2016 Close the Loop Improvement Report MBA Degree, Fall 2016

Goal	Recommendation	Action	Improvement
Goal 1, sub 2: (Understands how leaders motivate and inspire groups and individuals)	At 70% exemplary in present measurement, Moderate improvement in the areas of managerial motivation and communication skills is called for	Increase coverage and specific practical demonstration of motivational theories and communications techniques	Goal 1, Sub 2 is being trained and assessed in both the strategic management capstone (MGMT 7160) and the leadership course (MGMT 7135). We recommend specific focus on and measurement of topics of leadership motivation and leadership communication in the primary leadership course, rather than dividing the effort across classes. It is our concern that the management capstone will be required for carry requirements for improvements and subsequent measurement on other goals, instead.
Goal 1, sub 3: (Understands how leaders communicate a vision)	At 70% exemplary in present measurement, Moderate improvement is called for in managerial communication skills	Increase coverage of and managerial communication as a Leadership topic in the program.	Specific training and measurement of communications techniques for leaders in MGMT 7135. Managerial communications for leaders is distinct from other modalities, and it is our consideration that this is best handled in the specific context of the leadership course, MGMT 7135.
Goal 3, sub 1: (Understands how social, ethical and cultural trends affect business)	At 66% exemplary in present measurement, significant improvement is called for in applied strategic planning and tactical implementation skills.	Increase specific hands-on training in decision processes related to organizational implementations of social, ethical and cultural scenarios.	The Strategic Management capstone (MGMT 7160) should be moved to the early portion of the program sequence, so that training in business decisions related to social, ethical and cultural factors can subsequently be applied in other functional area courses that follow for best impact. Design and implement a series of context-specific case studies designed to demonstrate

			business impact of social, ethical and cultural values, and assess them in the specific context of MGMT 7160
Goal 3, sub 3: (Understands how social and ethical issues affect organizational strategies, structures and systems)	At 66% exemplary in present measurement, significant improvement is called for in broad strategic planning skills	Increase specific experiential exercises that demonstrate social, ethical and cultural factors in organizational settings.	The case study pedagogy is ideally situated for training and demonstrating (as well as measuring) these qualities. The case pedagogy is best employed in the strategic management capstone, MGMT 7160 (and not other courses such as MIS 7650), which is typically taught by a professor with good skills in ethical and cultural areas, so it makes sense to correct this deficiency through implementations in this course, and not others, as well as to measure the effectiveness of the implementations through case study performance measures in MGMT 7160, as well.
Rubrics for Assessment: (concern for broad misunderstanding of the operational meaning of "exemplary" as a performance rubric)	The sense of the committee is that "exemplary" is conflated with "superior," as is typically understood in course grading. We do not want evaluating faculty to conflate the exemplary rubric with A-level course performance schemas.	In planning for the next cycle of assessment, ensure that the entire faculty receives communication and training on the operational definitions of the assessment rubrics in advance of potential participation in measurement tasks that may be assigned.	Periodic and recurring faculty-wide email information campaign about rubric definitions in the 6-month period immediately prior to the next in-class measurement event.

Note:

We are conscious that the improvements called for in this assessment report fall primarily on the Management department. This is in no way is meant as an indictment, but rather as emphasis of the centrality of the Management curriculum in the MBA course structure. It is a fact that topics of leadership as well as managerial communication and the key cultural/social/ethical forces that are targeted for improvement are topics best taught in management classes.

We are also conscious that the training and assessment of business impacts of ethical, cultural and social factors on the organization has been specified for both MGMT 7160 and MIS 7650 in the past. It is our sense that MIS 7650 is poorly suited for the two Goal 3 components that involve training and assessment of organizational strategic impacts of social, ethical and cultural factors.