

Bethel University
MBA
Departmental/Program Assessment Report

Program Outcomes:

What should students in your program “look like” upon graduation? What is your timeline for assessment?

Year Assessed	Program Outcome
2019	1. Students will integrate leadership theory, scholarship, and practice with developmental self-awareness.
2019	2. Students will develop effective tactical and strategic goals that are informed by the responsible evaluation of available leadership possibilities.
2019	3. Students will respond to leadership dilemmas in a manner consistent with Christian ethical principles.
2021	4. Students will prioritize relevant internal and external factors that affect business decision-making.
2020	5. Students will create evidence-based solutions to business challenges and opportunities.
2020	6. Students will analyze the complex relationship between local business conditions and the global commercial environment.
2021	7. Students will apply effective leadership and collaboration strategies to virtual and culturally diverse environments.
2021	8a. (Management) Students will evaluate operational efficiency through an analysis of internal data.
2020	8b. (Finance) Students will make effective business decisions informed by a synthesis of financial data.
2020	8c. (Healthcare Administration) Students will apply administration techniques that support operational effectiveness and efficiency in the healthcare setting.
2020	8d. (Strategy & Execution) Students will adapt business strategies to account for international and cultural differences.
2022	8e. (MITx concentrations)

Did your department make any changes to your program outcomes? **Yes**

No

If yes, describe the changes you made and why you made them.

- In previous years, the first five of eight MBA outcomes were shared with the MA Strategic Leadership program, which meant that only three outcomes were specific to the MBA program. In the new program outcomes (listed above), the first three outcomes are shared with MASL and the remaining five are strictly for MBA. The eighth outcome now varies by concentration.
- With TLT’s cooperation, the new outcomes and measures were created in such a way as to ensure complete alignment between assignments, course outcomes, and program outcomes.
- Rubrics were revised to allow data on measures to be automatically collected and reported to the program director twice yearly. This collection/reporting process began in June, 2019.
- The MBA program began re-design in July 2019 and will continue into this year, especially with delays due to Covid-19. This effort will ensure the alignment of assignments with both course and program outcomes.
- Also, we are transition from the Global Management concentration due to enrollment to four new MITx concentrations.

Measuring Outcomes:

How do you know that students in your program have the knowledge, skills, and values that you expect them to have upon graduation? What evidence did you gather on whether your learners are meeting these outcomes? If you haven't gathered evidence for an outcome, how do you plan to measure it in the future?

Learning Outcome	Measures	D/I	Benchmarks (if applicable)
1. Students will integrate leadership theory, scholarship, and practice with developmental self-awareness.	a) LEAD611 Final Paper	D	a) 90% of students should score 84% or better
	b) LEAD641 Individual Change Plan	D	b) 90% of students should score 84% or better
2. Students will develop effective tactical and strategic goals that are informed by the responsible evaluation of available leadership possibilities.	a) BUSN625 Integrative Paper	D	a) 90% of students should score 84% or better
	b) BUSN645 Integrative Reflection Paper	D	b) 90% of students should score 84% or better
3. Students will respond to leadership dilemmas in a manner consistent with Christian ethical principles.	a) LEAD621 Personal Worldview Paper	D	90% of students should score 84% or better
	b) Peregrine Outbound Exam - Business Ethics Section	D	b) Aggregate student score will be 57% or better
4. Students will prioritize relevant internal and external factors that affect business decision-making.	a) BUSN680 Integrative Technology Strategy Presentation	D	a) 90% of students should score 84% or better
	b) BUSN615 Final Paper	D	b) 90% of students should score 84% or better
5. Students will create evidence-based solutions to business challenges and opportunities.	a) ECON635 Case Analysis Paper	D	a) 90% of students should score 84% or better
	b) BUSN680 Strategy Execution Reflection Paper	D	b) 90% of students should score 84% or better
6. Students will analyze the complex relationship between local business conditions and the global commercial environment.	a) BUSN680 Strategy Execution Reflection Paper	D	a) 90% of students should score 84% or better
	b) BUSN645 International Marketing Trend Analysis	D	b) 90% of students should score 84% or better.

