

Fogelman College of Business and Economics
Close the Loop Improvements
Executive Master of Business Administration (EMBA) Degree
Spring 2011

Goal	Recommendation	Action	Improvement
1	To further broaden leadership development, consider the use of temporary rather than fixed teams for some in-class assignments.	EMBA faculty should work with EMBA program leadership to find opportunities for temporary team assignments.	Opportunities to observe and model a large variety of leadership behaviors and skills have been afforded to all EMBA students.
2	Improve existing instruction and provide more instruction in how to prepare executive summaries and make effective presentations.	EMBA program leadership and faculty provide increased monitoring, guidance/coaching with frequent feedback, and ancillary, dedicated instruction about executive communication skills.	MKTG 7140 and MGMT 7160 faculty have worked together to provide consistent instruction and have included outside executives to provide feedback on student presentations. EMBA program leadership worked with other faculty to determine if presentation feedback opportunities exist in their courses. A recommendation was made for EMBA faculty to use a similar set of rubrics to evaluate presentations.
3	Increase the use of cases studies.	Instructors should revise the course design to include more case analysis, discussions, and presentations. Case assignments should be a mix of individual and group assignments.	Students practice problem framing, evaluation of possible solutions and implementation strategies. Case presentations allow students to discuss and reflect on possible solution strategies. While group work allows students to learn from each other, individual work ensures that each student practices these important skills.
3	Add projects that promote critical thinking, problem solving, and solution implementation skills in the EMBA curriculum.	Instructors should revise the course design to include more projects that promote critical thinking skills.	Students practice problem framing, evaluation of possible solutions and implementation strategies in the context of their work.
3	Change the formulation of objectives.	Close the Loop Committee changes the formulation of objectives.	More clearly defined objectives allowed for improved implementation and measurement.
4	To further emphasize the multifunctional view of technology implications.	Instructors should include more real world examples in classes, invite CIOs to interact with students, and organize visits to technology firms.	The EMBA students have been provided with more opportunities to learn and observe the role of technology in a business's strategic management.
5	The goal is well achieved and no further improvement is necessary.	None	None