
ASSURANCE OF LEARNING REPORT
2022-2023



SCHOOL OF BUSINESS

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Introduction

The School of Business (SofB) uses Assurance of Learning (AOL) as part of its continuous improvement processes. The SofB AOL Committee is responsible for directing and overseeing SofB's assessment process and serves as the quality control component of curriculum management. The faculty-chaired committee consists of representatives from each program and works with all other components of the College to ensure that graduates meet the standards agreed upon by the SofB faculty.

The AOL committee is appointed by the School of Business chair, who is responsible for ensuring that an effective assurance of learning process is taking place and for fostering continuous improvement. AOL committee is comprised of an AOL Coordinator who serves as chair, representatives from each program, and others with expertise in curriculum management and assessment who may be asked to serve. The AOL Coordinator also serves as the quality control conduit. The chairperson is ex-officio of the committee.

Assurance of Learning Committee 2022-2023

	Role	Program
Nadeepa Wickramage	Chair	Supply Chain Management
Devi Akella	Ex-officio, School of Business Chair	
Corrine Sweet		Management
Eugene Behal		Management Information Sys.
Uzell Williams		Accounting
Sherryl Johnson		Healthcare Management
Hatem Bata		Marketing

Assurance of Learning Process

The School of Business employs various methods to implement a continuous improvement process for its academic programs. This section outlines the activities and responsibilities of all participants in the assurance of learning process, including faculty members, students, and staff.

AOL Committee Mission and Objectives

Mission

The AOL Committee's mission is to ensure that the SofB has appropriate learning goals and objectives, periodically measure and analyze those goals and objectives, and make recommendations for continuous curricular improvement to advance desired student outcomes.

Objective

- Contribute to a robust curriculum management process.
- Assess each goal using direct and indirect measures.
- Report results and recommendations to the appropriate departments and curricula committees.
- Improve communication of results and recommendations.
- Review learning goals and objectives.
- Evaluate core curriculum content to ensure learning objectives are being covered.
- Produce an annual AOL report.

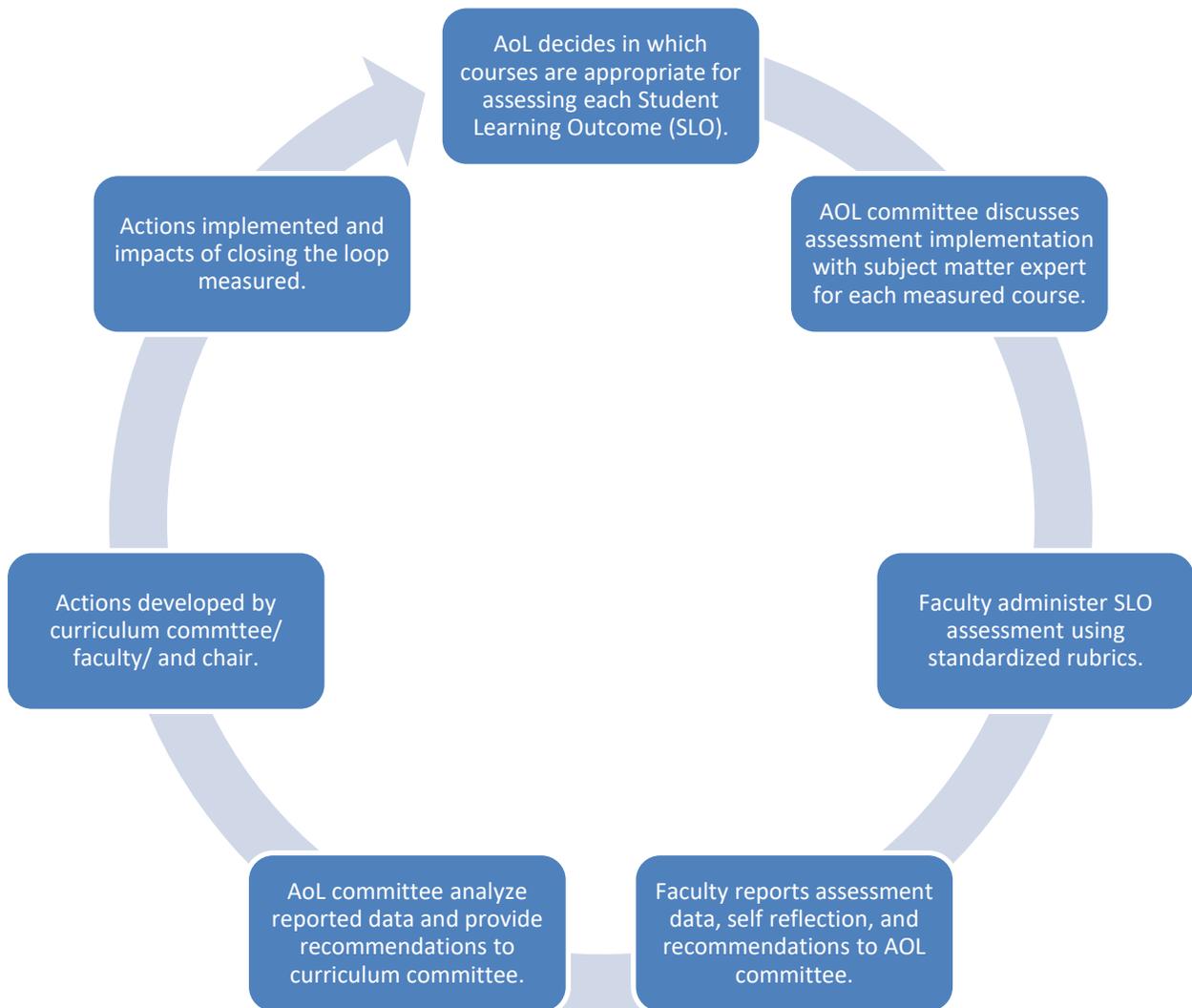
The AOL committee is responsible for reviewing the assurance of learning process and outcomes for both undergraduate and MBA degree programs. The learning objectives are assessed using direct and indirect measures, which include case studies, senior exit exams, embedded test questions, student presentations, and oral presentations.

The AOL committee collaborates with course faculty to identify assignments that are appropriate for conducting embedded assessments. The course instructor faculty members report student learning outcome data using previously established rubrics. The AOL committee analyzes the reported results. The results of the assessment are delivered to the rest of the committee, the department chair, and the appropriate curriculum committee (undergraduate or MBA). If areas of weakness are found, the AOL Committee works to suggest curricular recommendations to the curriculum committee. Improvement recommendations may also come from outside the committee.

The School of Business Curriculum and New Programs (CNP) committee is responsible for implementing curriculum changes for continuous improvement and assurance of learning. AOL committee (and individual faculty) make recommendations to the CNP Committee on how to

close the loop and are responsible for completing the continuous improvement process initiated by the AOL Committee. This includes implementing changes to courses and the curriculum.

The following figure provides a general overview of the curriculum management and assessment process.



Student Learning Goals

Undergraduate Student Learning Goals

The School of Business undergraduate student can earn a Bachelor of Science degree with an emphasis in Accounting, Management, Healthcare Management, Marketing, or Supply Chain and Logistics Management. The major program areas share a common set of core courses; therefore, graduates of the program should demonstrate the SofB's goals and objectives. The AOL Committee works with all other parties to ensure that the learning goals are consistent with the mission and strategic plan for the SofB. The following goals and objectives have been approved by SofB faculty.

Goal 1: Effective Communicators

Objective 1: Oral Communication. Our students will prepare and deliver professional presentations (incorporating appropriate technologies) on business topics.

Objective 2: Written Communication. Our students will prepare professional quality business documents and/or correspondence summarizing their analysis of a business issue.

