,7,9,11,13,17,20,24,26,35,40,41,44,45,54,56,58 and Section 2 items 3,4,11,13,16,22,23,26,32,33,37,38,39,42,43,54,56,60,62 )  <b>Average % correct: 55.71%</b>	
	Spring 2010. BUS260-Managerial Decision Making Test questions	Exceptional means that students demonstrated a thorough understanding of all test questions. Unacceptable means that students failed to demonstrate an understanding of at least one basic principle.	N=74 Exceptional: 25/74=34% Acceptable: 44/74=59% Unacceptable: 5/74=7%	
<b>3a. Cultural Awareness</b>  <i>An understanding of the major issues facing multinational corporations in the management of their international operations—</i>	Fall 2009. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=44  Summary Scores from Item Report on MFT questions related to Cultural Awareness (Section 1 items 27,48,49,50,52)  <b>Average % correct 66.8%</b>	

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Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
<i>particularly those of an intercultural nature.</i>	Spring and Summer 2010. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered.		N=55  Summary Scores from Item Report on MFT questions related to Cultural Awareness (Section 1 items 27,48,49,50,52)  <b>Average % correct: 72.2%</b>	
<b>3b. Ethical Awareness</b>  <i>Explain the ethical, legal, and social consequences that ensue when ethics and the law are disregarded in favor of other objectives.</i>	Fall 2008. BUS202-Managing in the Global Economy: Case analysis	Exceptional: 9.1-10 Acceptable: 8-8.9 Unacceptable: 0-7.9	N=29  Maximum score: 10 Highest: 9.1 Lowest: 7.9 Mean: 8.56 StDev: 0.34	
	Fall 2009. BUS250-Legal and Ethical Environment of Business: Writing assignment on a case study on at-will employment relationship	E3: Good recognition and explanation of potential ethics issues with clearly demonstrated understanding. E2: Some recognition of potential ethics issues with some demonstrated understanding but unclear or unrealistic explanation. E1: Marginal recognition of potential ethics issues but little or no explanation or demonstrated understanding.	N=42  Acceptable: 3/42=7% Marginal: 5/42=12% Unacceptable: 34/42=81%  7% of the students (3 out of 42) scored at the acceptable level or better.	

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Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
		E0: No apparent recognition of potential ethics issues.  Acceptable: E3 Marginal: E2 Unacceptable: E1 and E0		
	Fall 2009. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered.		N=44 Summary Scores from Item Report on MFT questions related to Ethical Awareness (Section 1, item 24 and section 2, items 2,9,15,50,51) <b>Average % correct 76.83%</b>	
	Spring 2009. BUS202-Managing in the Global Economy: Case analysis		N=43 Maximum score: 10 Highest: 9.3 Lowest: 7.0 Mean: 8.57 StDev: 0.43	
	Spring and Summer 2010. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered.		N=55  Summary Scores from Item Report on MFT questions related to Ethical Awareness (Section 1, item 24 and section 2, items 2,9,15,50,51)  <b>Average % correct: 74.5%</b>	
	Summer 2010. BUS202-Managing in the Global Economy: Case analysis	Exceptional: 9.1-10 Acceptable: 8-8.9 Unacceptable: 0-7.9	N=34 Maximum score: 10 Highest: 9.5 Lowest: 7.2	

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Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
			Mean: 8.47 StDev: 1.08	
<p><b>4a. Leadership</b></p> <p><i>Comprehension of the factors that contribute to effective leadership of teams.</i></p>	Fall 2006. BUS212-Management of the Total Enterprise: Embedded exam questions		N=19 Exceptional: 2/19=11% Acceptable: 11/19=61% Unacceptable: 5/19=28%	Results were reviewed by course faculty and will be reported to the graduate curriculum and assessment committees.
	Summer 2009. BUS210-Management of the Total Enterprise: Team Skills Professional Development Plan		Pre-test N=76 Mean: 58%  Post-test N=75 Mean: 76.6%	
	Fall 2009. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=44  Summary Scores from Item Report on MFT questions related to Leadership (Section 1 items 19,22,25,36,37 and Section 2 items 12,14,15,17,18,34,36,46,47,49)  <b>Average % correct 62.07%</b>	
	Spring and Summer 2010. (10 students from each MBA Program – MBA One,		N=55  Summary Scores from Item Report on MFT questions related to Leadership	

