

Institutional Effectiveness
2023-2024

Program: Business Administration MBA

College and Department: College of Business, Master's of Business Administration Program

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Mission:

Attach Curriculum Map (Educational Programs Only):

A curriculum map that aligns all the MBA core courses with the program's learning objectives (LOs) is attached.

Attached Files: See Appendix 1

SLO 1: Ability to integrate knowledge of core business disciplines

Define Outcome:

Student Learning Outcome 1: Students will demonstrate ability to integrate knowledge of core business disciplines.

Assessment Methods:

- **COMP-XM Exam** - Students will complete the CAPSIM Business Simulation and the accompanying COMP-XM exam. The simulation measures overall integrative knowledge through a balanced scorecard approach. To align with SLO 1, the following section on the exam is included:
 - *COMP-XM Functional Knowledge for Integrative knowledge of business disciplines*
- **Exit Survey** - The exit survey provides an indirect measure of graduate student progress, using a 7-point scale (Strongly Disagree – Strongly Agree). To align with SLO 1, the survey includes the following prompts:
 - *Please rate your strength in the following competencies, upon completing the MBA program:*
 - *Ability to analyze complex case material*
 - *Understanding of the management function in business*

Criteria for Success (Thresholds for Assessment Methods):

1. **COMP-XM Exam** - At least 75% of our students will attain a COMP-XM score of at least 70%.
2. **Exit Survey** - The average score on each item will be above 5.0.

Link to 'Tech Tomorrow' Strategic Plan:

1.B General Education Curriculum,1.B General Education Curriculum,4.B Programs, Certificates, and Training

Results and Analysis:

COMP-XM Functional Knowledge for Integrative Knowledge of Business Disciplines

	2019-20	2020-21	2021-22	2022-23	2023-24
Mean	82.92%	80.76%	78.63%	80.53%	74.77%
N	97	92	99	79	91
% above 70%	93.81	86.96	84.85	88.61	68.13

Exit Survey. Please rate your strength in the following competencies, upon completing the MBA program:

Ability to analyze complex case material

	2020-21	2021-22	2022-23	2023-24
Mean	5.2	6	5.5	6.3
Count	5	2	8	21

Understanding of the management function in business

	2020-21	2021-22	2022-23	2023-24
Mean	5.6	6.5	6	6.3
Count	5	2	8	21

Summary: While the mean score on COMP-XM for knowledge integration was above 70 percent (74.77%), the percentage of students scoring above 70% was 68.13 percent, which is below the desired benchmark of 75%. This percentage is nearly 20% less than it was last year (2022-23) and is a 5-year low. Meanwhile, the exit survey results on questions related to knowledge integration were at a 5-year high. Students rated their ability to analyze complex information and understand business management at a mean of 6.3 on a 7-point scale. The benchmark for these measures is 5.0.

Use of Results to Improve Outcomes:

SLO 2: Awareness of ethical implications of business decisions

Define Outcome:

Student Learning Outcome 2: Students will demonstrate awareness of ethical implications of business decisions.

Assessment Methods:

- **Ethics Certificate** - Students will complete the Coursera "Giving Voice to Values" 7-8 hour ethics certification course. The course is added to the BMGT 6200 curriculum.
- **COMP-XM Exam** - Students will complete the CAPSIM Business Simulation and the accompanying COMP-XM exam. The simulation measures overall integrative knowledge through a balanced scorecard approach. To align with SLO 2, the following section on the exam is included:
 - *COMP-XM Ethical, Legal, and Social Responsibility*
- **Exit Survey** - The exit survey provides an indirect measure of graduate student progress, using a 7-point scale (Strongly Disagree – Strongly Agree). To align with SLO 2, the survey includes the following prompts:
 - *Please rate your level of agreement to the following statements, upon completing the MBA program*
 - *I can handle complex ethical issues in business*
 - *I am sensitive to legal, social, and political environments in which business operates*

Criteria for Success (Thresholds for Assessment Methods):

1. **COMP-XM Exam** – At least 75% of our students will attain a COMP-XM score of at or above the national average on the question subset.
2. **Exit Survey** - The average score on each item will be above 5.0.