Goal 2: Business Professionals

Objective 1: Our students will *demonstrate* effective team behaviors--including: running a team, assuming team member roles, and identifying the conditions for team effectiveness.

Objective 2: Our students will *exhibit* appropriate professional behaviors akin to an actual work environment—including appropriate dress, punctuality, and demeanor.

Goal 3: Analytical Problem Solvers

Objective: Our students will systematically *apply* decision making models to identify business problems, generate and evaluate solutions, and propose a feasible solution.

Goal 4: Technologically Competent

Objective: Our students will be *proficient* with word processing, spreadsheet, database, data communications, proper Internet usage, presentation software, and discipline specific software.

Goal 5: Globally, Ethically, and Environmentally Conscious

Objective 1: Our students will *analyze* global potential through country analyses, including: political, cultural, economic, legal, and strategic approaches.

Objective 2: Our students will *apply* relevant principles of ethical behaviors to identify ethical problems and propose appropriate solutions.

Objective 3: Our students will *understand* the implications of environmental conservation and awareness in business.

Goal 6: Business Acumen

Objective 1: Our students will *apply* key concepts in the major business subjects, including: accounting, economics, finance, information systems, international business, marketing, and management.

Measurement Points

The AoL Committee developed course maps to identify where each Student Learning Outcome is measured in the program and provide a roadmap for the assessment process that clearly indicates where skills are introduced, developed, mastered, and assessed.

Undergraduate Learning Goals and Courses Map/matrix

Course	G1O1	G1O2	G2O1	G2O2	G3O1	G4O1	G5O1	G5O2	G5O3	G6O1
ACCT 2101					I,A	I				
ACCT 2102					D	D				
MIST 2010						D,A				
ECON 2105							I,A			
ECON 2106					D	D			I, A	
MIST 2040	I, A	I, A								
BUSA 1105			I, A	I, A			I	I	I	I
BUSA 3100		D						D	D	
MKTG 3120	D	D					D			D, A
BUSA 4105					D	D				D
ECON 3205					D					
FINC 3105								M,A	M,A	
MGMT 3105							M,A			
MGMT 3106					M,A					
MGMT 4110			M,A	M,A						
MGMT 4205						M,A				
MGMT 4199	M, A	M, A								M,A
Outbound Exam					A					A

I = Introduction, D = Developing, M = Master, A= Assess the learning goal

Undergraduate Core Courses

MIST 2040 – Communications for Management
 ACCT 2101 – Accounting Principles I
 ACCT 2102 – Accounting Principles II
 MIST 2010 – Fundamentals of Computer Applications
 ECON 2105 – Principles of Macroeconomics
 ECON 2106 – Principles of Microeconomics
 BUSA 2105 – Communicating in Business Environment
 BUSA 3100 – Business Internship
 MKTG 3120 – Principles of Marketing
 BUSA 4105 – International Business
 ECON 3205 – Economic and Business Statistics
 FINC 3105 – Foundations of Financial Management
 MGMT 3105 – Legal Environment of Business
 MGMT 3106 – Management Science and Operations Management
 MGMT 4110 – Organizational Behavior
 MIST 4205 – Management Information Systems
 MGMT 4199 – Business Policy

BSc Management (Healthcare) Learning Goals and Courses Map/matrix

Course	G1O1	G1O2	G2O1	G2O2	G3O1	G4O1	G5O1	G5O2	G5O3	G6O1
ACCT 2101					I,A	I				
ACCT 2102					D	D				
MIST 2010						D,A				
ECON 2105							I,A			
ECON 2106					D	D			I, A	
MIST 2040	I, A	I, A								
BUSA 1105			I, A	I, A			I	I	I	I
MGHC 2220		D						D	D	
MGHC 3110	D	D					D			D, A
MGHC 3220					D	D				D
ECON 3205					D					
MGHC 3120								M,A	M,A	
MGHC 3411							M,A			
MGHC 4410					M,A					
MGCH 4211			M,A	M,A						
MGMT 4205						M,A				
MGMT 4199	M, A	M, A								M,A
Outbound Exam					A					A

I = Introduction, D = Developing, M = Master, A= Assess the learning goal

Healthcare Management Core Courses

MGHC 2220 Medical Terminology
 MGHC 3110 Introduction to Health Care Organizations
 MGHC 3120 Ethical/Legal Issues in Health Care
 MGHC 3220 Research in Health/Biostatistics
 MGHC 3310 Chronic Diseases
 MGHC 3411 Quality Management in Health Care Organizations
 MGHC 3420 Economics of Health Care
 MGHC 4211 Health Care Administration Practicum I
 MGHC 4410 Financial Management
 MGHC 4421 Insurance for Health Care Professionals

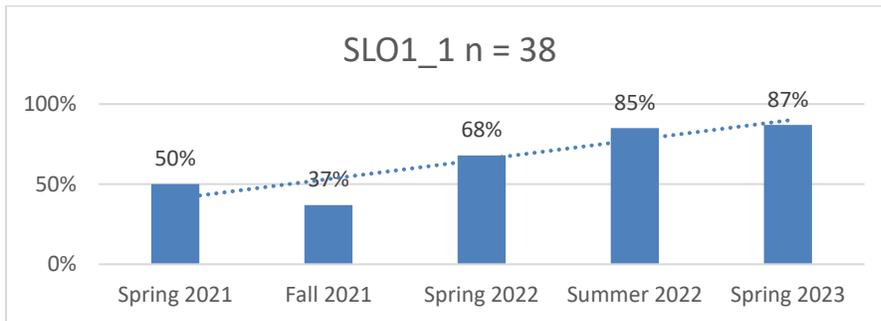
Assurance of learning 5-year Assessment Timeline

	<i>Year 1</i>		<i>Year 2</i>		<i>Year 3</i>		<i>Year 4</i>		<i>Year 5</i>	
	<i>Fall</i>	<i>Spring</i>								
<i>Data Collection</i>	<i>x</i>									
<i>Data Analysis</i>			<i>x</i>		<i>x</i>		<i>x</i>		<i>x</i>	
<i>Discuss course/ curriculum adjustment</i>				<i>x</i>		<i>x</i>		<i>x</i>		<i>x</i>
<i>Implement course/ curriculum adjustments</i>					<i>x</i>		<i>x</i>		<i>x</i>	

Undergraduate Assessment Results 2022-2023

Goal 1: Objective 1: Oral Communication

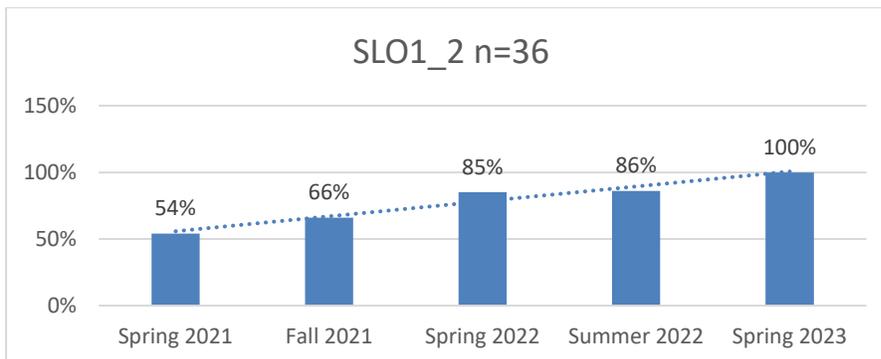
Oral Communication is measured in MIST 2040. Students create a presentation with voiceover (all students are online this semester) to share their research regarding a country of their choosing and the cultural and business norms one would experience while doing business in said country. This is reviewed using a standard rubric (rubric and instructions are attached) providing assessment that is formative, direct, and internal.



