Institutional Effectiveness

2020-2021

Program: Masters of Business Administration

College and Department: College of Business - MBA

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Mission: The MBA Program is designed to allow students to pursue an on-campus program, a 100% online program or a combination of both. Our program has over a decade of online learning experience. Whether students take class on-ground or online, courses and professors are all the same and there is no difference between earning a degree online, or on campus**.**

Full-time and part-time programs are available for students to earn their degree at their own pace. Students can finish the 30-hour program in as little as one year. The purpose of the M.B.A degree is to offer a professional program preparing graduate students from diverse backgrounds for rewarding careers in organizations. The core area of business studies is broad in scope for the purpose of developing general managerial competence through extensive use of various pedagogies such as case methods, simulations, and research projects. Electives are used to develop special competencies of interest to the student. In the degree, the College seeks to:

- Provide a high level of confidence that will allow the student to cope with uncertainty, communicate effectively, and to make decisions in an increasingly complex and global business environment.

- Provide an awareness and appreciation of the legal, ethical, social, political, and economic environments of business.

- Provide essential competence in administration, as well as an understanding of the administrative process.

- Develop a high level of skill in problem analysis and decision making.

- Provide sufficient competence for making positive contributions to one of the functional areas of a business firm through changing technology within the business context.

The MBA program is fully accredited by the Association to Advance Collegiate Schools of Business (AACSB International). AACSB Accreditation represents the highest standard of achievement for business schools worldwide.

The MBA program at Tennessee Tech consists of ten, 3-hour courses for a total of 30 hours:

- Seven 3-hour core courses (21 hours)

- Three 3-hour electives (9 hours)

As many as 9 semester hours may be transferred in from other AACSB accredited schools. Credit will not be allowed for courses taken more than five years prior to application to Tennessee Tech.

Student Learning Outcomes:

SLO 1: Students will demonstrate ability to integrate knowledge of core business disciplines.

SLO 2: Students will demonstrate awareness of ethical implications of business decisions.

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

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

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

SLO 4: Students will demonstrate the ability to think critically in addressing business problems.

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

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

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

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

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

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

A departmentally developed curriculum map can be found in Appendix 1 that shows the connections between courses and student learning outcomes.

Assessment Methods:

SLOs 1-5:

1. 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. The COMP-XM exam uses questions tailored to student decisions during the simulation. Assessment Point: BMGT 6950 - Business Strategy. For each SLO, at least 75% of our students will attain a COMP-XM score of at least 70%.

2. Exit Survey: The exit survey provides an indirect measure of graduate student progress. Using a 7-point scale (Strongly Disagree – Strongly Agree), the average score on each item will be above 5.0.

3. 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.

    a. Assessment Point: BMGT 6200 (Organizational Leadership)

Results:

SLO 1:   Ability to integrate knowledge of core business disciplines

COMP-XM Functional Knowledge for Integrative knowledge of business disciplines

	2017	2018	2019	2020	2021
Mean	81.46%	83.59%	86.31%	82.92%	80.27%
N	104	102	34	97	59
% above 70%	91.35%	95.10%	100.00%	93.81%	86.44%

Exit Survey - 2021
  Please rate your strength in the following competencies, upon completing the MBA program:

Item	Mean	Min	Max	Count
Ability to analyze complex case material	5.2	4	6	5
Understanding of the management function in business	5.6	4	7	5

SLO 2:   Awareness of ethical implications of business decisions

COMP-XM Ethical, Legal, and Social Responsibility

	2017	2018	2019	2020	2021
Mean	77.03%	78.52%	83.32%	65.42%	62.68%
N	104	102	34	97	59
% above 70%	58.65%	71.57%	82.35%	54.64%	38.98%

Exit Survey - 2021
  Please rate your level of agreement to the following statements, upon completing the MBA program.
  I believe:

Item	Mean	Min	Max	Count
I can handle complex ethical issues in business.	5.2	4	6	5
I am sensitive to legal, social and political environments in which business operates.	5.0	4	6	5

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

COMP-XM Business Communication score

	2017	2018	2019	2020	2021
Mean	78.95%	84.08%	91.86%	74.87%	68.98%
N	104	102	34	97	59
% above 70%	65.38%	83.33%	91.18%	62.89%	66.10%