Link to 'Tech Tomorrow' Strategic Plan:

1.A Experiential Learning, 1.A Experiential Learning, 1.B General Education Curriculum, 4.B Programs, Certificates, and Training

Results and Analysis:

COMP-XM Ethical, Legal, and Social Responsibility

	2019-20	2020-21	2021-22	2022-23	2023-24
Mean	65.42%	67.04%	66.44%	63.32%	61.60%
N	97	92	99	79	91

% above 70%	54.64	48.91	50.51	27.85	71.43
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Exit Survey: Please rate your level of agreement with the following statements, upon completing the MBA program:

I can handle complex ethical issues in business.

	2020-21	2021-22	2022-23	2023-24
Mean	5.2	5.5	5.75	5.81
Count	5	2	8	21

I am sensitive to legal, social, and political environments in which business operates.

	2020-21	2021-22	2022-23	2023-24
Mean	5.0	5.5	5.13	5.57
Count	5	2	8	21

Summary: Although during exit polling students' self-assessment levels on being sensitive to and able to handle complex ethical issues were at a 5-year high, they failed to meet the COMP-XM benchmark (70%) that measures tested ethical awareness for the fifth consecutive academic year. However, the percentage of students scoring at 70 or above on the ethics component of COMP-XM is at a five-year high.

Use of Results to Improve Outcomes:

In response to lagging ethics performance, a change was made last year to insert an ethics module and accompanying certification into BMGT 6200 beginning Spring 2024. Data will be available on the impact to tested ethics beginning in Fall 2024.

SLO 3: Knowledge and skills to perform in a professional environment

Define Outcome:

Student Learning Outcome 3: Students will possess the necessary knowledge and skills to perform in a professional environment.

SLO 3.1: Students will demonstrate proficiency in written and oral communication skills.

SLO 3.2: Students will be able to make appropriate choices regarding communication strategy, medium, and design.

Assessment Methods:

- **COMP-XM Exam** - Students will complete the CAPSIM Business Simulation and the accompanying COMP-XM exam. The simulation measures overall integrative knowledge through a balanced scorecard approach. To align with SLO 3, the following section on the exam is included:
 - *COMP-XM Business Communication Score*
- **Exit Survey** - The exit survey provides an indirect measure of graduate student progress, using a 7-point scale (Strongly Disagree – Strongly Agree). To align with SLO 3, the survey includes the following prompt:
 - *Please rate your strength in the following competencies, upon completing the MBA program*
 - *Communication Skills*
- **Written Communication Assessment** - Students in ECON 6050 (Fall 2022) and DS 6220 (Spring 2023) were required to write formal reports incorporating data analysis results and recommendations. Student papers were assessed by an independent grader, a faculty member from Business Communications. To align with SLO 3, the assessment includes the following dimensions scored using a 5-point rating scale (1 = Poor; 5 = Excellent):
 - *(1) Purpose/Focus; (2) Tone and Word Choice; (3) Organization and Logic; (4) Knowledge of Conventions – Grammar; and (5) Knowledge of Conventions – Format.*

Criteria for Success (Thresholds for Assessment Methods):

1. **COMP-XM Exam** – At least 75% of our students will attain a COMP-XM score of at least 70%.
2. **Exit Survey** - The average score on each item will be above 5.0.
3. **Written Communication Assessment** - A threshold of at least 50 percent and a benchmark of at least 75 percent of students to achieve a score of 4 or 5 on each dimension were set.

Link to 'Tech Tomorrow' Strategic Plan:

1.A Experiential Learning,1.B General Education Curriculum,1.B General Education Curriculum,4.B Programs, Certificates, and Training

Results and Analysis:

COMP-XM Business Communication score

	2019-20	2020-21	2021-22	2022-23	2023-24
Mean	74.87%	68.98%	66.97%	65.86%	61.32%
N	97	59	92	79	91
% above 70%	62.89	66.10%	63.64	50.63	27.47

Exit Survey: Please rate your strength in the following competencies, upon completing the MBA program:

Communication Skills

	2020-21	2021-22	2022-23	2023-24
Mean	5.2	5.0	5.88	5.76
Count	5	2	8	21

Summary: Although students self-assessed as feeling competent in their communication skills above the benchmark level, students failed to meet the benchmark on the COMP-XM Business Communication score. The mean COMP-XM business communication score sunk to a 5-year low and only about one in four students was able to achieve a score above 70% on this metric. This score measures students' ability to choose appropriate communication strategies, mediums, and design choices.