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	conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		(Section 1 items 19,22,25,36,37 and Section 2 items 12,14,15,17,18,34,36,46,47,49)  Average % correct: 64.93%	
<b>4b. Team Skills</b>  <i>Understanding of the skills and behaviors necessary to be an effective team member.</i>	Fall 2006. BUS212-Management of the Total Enterprise: Embedded exam questions	Exceptional: 14-18 Acceptable: 7-13 Unacceptable 0-6	N=19  Exceptional: 2/19=11% Acceptable: 11/19=61% Unacceptable: 5/19=28%	
	Fall 2007 BUS212-Management of the Total Enterprise: Self-evaluation and action plan development	Exceptional: 14-18 Acceptable: 7-13 Unacceptable: 0-6	N=25  Exceptional: 8/25=32% Acceptable: 17/25=68% Unacceptable: 0/25=0%	
	Fall 2008. BUS210-Developing and Managing People: Situational Leadership Instrument	Exceptional: 95-100% Acceptable: 83-94% Unacceptable: 0-82%	N=36 Exceptional: 12/36=39% Acceptable:22/36=61% Unacceptable:0/36=0%	
<b>5. Global Change and Dynamics</b> <i>Ability to understand and adapt to global market changes and industry dynamics.</i>				
<b>5a. Global Change</b>	Spring 2007. BUS290-Strategic Thinking: Project	Exceptional: 7-9 Acceptable: 4-6 Unacceptable:0-3	N=65 Exceptional: 21/65 = 32% Acceptable: 38/65 = 58% Unacceptable: 6/65 = 9%	Spring 2007. Summary and report prepared by Marlene Turner.
	Fall 2009.		N=44	

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Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
	(10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		Summary Scores from Item Report on MFT questions related to Global Change and Dynamics (Section 1 items 36,50,52,32,33,28,51,48,49,53 and Section 2 items 2,14,18,25,29,41,42,52,53)  <b>Average % correct 54.68%</b>	
	Spring and Summer 2010. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=55 Summary Scores from Item Report on MFT questions related to Global Change and Dynamics (Section 1 items 36,50,52,32,33,28,51,48,49,53 and Section 2 items 2,14,18,25,29,41,42,52,53)  <b>Average % correct: 60.21%</b>	
<b>5b. Strategic Integration</b>	Fall 2009. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=44  Strategic Integration Assessment Indicator (Mean % correct): 56%  <b>Percentile Ranking: 60%</b>	
	Spring and Summer 2010. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE):		N=55  Strategic Integration Assessment Indicator (Mean % correct): 57%	