Student learning goal results have improved to acceptable level in 2022 and 2023. No results were collected in Fall 2020 due to COVID. In Spring 2021 only 54% of students met the performance goal. In Fall 2021 only 66% of students met the performance goal. In Spring 2022 85% of students met the performance goal, and in Summer 2022 86% met the goal. In 2023 Spring, 13% were unacceptable; 3% were acceptable; 84% were exemplary. 87% were acceptable or better.

Goal 1: Objective 2: Written Communication

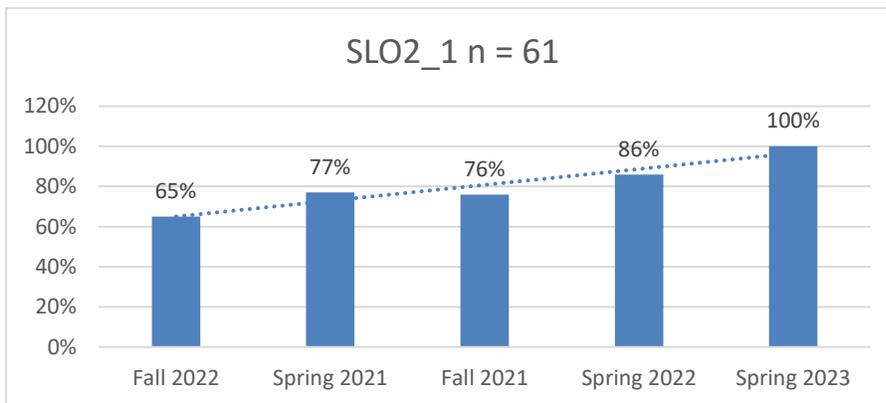
Written Communication is measured in MIST 2040. Students completed a portfolio of 5 business documents addressing a variety of topics that were graded using the standard rubric for this learning goal and objective. This is a direct, formative, internal assessment of the ability of each student to prepare quality business documents/correspondence.



No results were collected in Fall 2020 due to COVID. In Spring 2021 only 50% of students met the performance goal. In Fall 2021 only 37% of students met the performance goal. In Spring 2022 68% of students met the performance goal, and in Summer 2022 85% met the goal. In 2023 Spring, 11% of the students were acceptable and 89% were exemplary. 100% of the students were acceptable or better.

Goal 2: Objective 1: Team Behavior

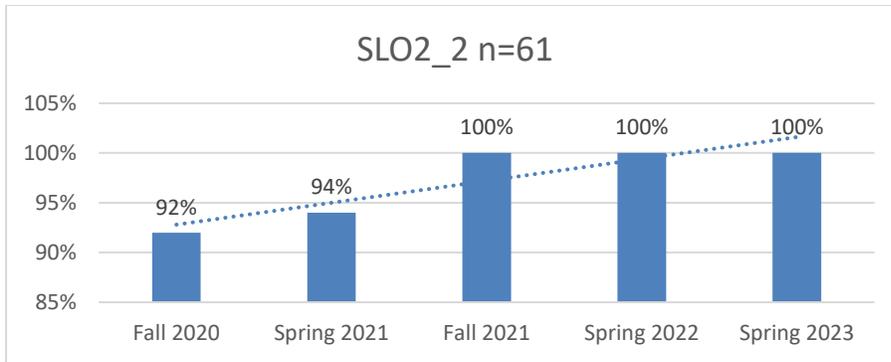
This objective is measured in BUSA 1105. Students participate in a team presentation in which they select their own team members, run their team, organize research and presentation roles, and then rate each other in terms of teamwork skills.



In Fall 2020 only 65% of students met the performance goal. In Spring 2021 this increased to 77%, then 76% in Fall 2021 and 86% in Spring 2022. In 2023 Spring, 23% of students were unacceptable; 8% were acceptable; and 69% were exemplary. 77% of students were acceptable or better.

Goal 2: Objective 2: Professional Behavior

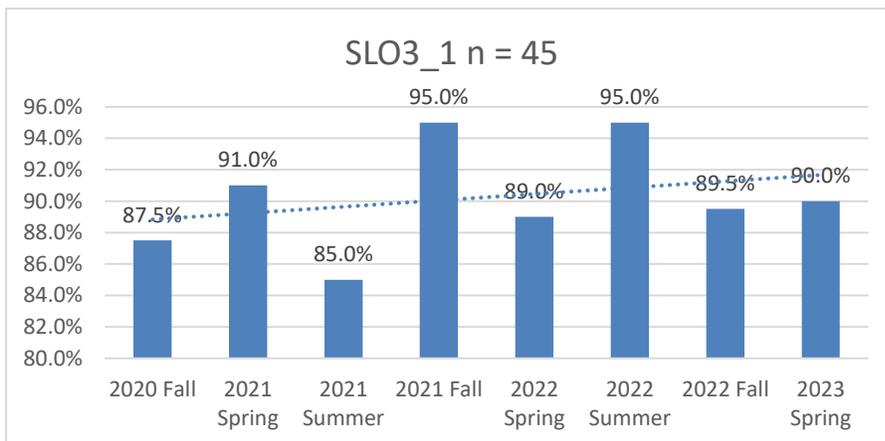
This objective is measured in BUSA 1105. Students participate in a team presentation in which they are scored on professional dress and demeanor while presenting. Scoring is done using a standard rubric and is formative, direct, and internal. Before 2022, the goal was measured using summative exam grade derived from employer's evaluations of the student interns in BUSA 3100.



In Fall 2020 92% of the students met the performance goal. In Spring 2021 it increased to 94.4% and in Fall 2021 and Spring 2022 it was 100%. In 2023 Spring, 27% of students were acceptable and 63% of students were exemplary. 100% of students were acceptable or better.

Goal 3: Objective 1: Analytical Problem Solvers

This objective is measured in MGMT 3106. In the final exam in MGMT 3106, five questions were given to the students to test the analytical problem-solving competency.

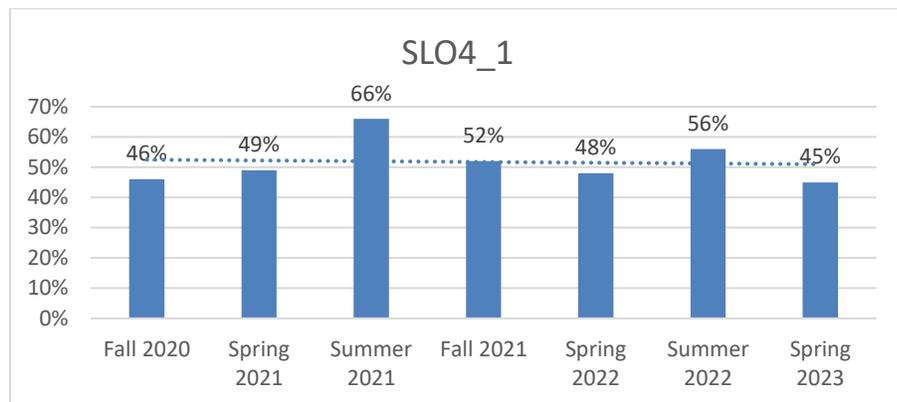


From 2020 Fall to 2022 Fa;; semesters, 87.5%, 91%, 85%, 95%, 89%, 95%, and 89.5% students earned acceptable or above performance. During the same period, 72%, 67%, 54%, 80%, 65%, 71%, and 69.5% students performed exemplary. In Spring 2023, 90% of students were acceptable or better and 67.5% students were exemplary.

Goal 4: Objective 1: Technologically Competent

This objective is measured in MIST 2010. The assessments consist of sections in Windows, Word, PowerPoint, Excel and Access. The application sections are each divided into 3 modules and a capstone project. Each module is divided into Training, Exam and Project. Training is a simulation of a varying number of tasks and the student may observe, practice, but must apply for credit. The exam is created from these tasks.