Exit Survey - 2021
  Please rate your strength in the following competencies, upon completing the MBA program:

Item	Mean	Min	Max	Count
Communication Skills	5.2	4	6	5

SLO 4: Think critically in addressing business problems

COMP-XM Analytical and Quantitative score

	2017	2018	2019	2020	2021
Mean	79.81%	82.05%	85.06%	80.64%	78.30%
N	104	102	34	97	59
% above 70%	89.42%	91.18%	100.00%	90.72%	77.97%

COMP-XM Critical-Thinking and Decision-Making score

	2017	2018	2019	2020	2021
Mean	79.34%	79.57%	80.60%	78.48%	75.60%
N	104	102	34	97	59
% above 70%	80.77%	86.27%	97.06%	84.54%	71.19%

Exit Survey - 2021
  Please rate your strength in the following competencies, upon completing the MBA program:

Item	Mean	Min	Max	Count
Ability to make decisions after proper analysis	5.6	4	7	5

SLO 5: Leadership skills and the ability to influence others

COMP-XM Teamwork and Leadership score

	2017	2018	2019	2020	2021
Mean	79.02%	86.13%	88.79%	85.67%	80.04%
N	104	102	34	97	59
% above 70%	81.73%	96.08%	100.00%	98.97%	54.24%

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

Scenario	Spring 2021	Summer 2021	Benchmark
1. Low-Urgency – Low Power	98%	81%	41%
2. Low Urgency – High Power	90%	88%	57%
3. High Urgency – Lower Power	95%	86%	70%
4. High Urgency – High Power	98%	81%	76%
Average	95%	84%	61%

Modifications for Improvement:

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

Due to only 63% of students reaching the assigned threshold on the COMP-XM Business Communication score of at least 70%, the MBA program will increase the number of activities that provide students with practice and feedback related to written communication as part of our Writing Across the Curriculum initiative. Every core MBA course will include a graded writing assignment. To help students improve their writing skills, all MBA students have access to Grammarly Premium, which provides great feedback on weaknesses in their writing skills. This was piloted in Fall 2020 and fully implemented starting in Spring 2021. The impact will take a few semesters to assess properly.

DS 6220 is used as a new assessment point of the quality of student writing. It is based on the case assignment listed below. The case write-ups of the students are then assessed based on a rubric.

Case Assignment 3

You are to read the article called USA Swimming: The Data Integration Project and provide your responses to the following questions.

1.   A nice way to think about such a huge project would be to decompose it into the following components: enterprise/local architectures, enterprise database, web portal, member services, national team services, athlete services, swim meet services, and local club services. Assess each of these components in terms of their anticipated outcome specification uncertainty. Briefly justify your assessment of each component.

2.   Table 4 from the case describes the project team. Instead of this structure, it would be far better to have a project team comprised of both USAS and Statera personnel and a project steering committee. Who should be on the project steering committee (you can if you wish to identify roles not mentioned in the case)? Be sure to identify your project steering committee members, justifying the selection of each member. Who should be the project manager (you may decide on a single project manager or co-project manager)? Justify your selection.

3.   This project is far too complex to implement as a single, large project. The first question decomposed the project into a more manageable set of subprojects. Recommend a project plan that indicates the sequence in which these subprojects are to be undertaken. Allow for the possibility of subprojects occurring in parallel and to account for dependencies between subprojects; e.g., subproject C should not begin before subproject A has been completed. Your plan should strive to accomplish the overall project in a reasonable time and at a reasonable cost while meeting the needs of all stakeholders. Explain and justify your plan.

Appendices

1. Curriculum Map

Appendix 1: Curriculum Map

MBA Curriculum Map – Fall 2016 to Fall 2020

Learning Objectives	Goal 1	Goal 2	Goal 3		Goal 4		Goal 5		
	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
FIN 6020 Finance						X			
ECON 6050 Analytical Decision Making						X			
MKT 6100 Marketing				X		X			
BMGT 6200 Organizational Leadership	X	X	X			X	X	X	X
DS 6220 Information Technology		X							
BMGT 6950 Business Strategy	X		X			X	X	X	X