**PROGRAM: MBA (Master of Business Administration)**

Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
	ETS-MFT exam administered		<b>Percentile Ranking: 65%</b>	
<p><b>6. Communication Skills</b></p> <p><i>Demonstrate an ability to plan, prepare, organize, and present effective oral presentations.</i></p> <p><i>Demonstrate the principles and processes of effective written communications.</i></p>	Fall 2005. BUS200W-Managerial Communications: Written and oral research reports: Short papers and a Research proposal	Exceptional: 15-20 Acceptable: 7-14 Unacceptable: 0-6	N=34  Exceptional: 9/34=26% Acceptable : 23/34=68% Unacceptable: 2/34=6%	Fall 2005 Report and summary prepared by Marilyn Easter, reviewed by graduate curriculum committee and assessment committee
	Spring 2006. BUS290-Strategic Thinking: Capstone projects	Exceptional: 9-12 Acceptable: 5-8 Unacceptable: 0-4	N=41  <b>Acceptable and above: 100%</b> Exceptional: 12/41 = 30% Acceptable: 29/41 = 70% Unacceptable: 0/41 = 0%	Spring 2006 Report and summary prepared by Marlene Turner, reviewed by graduate curriculum committee and assessment committee
	Summer 2009 & 2010 BUS290-Strategic Thinking: Capstone projects and BUS202-Final case writeup	Exceptional: 19-20 Acceptable: 15-18 Unacceptable: 0-14	N=42 <b>Acceptable and above: 93%</b> Exceptional: 27/42=64% Acceptable: 12/42 = 29% Unacceptable: 3/42 =7%	
	Summer 2010. BUS262- Leadership: Leadership book review	Exceptional:9-10 Acceptable:7-8 Unacceptable: 0-6	N=47 Exceptional:31/47=66% Acceptable: 14/47=30% Unacceptable:27/47=4%	
<b>7. Creativity and Innovation</b>	Spring 2007.	Exceptional: 76-100% Acceptable: 51-75% Unacceptable: 0-50%	N=37 LP Exceptional: 18/37=49% Acceptable : 11/37=30%	Fall 2007  Report and summary

**PROGRAM: MBA (Master of Business Administration)**

Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
	BUS264- Introduction to Technology Planning and Management:  Exam problem		Unacceptable: 8/37=21%  DA Exceptional: 19/37=51% Acceptable : 13/37=35% Unacceptable: 5/37=14%	prepared by Oliver Yu, submitted to Marlene Turner, reviewed by graduate curriculum committee and assessment committee
	Fall 2009. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=44 Strategic Integration Assessment Indicator (Mean % correct): 56%  <b>Percentile Ranking: 60%</b>	
	Spring and Summer 2010. (10 students from each MBA Program – MBA One, conventional MBA, Executive Style MBA, and MBA/MSE): ETS-MFT exam administered		N=55 Strategic Integration Assessment Indicator (Mean % correct): 57%  <b>Percentile Ranking: 60%</b>	

## **APPENDIX B**

### **MBA PROGRAM LEARNING GOALS (PLOs)**

### **MAPPING OF MBA LEARNING GOALS (PLOs) TO UNIVERSITY LEARNING GOALS**

### **2011-2016 ACCREDITATION CYCLE**

## MBA Program Learning Goals

<b>MBA Program Learning Goals</b>
1. Conceptual grounding in business theory and practice
2. Analytic and decision-making skills
3. Cultural and ethical awareness <ul style="list-style-type: none"><li>a. Cultural awareness</li><li>b. Ethical awareness</li></ul>
4. Ability to interact effectively with teams as both leader and member <ul style="list-style-type: none"><li>a. Leadership</li><li>b. Team skills</li></ul>
5. Ability to understand and adapt to global market changes and industry dynamics <ul style="list-style-type: none"><li>a. Ability to understand and adapt to global market changes</li><li>b. Ability to understand and adapt to industry dynamics (strategic integration)</li></ul>
6. Effective oral and written communication and presentation techniques

### MBA Program Learning Goals Mapping to University Learning Goals

University Learning Goals	MBA Program Learning Goals (see table above for goal description)					
San Jose State University graduates will have developed:	1.Business Theory/Practice	2.Analytic/ Decision Making	3.Cultural/ Ethical Awareness	4.Leadership/ Teams	5.Global/ Industry Dynamics	6.Communication
<b>Specialized Knowledge:</b>						
o Depth of knowledge required for a degree, as identified by its program learning outcomes.	X					
<b>Broad Integrative Knowledge:</b>						
o Mastery in each step of an investigative, creative or practical project (e.g. brainstorming, planning, formulating hypotheses or complex questions, designing, creating, completing, and communicating).		X				