The project uses an individualized starting file and support files. The capstone is comprehensive for each application.

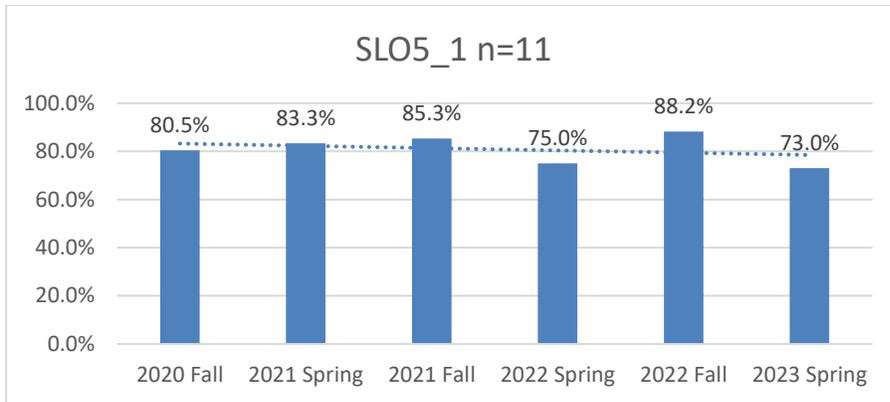


During Fall 2020 only 46% of students were deemed proficient, scoring 70% or more on summative assessments. This increased to 49% in Spring 2021, and 66% in Summer 2021. Fall 2021 saw a decrease back to 52%, Spring 2022 again showed a decrease, this time to 48%, followed by an increase to 56% in Summer 2022. In 2023 Spring, further reduced to 45%.

Action taken: This course was last redesigned in Spring 2020 with a Summer 2020 implementation. The faculty of this course will meet to discuss how the course can be adjusted to better motivate students to complete assessments. Faculty will also review the current assessments to determine if selecting alternative assessments might be beneficial. The course will be redesigned in 2023 Fall to eliminate the use of third-party course access requirement. Assignment grades will no longer be almost instantaneous since they will now be hand graded. There will be only one attempt permitted. The course will be paced; a student will not be allowed to work ahead. To minimize plagiarism, there will be few starting files provided. In a Word project, for example, the student will have to create the document text as well as format it.

Goal 5: Objective 1: Globally Conscious

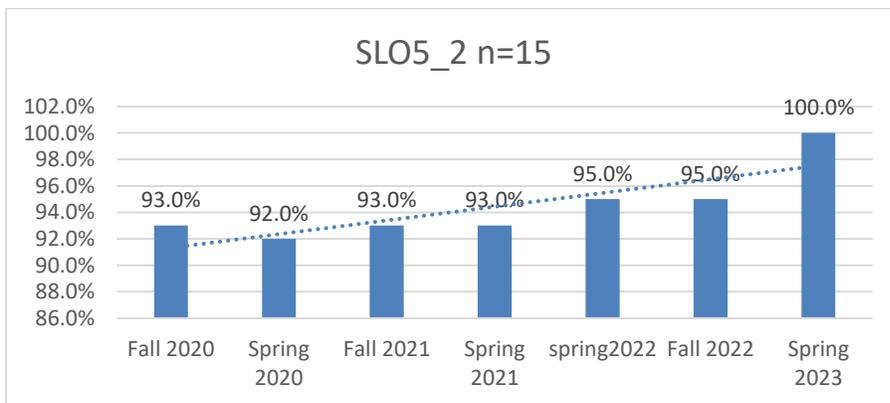
This objective is measured in ECON 2105. In ECON 2105, a country report was assigned where students had to evaluate living standards and economic growth.



Overall, the trend of both satisfactory or higher and exceptional have been mostly satisfied the expectations. In Spring 2023, acceptable or higher was 73%. 18% of the students were exemplary. The performance of the majority (73%) of the participants was acceptable or exceptional. The performance of the student with the lowest score (13%) could be regarded as an outlier; the student barely attempted the homework assignment. Ignoring that student's score, 80% of the participants' performance was acceptable or exceptional. Overall, the students' performance was good.

Goal 5: Objective 2: Ethically Conscious

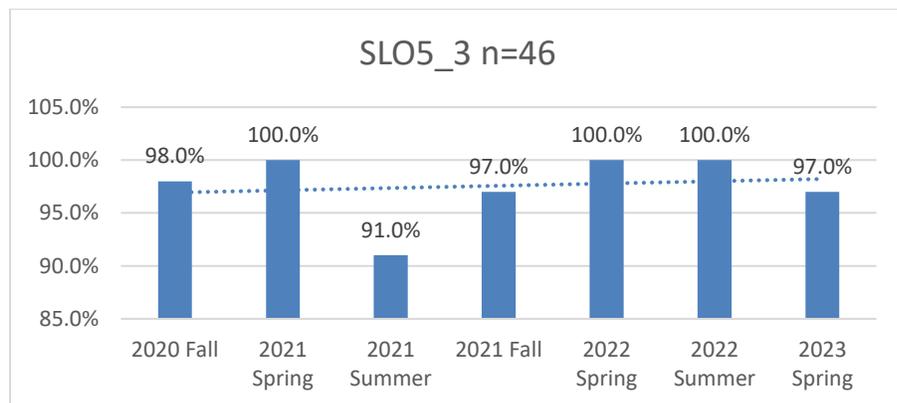
This objective was measured in BUSA 4105 as a Writing assignment until 2022. In 2023 Spring, MGMT 4110 was selected as the measurement point. Students enrolled in the face-to-face section of MGMT 4110-01 Organizational Behavior had to analyze a case study titled “The Difficult Boss” to understand workplace bullying and how it occurs in real-life situations.



In 2023 Spring, Overall, 86.67% of the students were categorized as exemplary in terms of ethical skills and the remaining 13.33% of the students were categorized as acceptable. The students met the learning assessment desired by the instructor i.e., 80%.

Goal 5: Objective 3: Environmentally Conscious

This objective was measured in MGMT 3106. A written assignment was given to students on the impact of United Nations COP-27 summit, which is focused on climate change.



In 2023 Spring semester, 94% students earned acceptable or above performance and 72% students performed exemplary. Both expectations of 90% students earning acceptable performance are met and 70% students earning exemplary performance are met.

Goal 6: Objective 1: Business Acumen

This data is collected using the external senior outbound exam. The outbound exam consists of questions on topics such as accounting, economics, finance, information systems, international business, marketing, and management. Students take comprehensive external exam that is administered by Peregrine every semester to a sample of senior assessment classes in MGMT 4199. This exam is derived from material covered in core courses that students are expected to know upon graduation. The exam is administered during a senior's final semester.

In 2022, the mean score was 43.74% (N=31) with a maximum score of 86.67%, minimum score of 30%, and a standard deviation of 11.53. The mean score of similar institutes (ACBSP Region 3) was 62.71%. The graduating students are performing below the expected level. Potential changes includes Prepare students to take the external exam. Identify weak subject areas and strengthen instruction.

Graduate Student Learning Goals

The School of Business graduate student can earn a Master of Business Administration degree with a concentration in Accounting, Healthcare Management, or Supply Chain and Logistics Management. All concentrations share a common set of core courses; therefore, graduates of the program should demonstrate the SofB's goals and objectives. The AOL Committee works with all other parties to ensure that the learning goals are consistent with the mission and strategic plan for the SofB. The following goals and objectives have been approved by SofB faculty.

Goal 1: Communication:

Students will be able to compare and contrast business issues and solutions effectively in a professional manner both orally and in writing using appropriate word choice, tone, and grammar.

Objective 1: Students will be able to develop oral presentations using appropriate technology in a professional businesslike manner.