7. Students will apply effective leadership and collaboration strategies to virtual and culturally diverse environments.	a) Peregrine Outbound Exam – Global Dimension of Business section	D	a) Aggregate student score will be 57% or better
8.a. (Management) Students will evaluate operational efficiency through an analysis of internal data.	a) BUSN660 Final Presentation b) Peregrine Outbound Exam – Total Aggregate Score	D D	a) 90% of students should score 84% or better. b) Aggregate student score will be xx% or better.
8.b. (Finance) Students will make effective business decisions informed by a synthesis of financial data.	a) BUSN625 Drivers of Industry Case Analysis b) BUSN627 Journal Final Reflection c) Peregrine Outbound Exam – Finance section	D D D	a) 90% of students should score 84% or better. b) 90% of students should score 84% or better. c) Aggregate student score will be 51% or better.
8.c. (Healthcare Administration) Students will apply administration techniques that support operational effectiveness and efficiency in the healthcare setting.	a) HCAM605 Final Paper b) HCAM615 Business Plan	D D	a) 90% of students should score 84% or better. b) 90% of students should score 84% or better.
8.d. (Strategy & Execution) Students will adapt business strategies to account for international and cultural differences.	a) BUSN641 Competitive Dynamics Analysis Paper b) BUSN642 Integrative Idea Presentation c) Peregrine Outbound Exam – Business Integration and Strategic Management section	D D D	a) 90% of students should score 84% or better. b) 90% of students should score 84% or better. c) Aggregate student score will be 65% or better.

D – Direct Measure/I – Indirect Measure

Program Curriculum Map

Include Your Department's Curriculum Map (Map of outcomes to courses in the major). Cut and paste it, attach, or transfer to format below.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8 a	PO 8b	PO 8c	PO 8d
BUSN605		X	X		M			X			
BUSN615		X	X	M	X		M				
BUSN625		X		X			X		M		
BUSN627		X		X	X	X	X		M		
BUSN641	X	X		X	X	X					M
BUSN642		X	X	X	X	X					M
BUSN643	X	X			X		X				X
BUSN645		X	M	X	X	M					
BUSN652		X			X	X	X		M		
BUSN660	X	X	X	X	X			M			
BUSN680		X	M	M	M	M	M	X			
ECON635		X		X	M	X	X	X	X		X
HCAM600		X		X	X		A			X	
HCAM605		X		X	X					M	
HCAM610		X	X	X	X					X	
HCAM615		X		X	X					M	
LEAD611	X	X	X								
LEAD621	X	X	M								
LEAD641	X	X	X								
LEAD651	M	X									
LEAD671											
LEAD651											
LEAD795	X		X	X	X						

Optional Marking Systems: X = indicates Learning Goal/program outcome addressed in course/I = Introduced E = Emphasized R = Revisited M = Mastery Measured

Evaluation of Results:

Evaluate the assessment results. How are your students doing on each of the outcomes? What are the strengths and weaknesses that have been revealed by the assessment data?

Program Outcome	Measures	Benchmarks (if applicable)	Results	Actions Taken
4. Students will prioritize relevant internal and external factors that affect business decision-making.	a) BUSN680 Integrative Technology Strategy Presentation b) BUSN615 Final Paper	a) 90% of students should score 84% or better b) 90% of students should score 84% or better		2021
5. Students will create evidence-based solutions to business challenges and opportunities.	a) ECON635 Case Analysis Paper b) BUSN680 Strategy Execution Reflection Paper	a) 90% of students should score 84% or better b) 90% of students should score 84% or better	100%	100% of students scored 85 and above Data not captured yet
6. Students will analyze the complex relationship between local business conditions and the global commercial environment.	a) BUSN680 Strategy Execution Reflection Paper b) BUSN645 International Marketing Trend Analysis	a) 90% of students should score 84% or better b) 90% of students should score 84% or better.	100%	100% of students scored 95 or above Data not captured yet
7. Students will apply effective leadership and collaboration strategies to virtual and culturally diverse environments.	a) Peregrine Outbound Exam – Global Dimension of Business section	a) Aggregate student score will be 57% or better		2021
8.a. (Management) Students will evaluate operational efficiency through an analysis of internal data.	a) BUSN660 Final Presentation b) Peregrine Outbound Exam –	a) 90% of students should score 84% or better.		2021