o An understanding of the implications of results or findings from a particular work in a societal context (e.g. social or economic implications of a scientific finding).		X			X	
o Students graduating with a baccalaureate degree will have demonstrated an understanding of critical components of broad academic areas, the arts, humanities, social sciences, and sciences and their integration.	N/A	N/A	N/A	N/A	N/A	N/A
<b>Intellectual Skills:</b>						
o Fluency in the use of specific theories, tools, technology and graphical representation.		X				
o Skills and abilities necessary for life-long learning: critical and creative		X		X	X	X

thinking, effective communication, conscientious information gathering and processing, mastery of quantitative methodologies, and the ability to engage effectively in collaborative activities.						
<b>Applied Knowledge:</b>						
o The ability to integrate theory, practice, and problem- solving to address practical issues.	X	X				
o The ability to apply their knowledge and skills to new settings or in addressing complex problems.		X				
o The ability to work productively as individuals and in groups				X		

<b>Social and Global Responsibilities:</b>						
o The ability to act intentionally and ethically to address a global or local problem in an informed manner with a multicultural and historical perspective and a clear understanding of societal and civic responsibilities.			X		X	
o Diverse and global perspectives through engagement with the multidimensional SJSU community.			X		X	

**APPENDIX C**

**CURRICULUM ALIGNMENT MATRIX**

## MBA Curriculum Alignment

Goal	Course									
	Bus 200w Business Research and Communi- cations	Bus 202 Managing the Global Economy	Bus 210 Developing And Managing People	Bus 220 Accounting Principles	Bus 230 Marketing Management	Bus 250 Law And Ethics	Bus 260 Managerial Decision Analysis	Bus 270 Financial Management	Bus 280 Operations & Supply Chain Manage- ment	Bus 290 Strategic Thinking
1. Conceptual grounding in business theory and practice		X	X	X	X			X	X	X
2. Analytic and decision-making skills			X	X	X		X	X	X	X
3. Cultural and ethical awareness	X	X	X			X				X
4. Ability to interact effectively with teams a both leader and member			X						X	X
5. Ability to understand and adapt to global market changes and industry dynamics		X			X	X		X	X	X
6. Effective oral and written communication	X		X							X

**APPENDIX D**

**ASSESSMENT SCHEDULE**

**2011-2016 ACCREDITATION CYCLE**

<b>MBA Program Learning Goals (PLOs)</b>	Spr 2012	Sum 2012	Fall 2012	Spr 2013	Sum 2013	Fall 2013	Spr 2014	Sum 2014	Fall 2014	Spr 2015	Sum 2015
<b>1. Business Concepts</b>	ETS	ETS		ETS BUS 270-Marco			BUS 270- Stoyu (Quiz1)			ETS	ETS
<b>2. Analysis and Decision Making</b>							BUS 270- Stoyu (Quiz5)		BUS 270- Stoyu (Quiz5)		
<b>3a. Cultural Awareness</b>				BUS 250- Nanette (Case)			BUS 250- Nanette (Case)				
<b>3b. Ethical Awareness</b>				BUS 250- Nanette (Case)			BUS 250- Nanette (Case)				
<b>4. Leadership and Team Skills</b>				BUS 250- Nanette (Case)			BUS 250- Nanette (Case)				
<b>5a. Global Change</b>							BUS 230/202- Mahesh				
<b>5b. Strategic Integration</b>	ETS	ETS		ETS				BUS 290- Simon/Rich	BUS 290	ETS	ETS
<b>6a. Oral Communication Skills</b>				BUS 290				BUS 290- Simon/Rich			
<b>6b. Written Communication Skills</b>								BUS 290- Simon/Rich	BUS 290		