Objective 2: Students will produce written business report.

Goal 2: Leadership:

Students will develop leadership and team building skills to support career growth and preparation for management (executive) responsibilities/challenges.

Objective 1: Students will develop collaborative and interpersonal skills to work effectively in teams (manage and organize) to solve business problems.

Objective 2: Students will examine awareness of cross-cultural values, beliefs and perceptions needed to manage diverse employees at corporate workplaces.

Goal 3: Managerial Knowledge:

Students will evaluate broad knowledge across core business disciplines to interpret and explain problems in the business environment.

Objective 1: Students will evaluate strategic knowledge across business disciplines and apply this knowledge to decision making by evaluating evidence and selecting among alternatives that reflect the cross-functional nature of management processes.

Objective 2: Students will demonstrate understanding of important global business (or organization) concepts, issues and problems and be capable of providing solutions and alternative courses of action consistent with global best practices.

Goal 4: Business Analytics:

Students will be able to appraise business problems, defend potential solutions, and select an appropriate course(s) of action, using applicable tools and techniques.

Objective 1: Students will examine and interpret appropriate analytical/statistical estimates to make sound business decisions across disciplines.

Objective 2: The student will demonstrate sound business judgment and rationality when synthesizing data to arrive at appropriate conclusions.

Objective 3: Students will apply a high level of skills in problem solving/decision making in unfamiliar circumstances through understanding of relevant disciplines and application of appropriate techniques to generate sound business decisions.

Goal 5: Ethical Practices:

Students will use their understanding of ethical theories and models to appraise ethical decisions from both domestic and global perspectives that values and affirm the dignity of all people.

Objective 1: Students will be able to examine ethical issues and respond with honesty and integrity to ethical problems within a business context.

Objective 2: Students will be able to evaluate how legal/ethical/regulatory issues impact their careers/professions both at individual and corporate levels.

Graduate Learning Goals and Courses Map/matrix

Goal - Objective	ACCT 6101	ECON 6106	FINC 6101	MGMT 6108	MGMT 6110	MGMT 6199	MKTG 6170
Communication 1 - Oral presentation					A		
Communication 2 - Business report		A				A	
Leadership 1 - Collaborative/ interpersonal					A		
Leadership 2 - Diversity							A
Managerial knowledge 1 - Business disciplines	A					A	
Managerial knowledge 2 - Global business			A				A
Business Analytics 1 - Analytical/ statistical estimates		A					
Business Analytics 2 - Synthesizing data				A			
Business Analytics 3 - Unfamiliar circumstances				A			
Ethical practices 1 - Ethical issues			A				
Ethical practices 2 - Legal regulatory issues	A						

A= Assess the learning goal

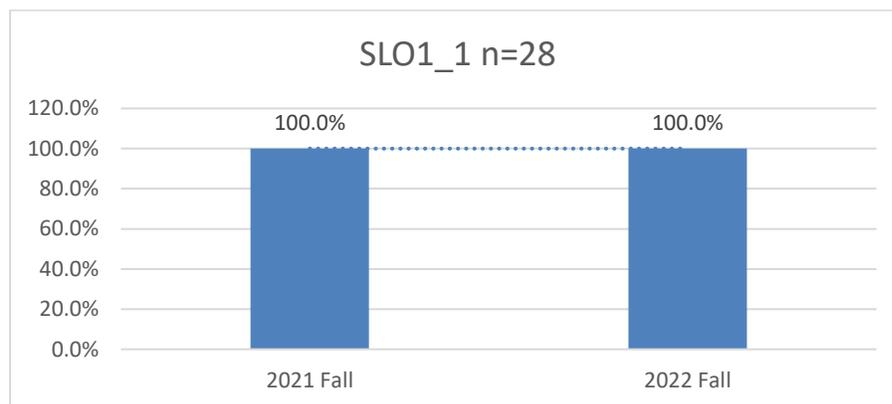
Graduate Core Courses

ACCT 6101 Accounting for Managers
ECON 6106 Managerial Economics
FINC 6101 Financial Management
MGMT 6108 Quantitative Methods for Decision Making
MGMT 6110 Organization Change and Development
MGMT 6199 Strategic Management: An Integrated Capstone Approach
MKTG 6170 Marketing Management

Graduate Assessment Results 2022-2023

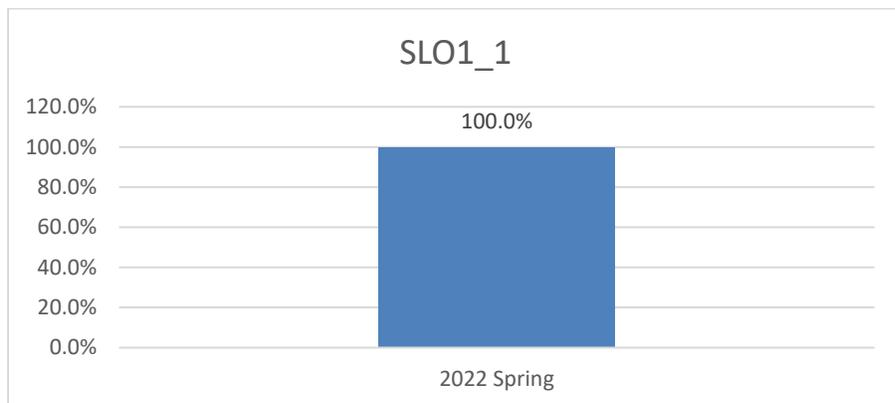
Goal 1: Objective 1: Oral Communication

Oral Communication is measured twice in the MBA program. The first measurement is taken in MGMT 6110. Oral presentations in MGMT 6110 is used to assess students' oral presentation skills in the areas of content and organization. It is expected that 90% of the MBA students will be classified as exemplary in giving effective oral presentations using appropriate technology in a professional businesslike manner.



No assessment data was collected in Fall 2020 due to COVID-19 pandemic. MGMT 6110 is offered once a year in Fall semester. Assessment data was gathered in the XLS section (which combined online and F2F sections). Post pandemic enrollment in F2F sections had dropped substantially. Students demonstrated understanding of organization development content, selection of appropriate methodology and application of OD interventions in Fall 2021. However, in Fall 2022 the quality of presentations went down. Only 54% of the students were able to score 90% and above in their oral presentations. An effort needs to be made to increase students' participation levels during virtual oral presentations. The instructor plans to pace out the oral presentations over a period of 2-3 days to accommodate students' work commitments and increase students' participation levels.

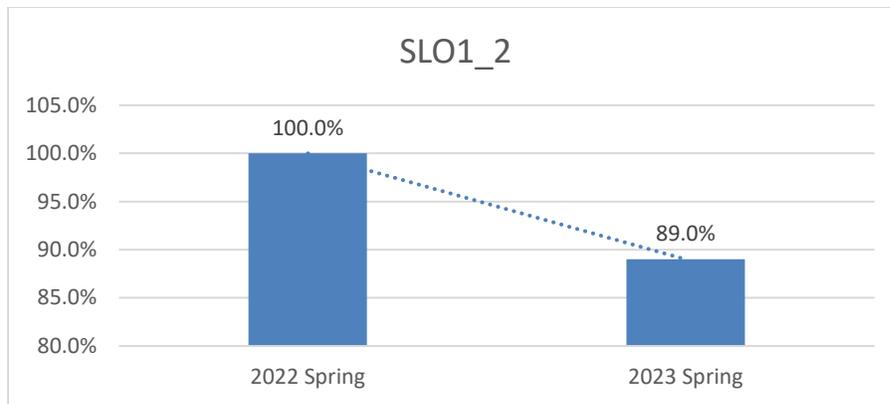
The second measurement for Oral Communication is taken in MGMT 6199. Case Study Analysis undertaken as a group project in MGMT 6199, capstone subject was used to as the measurement on MBA students.