Use of Results to Improve Outcomes:

A "writing across the curriculum" initiative has been implemented and student papers are scheduled to be assessed in specific MBA core courses. In addition, granular data on the various aspects of business communication from the COMP-XM exam may be analyzed to pinpoint areas of weakness.

SLO 4: Think critically in addressing business problems

Define Outcome:

Student Learning Outcome 4: Students will demonstrate the ability to think critically in addressing business problems.

SLO 4.1: Students will demonstrate ability for problem solving and decision making.

SLO 4.2: Students will demonstrate ability to think critically about business issues for making impactful business decisions.

Assessment Methods:

- **COMP-XM Exam** - Students will complete the CAPSIM Business Simulation and the accompanying COMP-XM exam. The simulation measures overall integrative knowledge through a balanced scorecard approach. To align with SLO 4, the following sections on the exam are included:
 - *COMP-XM Analytical and Quantitative Score*
 - *COMP-XM Critical-Thinking and Decision-Making Score*
- **Exit Survey** - The exit survey provides an indirect measure of graduate student progress, using a 7-point scale (Strongly Disagree – Strongly Agree). To align with SLO 4, the survey includes the following prompt:
 - *Please rate your strength in the following competencies, upon completing the MBA program*
 - *Ability to make decisions after proper analysis*

Criteria for Success (Thresholds for Assessment Methods):

1. **COMP-XM Exam** – At least 75% of our students will attain a COMP-XM score of at least 70%.
2. **Exit Survey** - The average score on each item will be above 5.0.

Link to 'Tech Tomorrow' Strategic Plan:

1.B General Education Curriculum

Results and Analysis:

COMP-XM Analytical and Quantitative score

	2019-20	2020-21	2021-22	2022-23	2023-24
Mean	80.64%	78.61%	77.02%	75.84%	73.05%
N	97	92	99	79	91
% above 70%	90.72	79.35	83.84	72.15	42.86

COMP-XM Critical-Thinking and Decision-Making score

	2019-20	2020-21	2021-22	2022-23	2023-24
Mean	78.48%	75.77%	71.87%	65.52%	70.02%
N	97	92	99	79	91
% above 70%	84.54%	72.83%	65.66%	48.10%	59.34

Exit Survey

Please rate your strength in the following, upon completing the MBA program:

Ability to make decisions after proper analysis

	2020-21	2021-22	2022-23	2023-24
Mean	5.6	6.0	4.5	4.33
Count	5	2	8	21

Summary: The critical-thinking learning goal is assessed across two objectives: one related to analytical and quantitative reasoning and another related to critical thinking and decision-making. While the COMP-XM benchmark of a 70% average score on these components was met, the desired threshold percentage of students doing so has not been met. In addition, in 2023-24 the mean on the exit survey for the ability to make decisions after proper analysis dropped below 5 at 4.33.

Use of Results to Improve Outcomes:

Test data is available on the critical-thinking and decision-making aspects of COMP-XM at the individual-student level. The data will be analyzed to look for patterns in scoring that correlate with student course load and student background (specifically whether students come from a business background) and performance on the New Student Business Review (orientation modules taken when students begin the MBA program.) In addition, the MBA core will be systemically reviewed for inclusion of decision-making opportunities embedded in critical-thinking assignments.

SLO 5: Leadership skills and the ability to influence others

Define Outcome:

Student Learning Outcome 5: Students will demonstrate an understanding of leadership skills and the ability to influence others.

SLO 5.1: Students will be able to identify effective leadership skills required in diverse situations.

SLO 5.2: Students will be able to demonstrate leadership skills required in diverse situations.

SLO 5.3: Students will demonstrate teamwork skills that enhance individual and team processes.

Assessment Methods:

- **COMP-XM Exam** - Students will complete the CAPSIM Business Simulation and the accompanying COMP-XM exam. The simulation measures overall integrative knowledge through a balanced scorecard approach. To align with SLO 5, the following section on the exam is included:
 - *COMP-XM Teamwork and Leadership Score*
- **Change Management Simulation** - Change Management Simulation published by Harvard Business: Percentage of students who reached "critical mass" in a Change Management simulation by gaining adopters for a new organizational initiative.

Criteria for Success (Thresholds for Assessment Methods):

1. **COMP-XM Exam** – At least 75% of our students will attain a COMP-XM score of at least 70%.
2. **Change Management Simulation** - The overall benchmark, across four change management scenarios, is 61%.