**APPENDIX E**  
**PART B DATA**

## #6 Graduation Rates for Total, Non URM and URM students (per program and degree)

Academic Programs		First-time Freshmen: 6 Year Graduation Rates		New UG Transfers: 3 Year Graduation Rates		Grads : 3 Year Graduation Rates	
		Fall 2007 Cohort		Fall 2010 Cohort		Fall 2010 Cohort	
		Entering	% Grad	Entering	% Grad	Entering	% Grad
Accounting/Finance	<b>Total</b>	<b>162</b>	<b>58.6%</b>	<b>167</b>	<b>76.6%</b>	<b>0</b>	<b>0.0%</b>
	URM	54	46.3%	11	81.8%	0	0.0%
	Non-URM	97	63.9%	113	75.2%	0	0.0%
	Other	11	72.7%	43	79.1%	0	0.0%
Management Information Syst.	<b>Total</b>	<b>24</b>	<b>54.2%</b>	<b>23</b>	<b>69.6%</b>	<b>0</b>	<b>0.0%</b>
	URM	7	28.6%	0	0.0%	0	0.0%
	Non-URM	16	62.5%	18	66.7%	0	0.0%
	Other	1	100.0%	5	80.0%	0	0.0%
Organization/Management	<b>Total</b>	<b>251</b>	<b>54.6%</b>	<b>89</b>	<b>77.5%</b>	<b>0</b>	<b>0.0%</b>
	URM	74	44.6%	13	76.9%	0	0.0%
	Non-URM	148	59.5%	51	80.4%	0	0.0%
	Other	29	55.2%	25	72.0%	0	0.0%
Marketing	<b>Total</b>	<b>144</b>	<b>56.9%</b>	<b>38</b>	<b>65.8%</b>	<b>0</b>	<b>0.0%</b>
	URM	35	45.7%	7	28.6%	0	0.0%
	Non-URM	97	60.8%	21	81.0%	0	0.0%
	Other	12	58.3%	10	60.0%	0	0.0%

MBA - Bus Admin/General	<b>Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
	URM	0	0.0%	0	0.0%	0	0.0%
	Non-URM	0	0.0%	0	0.0%	0	0.0%
	Other	0	0.0%	0	0.0%	0	0.0%
MS - Accountancy	<b>Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
	URM	0	0.0%	0	0.0%	0	0.0%
	Non-URM	0	0.0%	0	0.0%	0	0.0%
	Other	0	0.0%	0	0.0%	0	0.0%
MS - Transportation Management	<b>Total</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
	URM	0	0.0%	0	0.0%	0	0.0%
	Non-URM	0	0.0%	0	0.0%	0	0.0%
	Other	0	0.0%	0	0.0%	0	0.0%

(data not provided for MS taxation)