All students scored 90% and above in their oral presentations. Students were able to use appropriate strategic management language and deliver good presentations on WebEx. But it was not possible to assess body language and facial expressions properly. Students demonstrated exemplary oral communication skills. Students were able to use appropriate policy and strategic management language. The power point slides were of good quality and highly informative. However, all presentations took place on WebEx, and it was not possible to assess body language, and facial expressions properly. It is difficult to assess oral communication skills virtually, for some students the camera was not clear and the voice quality poor due to faulty internet connections. Having all cameras switched on during the entire duration of class presentations will be made mandatory and specifically mentioned on the course syllabi. It was also necessary for all students to be dressed professionally regardless of the presentations being on WebEx. This should increase the quality of students' presentations.

Goal 1: Objective 2: Written Communication

Written Communication is measured twice in the MBA program. The first measurement is taken in ECON 6106. Oral presentations in MGMT 6110 were used to assess students' oral presentation skills in the areas of content and organization. It is expected that 90% of the MBA students will be classified as exemplary in giving effective oral presentations using appropriate technology in a professional businesslike manner.

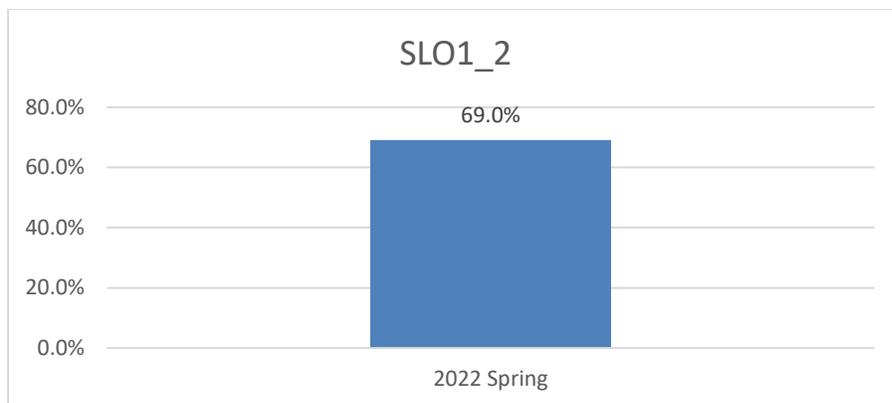


In 2022 Spring, 57% of the students were exemplary in stating and identifying the relevant issues regarding a business topic. While 57% of the students were exemplary in observing proper sentence structure. In 2023 Spring, 89% of the students were acceptable and 11% were unacceptable.

Some students lack appropriate written skills. Students need to consciously develop their writing abilities. The asymptotic (consistent) estimates from the large sample clearly show a consistent students' performance as in the previous year's performance. The students are achieving an elevated explanation of ratio and marginal analysis, specialization & comparative advantage, firm competition and concentration, cost minimization, utility maximization, trade and markets. In 2023 Spring, an overwhelming majority (89%) of the students' performances were satisfactory or acceptable.

More emphasis will be placed on the interpretation of the driving issues in the business economics in the next cycle of assessment. Students will also be given empirical problems which require demonstration written analysis. Students will be encouraged to use writing labs and other resources available on campus. In addition, to improve writing skills of students, inclusion of Turnitin tool in all MBA course was made mandatory starting Fall 2022. In 2023, more structured sentence emphasis will be on marginal analysis and ratio interpretations since they provide the most information for realizing the most profit given firms' competition. Also, students will have more worded, and empirical problems dealing with the issues of benefit and cost. Research writing guidelines were provided in the syllabus and the instructor guided students on three phases of the research - research topic selection, research proposal, and final research paper.

The second measurement for Oral Communication is taken in MGMT 6199. Case Study Analysis undertaken as a group project in MGMT 6199, capstone subject was used as the measurement instrument for written communication.

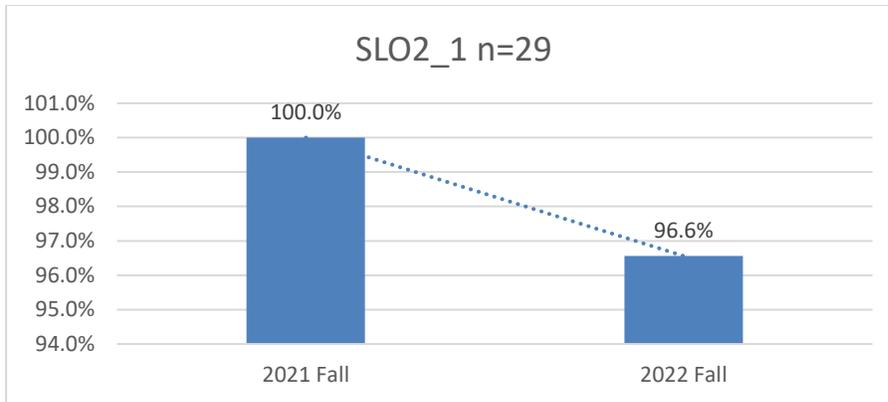


31% of the students had exemplary written language skills. While only 69% of the class possessed acceptable written skills. 62% of the class can be assessed as exemplary in terms of grammar and spelling. The rest 38% fall into the category of acceptable in terms of grammar and spelling.

MGMT 6199 Business Policy happens to be the capstone subject. All MBA students take this class in the final semester. MBA program therefore needs to implement initiatives to improve the writing skills of students in the earlier stages. Since only 69% of the students possessed exemplary grammar and spelling abilities and only 31% of the class possessed exemplary language abilities. Students need to improve their writing skills. Their main issue is their inability to paraphrase properly. Students will be encouraged to use the writing labs prior to submission of their written reports in the future. In addition, to improve writing skills of students, inclusion of Turnitin tool in all MBA course was made mandatory starting Fall 2022.

Goal 2: Objective 1: Leadership and Team Building

This goal is measured in MGMT 6110 course. Students will develop collaborative and interpersonal skills to work effectively in teams (manage and organize) to solve business problems. It is expected that 90% of the MBA students will develop exemplary collaborative and interpersonal skills to work effectively in teams (manage and organize) to solve business problems. Collaborative Team Based Research Project from MGMT 6110-XLS offered in Fall 2021 and from MGMT 6110-51 offered in Fall 2022 will be used to assess student teamwork, collaborative and interpersonal skills.



All students possessed 90% and above in teamwork, collaborative and interpersonal skills. 94% of the students were exemplary in situational analysis and problem statement. While all students were exemplary in interpersonal relations and completing tasks assigned to them. This is noteworthy since all team interactions took place online with no face-to-face contact. All students demonstrated exemplary levels of motivation and the ability to set goals for themselves and their entire team. However this scenario changed in Fall 2022, only 86% of the students possessed exemplary team building, collaborative and interpersonal skills. With 10.3% of the students falling into acceptable category and 3.44% being classified as unacceptable.