	Total Aggregate Score	b) Aggregate student score will be xx% or better.		
8.b. (Finance) Students will make effective business decisions informed by a synthesis of financial data.	a) BUSN625 Drivers of Industry Case Analysis b) BUSN627 Journal Final Reflection c) Peregrine Outbound Exam – Finance section	a) 90% of students should score 84% or better. b) 90% of students should score 84% or better. c) Aggregate student score will be 51% or better.	100%	90% of students scored 90 and above Data not captured yet Attained 68.5 for pre-test and 73.2 for post-test
8.c. (Healthcare Administration) Students will apply administration techniques that support operational effectiveness and efficiency in the healthcare setting.	a) HCAM605 Final Paper b) HCAM615 Business Plan	a) 90% of students should score 84% or better. b) 90% of students should score 84% or better.	83%	This is a new progressive concentration so the course was small. This was the first year for this measure and the benchmark was set arbitrarily. I believe the benchmark is good and we had one student who struggled in the course. Data not captured yet
8.d. (Strategy & Execution) Students will adapt business strategies to account for international and cultural differences.	a) BUSN641 Competitive Dynamics Analysis Paper b) BUSN642 Integrative Idea Presentation c) Peregrine Outbound Exam – Business Integration and Strategic	a) 90% of students should score 84% or better. b) 90% of students should score 84% or better. c) Aggregate student score will be 65% or better.	100% 100%	Data not captured yet Data not captured yet Attained pre-test was 57.8 and post-test was 80.6

	Management section			
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Department Discussions about Student Learning:

In this academic year, the department has taken time to discuss student learning (e.g., assessment data, how students perform on critical assignments, or the quality of student writing):

Never **annually** once a term once a month more frequently

What have been some of the main revelations from these discussions?

- A single direct measure was not accurately measuring student learning for a given outcome so this past year we used multiple direct measures to assess each program outcome. But we are still collecting data on some of the double measures.
- The assignment we used in the past to measure program outcome 5 (effective communication) was not specific enough. The rubric included all aspects of the assignment. This year specific categories in rubrics were used to assess both written and presentation skills across multiple assignments.
- The end-of-program survey was updated to allow students to self-assess their ability in terms of the new program outcomes.

Improvements seen from previous implemented actions:

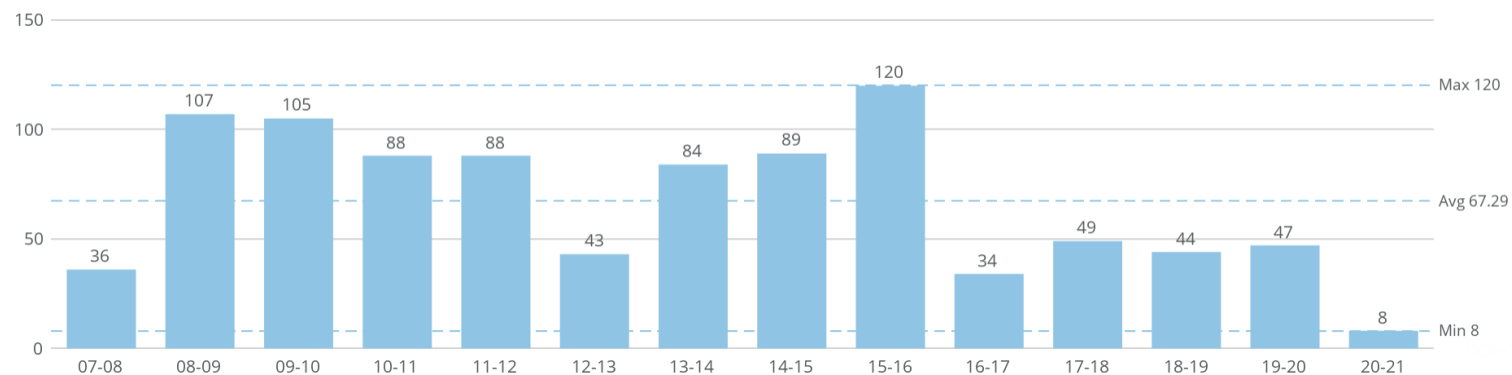
If you have made curricular or program changes in the past based on assessment results, what impact have you seen due to these changes?