## #7 Headcounts of program majors and new students (per program and degree)

		Fall 2013									
		New Students				Cont. Students			Total		
	Degree	1st Fr.	UG Transf	New Creds	1st Grads	UGs	Creds	Grads	UGs	Creds	Grads
Bus Admin/Accounting	<b>Total</b>	<b>59</b>	<b>212</b>	<b>0</b>	<b>0</b>	<b>676</b>	<b>0</b>	<b>0</b>	<b>947</b>	<b>0</b>	<b>0</b>
	BS	59	212	0	0	676	0	0	947	0	0
Bus Admin/Accounting Info Syst	<b>Total</b>	<b>13</b>	<b>53</b>	<b>0</b>	<b>0</b>	<b>127</b>	<b>0</b>	<b>0</b>	<b>193</b>	<b>0</b>	<b>0</b>
	BS	13	53	0	0	127	0	0	193	0	0
Bus Admin/Corp Financial Mgmt	<b>Total</b>	<b>14</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>177</b>	<b>0</b>	<b>0</b>	<b>216</b>	<b>0</b>	<b>0</b>
	BS	14	25	0	0	177	0	0	216	0	0
Bus Admin/Entrepreneurship	<b>Total</b>	<b>31</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>115</b>	<b>0</b>	<b>0</b>	<b>182</b>	<b>0</b>	<b>0</b>
	BS	31	36	0	0	115	0	0	182	0	0
Bus Admin/Finance	<b>Total</b>	<b>31</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>372</b>	<b>0</b>	<b>0</b>	<b>491</b>	<b>0</b>	<b>0</b>
	BS	31	88	0	0	372	0	0	491	0	0
Bus Admin/General	<b>Total</b>	<b>72</b>	<b>90</b>	<b>0</b>	<b>44</b>	<b>112</b>	<b>0</b>	<b>11</b>	<b>274</b>	<b>0</b>	<b>55</b>
	BS	72	90	0	0	112	0	0	274	0	0
	MBA	0	0	0	44	0	0	11	0	0	55
Bus Admin/Human Resource Mgmt	<b>Total</b>	<b>20</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>196</b>	<b>0</b>	<b>0</b>	<b>258</b>	<b>0</b>	<b>0</b>
	BS	20	42	0	0	196	0	0	258	0	0
Bus Admin/International Business	<b>Total</b>	<b>46</b>	<b>46</b>	<b>0</b>	<b>0</b>	<b>178</b>	<b>0</b>	<b>0</b>	<b>270</b>	<b>0</b>	<b>0</b>
	BS	46	46	0	0	178	0	0	270	0	0
Bus Admin/Management	<b>Total</b>	<b>79</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>579</b>	<b>0</b>	<b>0</b>	<b>795</b>	<b>0</b>	<b>0</b>
	BS	79	137	0	0	579	0	0	795	0	0
Bus Admin/Management Info Syst	<b>Total</b>	<b>20</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>348</b>	<b>0</b>	<b>0</b>	<b>451</b>	<b>0</b>	<b>0</b>
	BS	20	83	0	0	348	0	0	451	0	0
Bus Admin/Marketing	<b>Total</b>	<b>115</b>	<b>108</b>	<b>0</b>	<b>0</b>	<b>492</b>	<b>0</b>	<b>0</b>	<b>715</b>	<b>0</b>	<b>0</b>
	BS	115	108	0	0	492	0	0	715	0	0

(MBA prog data in BusGeneral. MS program data not provided)

### #8 SFR and average section size (per program)

Course Prefix	Course Level	Fall 2013	
		Student to Faculty Ratio (SFR)	Average Headcount per Section
BUS - Business Graduate Progs	<b>Total</b>	<b>20.0</b>	<b>17.8</b>
	Graduate Division	20.0	17.8
BUS1 - Accounting/Finance	<b>Total</b>	<b>37.7</b>	<b>43.9</b>
	Lower Division	47.4	47.3
	Upper Division	36.0	43.2
BUS2 - Marketing	<b>Total</b>	<b>33.4</b>	<b>45.5</b>
	Lower Division	32.9	40.0
	Upper Division	33.5	46.2
BUS3 - Organization/Mgmt	<b>Total</b>	<b>38.8</b>	<b>49.7</b>
	Lower Division	66.0	81.3
	Upper Division	35.3	45.4
BUS4 - Mgmt Info Systems	<b>Total</b>	<b>33.1</b>	<b>47.8</b>
	Lower Division	41.8	63.3
	Upper Division	31.5	42.3

### #9 Percentage of tenured/tenure-track instructional faculty (per department)

	Fall 2013			
	% Tenured/Prob	Tenured	Temp Lecturer	Probationary
Business - All College	58.9%	11.269	10.285	3.46

	Fall 2013			
	% Tenured/Prob	Tenured	Temp Lecturer	Probationary
Business Graduate Programs	58.3%	1.363	1.666	0.967