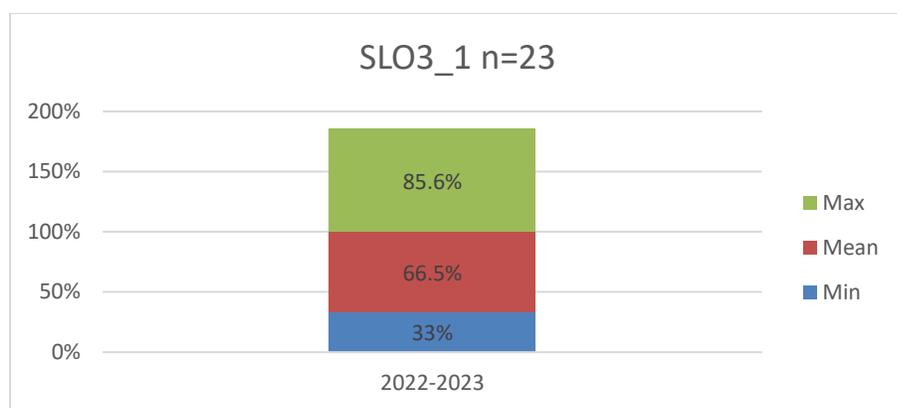
No results were collected in Fall 2020 due to COVID-19 pandemic. MGMT 6110 Organizational Behavior is offered once a year in Fall semester. Assessment data was gathered in Fall 2021 in the XLS section (section which combines both F2F and online sections). Post pandemic enrollment in F2F sections had dropped substantially. Students can be classified as good team workers possessing adequate collaboration skills in Fall 2021 from the assessment data. But the quality of team building, collaboration and interpersonal skills went down in Fall 2022 semester. Post pandemic, online course delivery had improved with the integration of latest technological tools and resources. In Fall 2021 all course content had been developed using TILT dimensions. In addition, all lectures were recorded and made available to students. Virtual office hours were provided to students as well. However, students' improvements are still needed in comprehending course content, in terms of situational analysis and problem statement. Further improvements are also needed in communication and interaction abilities. Students' strengths lie in balancing task and interpersonal relations and their motivation abilities. However, in Fall 2022, students had issues working in groups. In fact, a few students completed their projects on an individual basis. The instructor plans to pace out the oral presentations over 2-3 days to accommodate students' work commitments. She also plans to allocate bonus points to those students who work on their projects in teams and receive exemplary scores from their team members.

Goal 2: Objective 2: Diversity

This goal is measured in MKTG 6170 course. Students will examine awareness of cross-cultural values, beliefs and perceptions needed to manage diverse employees at corporate workplaces. No data was reported during the review period. The AoL committee will communicate with the instructor(s) to collect and report data.

Goal 3: Objective 1: Business Disciplines

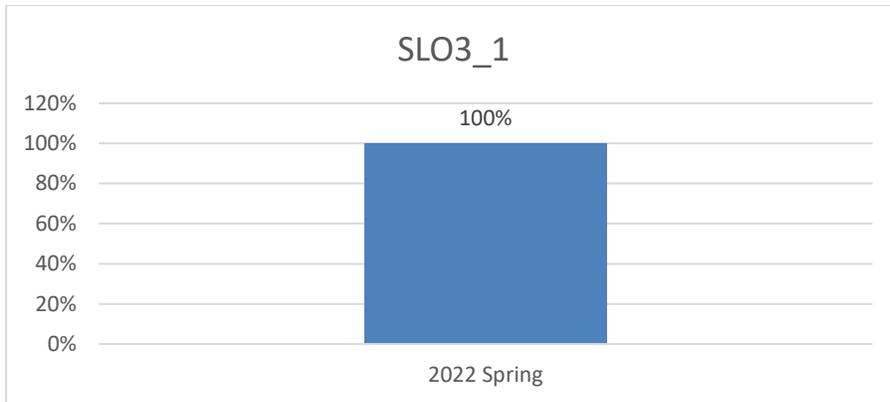
Managerial Knowledge – Business Disciplines objective is measured twice in the MBA program. The first measurement is taken in the MBA inbound exam. The data collection started in 2023 after approving the MBA entrance exam.



As per Peregrine Internal Analysis Report for 2022-2023, the average score is 66.43% while the maximum score is 85.6% and the minimum score is 33%. The average score on this inbound exam is higher compared to 53.10% in all other ACBSP Southeastern Council business scores using Peregrine assessments at the graduate level. Prospective MBA students possess adequate business knowledge before entering the MBA program.

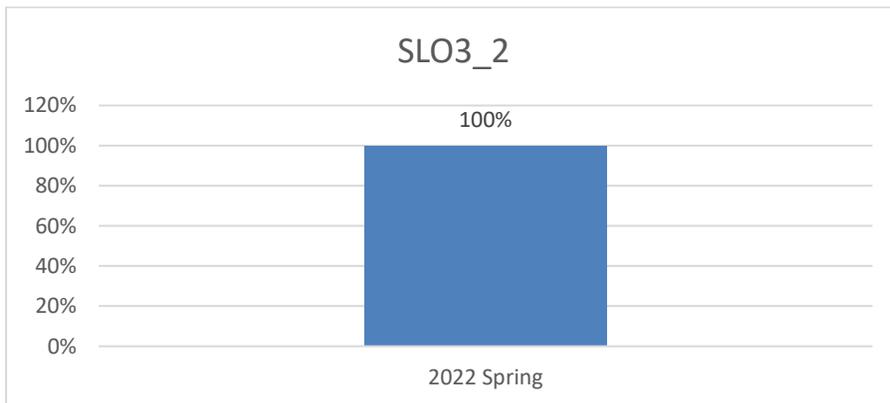
The second measurement is taken in MGMT 6199. Case Study Analysis undertaken as a group project in MGMT 6199, capstone subject was used to as the measurement on MBA students. It is expected that 90% of the students will possess exemplary abilities enabling them to evaluate broad knowledge across core business disciplines to interpret and explain problems in the business environment.

All students performed in an exemplary manner in their case analysis projects at the end of the semester. They were able to reach conclusions and suggest an appropriate course of actions. The instructor noted that “Students are good at strategic analysis. But this assessment does not provide a holistic overview since it was undertaken in groups.”



Goal 3: Objective 2: Global Business

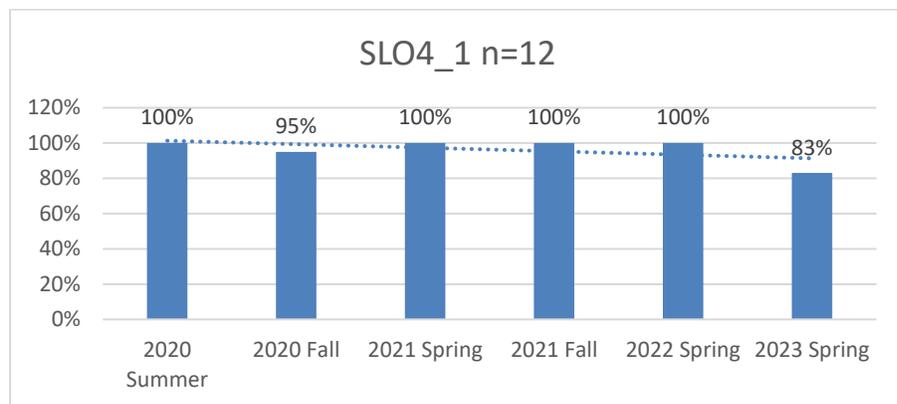
Managerial Knowledge – Global Business objective is measured in MGMT 6199 course. A mini-case study analyzed individually by the students as part of their course activities during the semester was used as the assessment. It is expected that 90% of the students will demonstrate exemplary understanding of important global business (or organization) concepts, issues and problems and be capable of providing solutions and alternative courses of action consistent with global best practices.



Only 58.3% of the students were categorized as exemplary, with the remaining being categorized as acceptable. 100% were acceptable or better. 83% of the class was exemplary in analyzing the global problem. While 58% of the students were exemplary in presenting a solution for the global problem being faced by the corporation in the mini-case study. The instructor noted that “Students need to work on their case analysis abilities. They are good in case analysis as a group but not individually. Students will be given more cases to work in the upcoming semesters to hone their case analysis abilities. The instructor plans to upload videos on how to analyze cases in the upcoming semesters.”