Link to 'Tech Tomorrow' Strategic Plan:

1.A Experiential Learning, 1.A Experiential Learning, 1.B General Education Curriculum

Results and Analysis:

COMP-XM Teamwork and Leadership score

	2019-20	2020-21	2021-22	2022-23	2023-24
Mean	85.67%	81.11%	72.76%	76.46%	80.80%
N	97	92	99	79	91
% above 70%	98.97	94.57	62.63	86.08	45.05

Change Management Simulation: Percentage of students who reached "critical mass"

Scenario	Benchmark	Fall 23	Spr. 24	Sum 24	Average AY 23- 24
1. Low-Urgency – Low Power	77%	79	82	84	82
2. Low Urgency – High Power	70%	71	73	78	74
3. High Urgency – Lower Power	87%	90	90	91	90
4. High Urgency – High Power	83%	90	83	96	90
Average	79%	83	82	87	84

Summary: While the mean score of 80.8 is an increase from the two previous academic years and is above the 70 percent benchmark, the percentage of MBA students scoring 70 or better on the teamwork and leadership component of COMP-XM sank to a 5-year low at 45.05%. This indicates more than half of students are scoring below the 70 percent mark. For all scenarios (1-4) of the change management simulation, the percentage of students reaching critical mass is above the benchmark.

TeamMATE Simulation: Percentage of those who met the satisfactory threshold of 50%.

Spring 2024: Satisfactory Threshold = 50%; Preferred Benchmark = 75%

4Ps	N=6		
	> 5% improvement	Maintain (±5%)	Combined
Adjustment	0%	67%	67%
Execution	0%	83%	83%
Monitoring	33%	67%	100%
Preparation	33%	50%	83%

5Cs	N=6		
	> 5% improvement	Maintain (±5%)	Combined
Cohesion	50%	50%	100%
Confidence	17%	83%	100%
Conflict	17%	83%	100%
Cooperation	0%	100%	100%
Coordination	67%	17%	83%

Summary: Students surpassed the satisfactory threshold of 50% on individual-level team skills (4Ps) and team-level team skills (5Cs) in all areas. The preferred benchmark of 75% was exceeded in all areas of change management except Adjustment.

Use of Results to Improve Outcomes:

Test data is available on teamwork and leadership aspects of COMP-XM at the individual-student level. The data will be analyzed to look for patterns in scoring that correlate with student course load and student background (specifically whether students come from a business background) and performance on the New Student Business Review (orientation modules taken when students begin the MBA program.)

Simulation data in the area of individual adjustment to change will be analyzed to try and ascertain why students were unable to achieve improvement in this area.

Summative Evaluation:

The percentage of students meeting the 75% benchmark is consistently lower across learning objectives than in previous years. COMP-XM test data is available at the individual student level. The data will be analyzed to look for patterns in scoring that correlate with student course load, student background, and student performance on the New Student Business Review (orientation module completed upon program entry).

Due to persistently low scores in the area of business communication, the communication components of COMP-XM will be thoroughly reviewed to identify specific areas of concern or weakness. A sample of student papers will also be carefully assessed and scored for communication elements such as tone, organization, flow, and effectiveness.

In the area of critical thinking, a systematic review of the MBA core will be conducted to ensure that critical-thinking assignments include decision-making opportunities.

Assessment Plan Changes:

A modular ethics assessment was added in Spring 2024 to the MBA core course BMGT 6200. In addition, the benchmark on the tested ethics component of COMP-XM was changed from 70% to "Above the National Average."

List of Appendices:

Appendix 1: Business Administration MBA Curriculum Map

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MBA Curriculum Map

	Goal 1	Goal 2	Goal 3		Goal 4		Goal 5		
Learning Objectives	1.1 Core Business Knowledge	2.1 Ethics	3.1 Written and Oral Communications	3.2 Communication approach	4.1 Problem solving	4.2 Critical Thinking	5.1 Identify effective leadership	5.2 Demonstrate leadership skills	5.3 Teamwork skills
ACCT 6010	Accounting	X	X		X	X			
FIN 6020	Finance	X	X		X	X			
ECON 6050	Analytical Decision Making	X	X	X	X	X			
MKT 6100	Marketing	X	X	X	X	X			X
BMGT 6200	Organizational Leadership	X	X	X	X	X	X	X	
DS 6220	Information Technology	X	X						
BMGT 6950	Business Strategy	X	X		X	X	X	X	X