**APPENDIX F**

**ASSESSMENT DATA SUMMARY TABLE**

**2011-2016 ACCREDITATION CYCLE**

**PROGRAM: MBA (Master of Business Administration)**

Student Learning Outcomes	Which Courses Measured, When and What Tool Used?	Targets for Satisfactory Performance	Observations of Student Performance	When and By Whom Were the Results Analyzed?
<p><b>1. Business Concepts</b></p> <p><i>Develop a strategic level understanding of the key functions of business including marketing, accounting, finance, and organizational behavior</i></p>	<p>Spring 2012. MBA students ETS-MFT exam administered</p>		<p>Spring 2012. N=62</p> <p>Mean: 250 StDev: 14</p> <p>Assessment Indicators: Mean % correct: Marketing: 58% Management: 60% Finance: 46% Accounting: 51%</p>	<p>ETS-MFT standardized test results</p>
	<p>Summer 2012. MBA students ETS-MFT exam administered</p>		<p>Summer 2012. N=10</p> <p>Mean: 247 StDev: 11</p> <p>Assessment Indicators: Mean % correct: Marketing: 57% Management: 57% Finance: 43% Accounting: 51%</p>	<p>ETS-MFT standardized test results</p>
	<p>Summer 2013. MBA students ETS-MFT exam administered</p>		<p>Summer 2013. N=26</p> <p>Mean: 256 StDev: 13</p>	<p>ETS-MFT standardized test results</p>

			Assessment Indicators: Mean % correct: Marketing: 61% Management: 64% Finance: 51% Accounting: 59%	
	Spring 2013. BUS 270 – Financial Management for MBA: Mid-term and final exam questions	BUS270 Exceptional: 92-100 Acceptable: 80-91 Unacceptable: 0-79	BUS270 N=26  Exceptional: 4/26= 15% Acceptable: 6/26 = 23% Unacceptable: 16/26=62%	Bus270 Report and analysis prepared by Marco Pagani.
	Spring 2014. BUS 270 – Financial Management for MBA: Stoyu (Quiz1)	BUS270	BUS270	BUS270 Data being analyzed by Stoyu
<b>2. Analysis and Decision Making</b>  <i>Understanding of decision analysis methods including decision trees, expected value, risk and uncertainty, and the value of information.</i>	Spring 2014. BUS 270-Stoyu (Quiz5)	BUS270	BUS270	BUS270 Data being analyzed by Stoyu
<b>3a. Cultural Awareness</b>  <i>An understanding of the major issues facing multinational corporations in the management of their global operations—particularly those of an intercultural nature.</i>	BUS 250-Nanette (Case)	BUS 250	BUS 250	BUS 250 Data being analyzed by Nanette

<p><b>3b. Ethical Awareness</b></p> <p><i>Explain the ethical, legal, and social consequences that ensue when ethics and the law are disregarded in favor of other objectives.</i></p>	BUS 250-Nanette (Case)	BUS 250	BUS 250	BUS 250 Data being analyzed by Nanette
<p><b>4. Leadership and Team Skills</b></p> <p><i>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.</i></p>	BUS 250-Nanette (Case)	BUS 250	BUS 250	BUS 250 Data being analyzed by Nanette
<p><b>5a. Global Change</b></p>	BUS 230-Mahesh BUS202-Mahesh	BUS230 BUS202	BUS230 BUS202	BUS230 BUS202 Data being analyzed by Mahesh
<p><b>5b. Strategic Integration</b></p>	Spring 2012. MBA students ETS-MFT exam administered		Spring 2012. N=62  Mean: 250 StDev: 14  Assessment Indicators: Mean % correct: Strategic Integration: 52%	ETS-MFT standardized test results
	Summer 2012. MBA students ETS-MFT exam administered		Summer 2012. N=10  Mean: 247 StDev: 11	ETS-MFT standardized test results

			Assessment Indicators: Mean % correct: Strategic Integration: 52%	
	Summer 2013. MBA students ETS-MFT exam administered		Summer 2013. N=26  Mean: 256 StDev: 13  Assessment Indicators: Mean % correct: Strategic Integration: 58%	ETS-MFT standardized test results
<b>6. Communication Skills</b>				
<b>6a.</b> <i>Demonstrate an ability to plan, prepare, organize, and present effective oral presentations.</i>	Summer 2013 Bus290 – Strategic Thinking Oral presentations	Exceptional: score of 10 Acceptable: score of 8-9 Unacceptable: score of 7 or below		Data has been gathered and is in the process of being summarized and analyzed.
<b>6b.</b> <i>Demonstrate the principles and processes of effective written communications.</i>				