Goal 4: Objective 1: Analytical Estimates

This SLO is measured in ECON 6106 course. Homework assignments on major managerial economics topics requiring data analysis and interpretation, regression analysis and economic functional form estimations, and data-based rational decision-making in business and economics. It is expected that 90% of the students would earn an acceptable performance. (Prior to 2023, Direct, formative, internal. In MGMT 6108 Assignment 1, students were given various business problems and asked to propose analytical methods and strategies for the problems.)

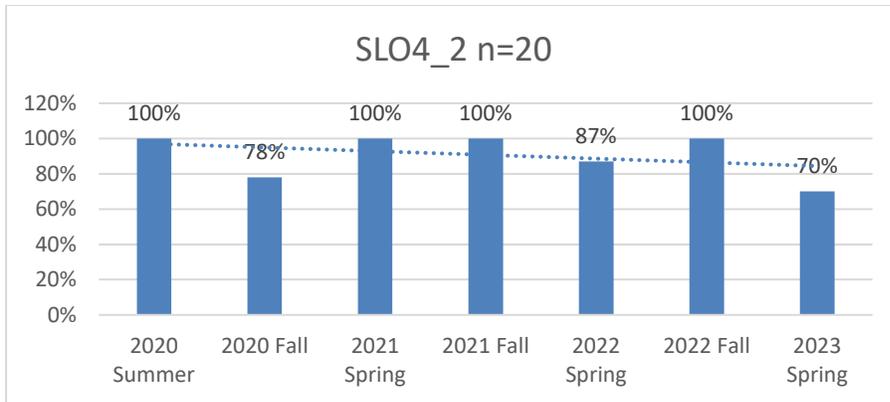


An overwhelming majority (83%) of the students performed satisfactorily while two students out of 12 (17%) performed unsatisfactorily. Instructional materials, such as solution manuals, videos, homework solutions, etc. were posted in GaView and the voluntary tutorial was organized for the class by the instructor. The instructor notes that “Academically mature or focused students should be enrolled in the course. MBA students should have completed at least 12 semester hours of graduate coursework prior to enrolling in Econ 6106, in addition to the completion of the Principles of Microeconomics and Economic and Business Statistics.”

Goal 4: Objective 2: Synthesizing Data

This SLO is measured in MGMT 6108 course. In the mid-term exam, students were given various business problems that needed use of high level of skill in problem solving in a time constrained environment. It is expected that 90% of students will earn an acceptable or above and grade 50% of students will earn exemplary grade.

In the review year, 70% students earned acceptable or better grade. 25% students earned exemplary grade. 30% students earned unacceptable level. The acceptable or better performance had degraded in 2023 spring semester. Previously, the goal of 90% students achieving acceptable or better grade is met in most semesters. The reason for current semester's lower performance need to be studied.

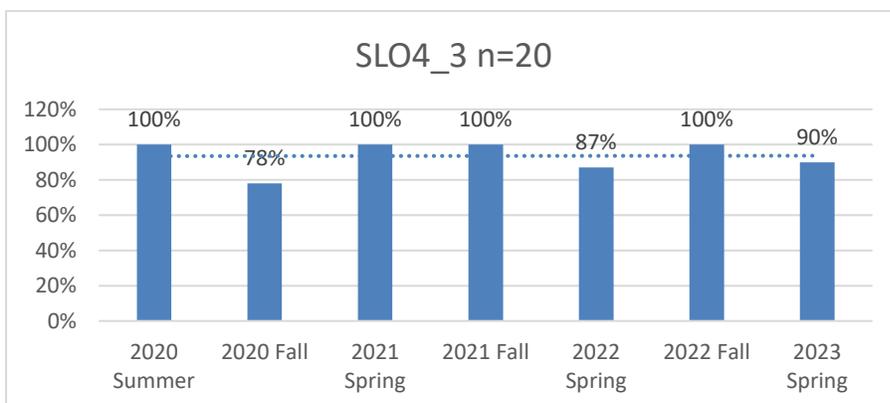


The first expectation of 90% students earning acceptable performance is partially during the review period when the average is considered. However, it should be noted that the threshold was not met in two semesters. The second expectation of 70% students earning exemplary performance is also partially met. The percentage of students performed exemplary dropped in two semester below the 70% desired threshold. It can be concluded that the Goal 4 objective 2 is partially satisfied. The exact reasoning for less-than-desired performance is difficult to isolate. Hence, overall course improvement should be focused. In 2023 Spring, an overwhelming majority (83%) of the students performed satisfactorily while two students out of 12 (17%) performed unsatisfactorily.

Goal 4: Objective 3: Unfamiliar Circumstances

This SLO is measured in MGMT 6108 course. In the final exam, students were given various business problems that needed application of high level of skill in problem solving in different techniques and tools. It is expected that 90% of students will earn an acceptable or above and grade 50% of students will earn exemplary grade.

It was observed that 90% students earned acceptable or better grade. 50% students earned exemplary grade. 10% students earned unacceptable level in the review year.

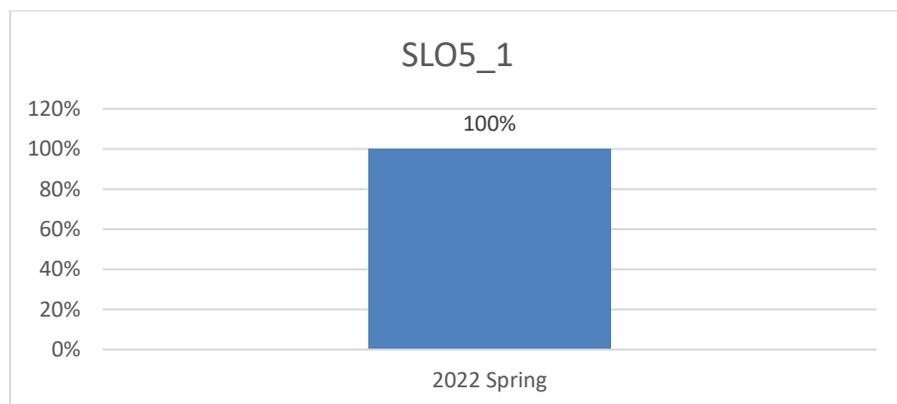


MGMT 6108 course was redesigned in 2020 summer semester when the instructor changed. The course delivery modality was changed to virtual asynchronous from

previous face-to-face modality. The course assignments were revised using the 'Transparency in Teaching and Learning' (TILT) framework to provide clear outcomes of the assignments, detailed description of the task, and the grading criteria with a rubric for each assignment in 2021 spring semester. To update with the changing global supply chains, the course topics would be changed in the next two iterations. Furthermore, more experiential learning components would be added in the next iteration.

Goal 5: Objective 1: Ethical Issues

The Ethical Issues objective is measured in MGMT 6199 course. An internal assessment in the form of a mini-case analysis titled "Uber Ethically Most Challenged Company" undertaken as a course activity in MGMT 6199 Business Policy course in Spring 2022. It is expected that 90% of the students will be classified as exemplary in their abilities to examine ethical issues and respond with honesty and integrity to ethical problems within a business context.



From the observations, 92% of the students received exemplary grade in the mini-case analysis. With 8% of the students being classified as acceptable in responding to ethical issues, analyzing alternatives and choosing appropriate actions. This means that the students were able to identify ethical dilemmas, reflect on the views of different stakeholders, clarify issues and implement action plans. The instructor commented “This case study was undertaken at the end of the class. Students had been working on one mini-case study each week the entire semester. They had gained proficiency over the weeks. In addition, the instructor had integrated Transparency in Teaching and Learning concepts into the course and this may have simplified the task, instructor expectations and grading policies.”

Goal 5: Objective 2: Legal Regulatory Issues

This objective is measured in ACCT 6101 course. No data was reported during the review period. The AoL committee will communicate with the instructor(s) to collect and report data.