Comments:

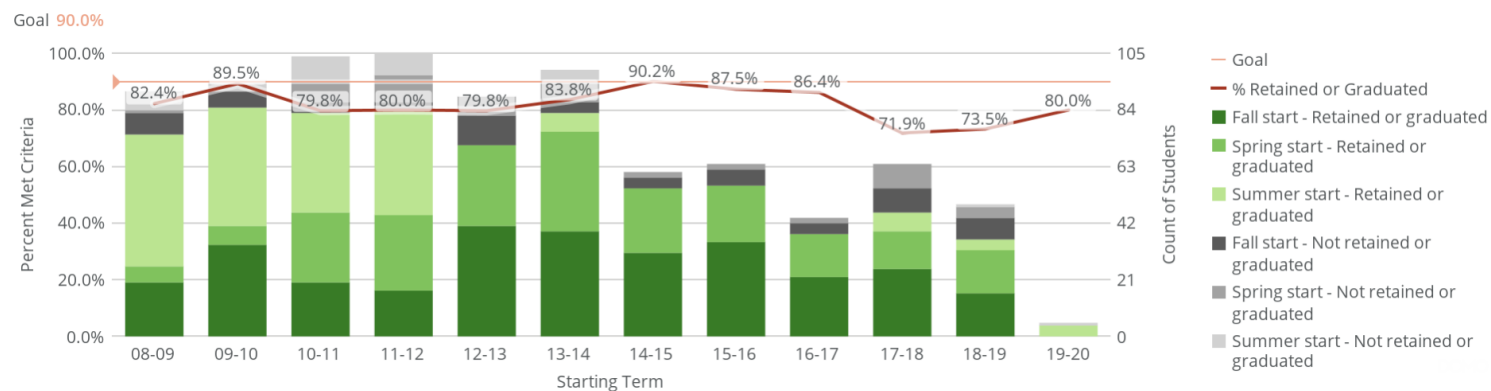
- The biggest improvements were the program director's understanding of program outcomes and corresponding measures, gleaned through work on ACBSP accreditation, and collaboration with both the C/S/G Assessment Committee, and TLT. This year we now have new and better program outcomes, and improved ways to measure them.

Graduation and Retention Data

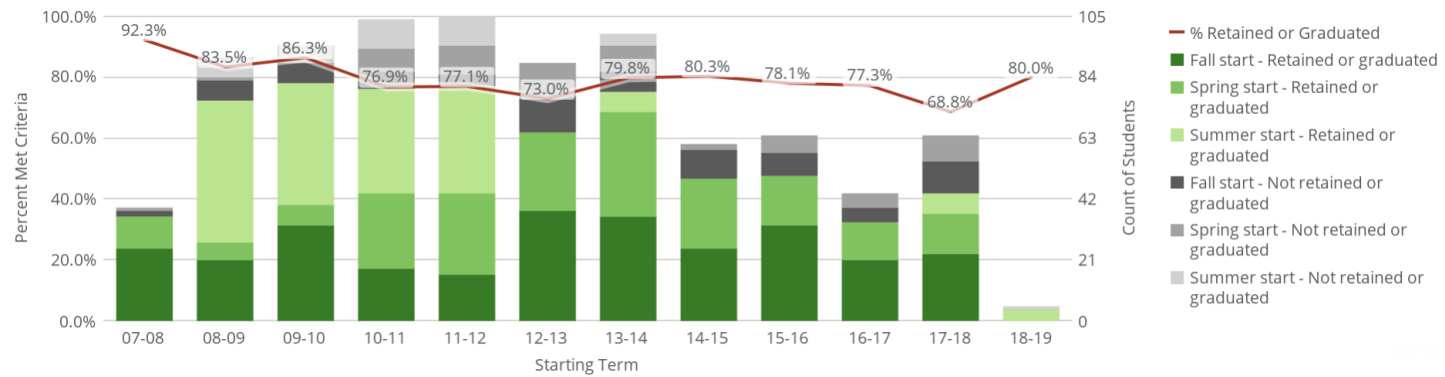
Graduates - MBA



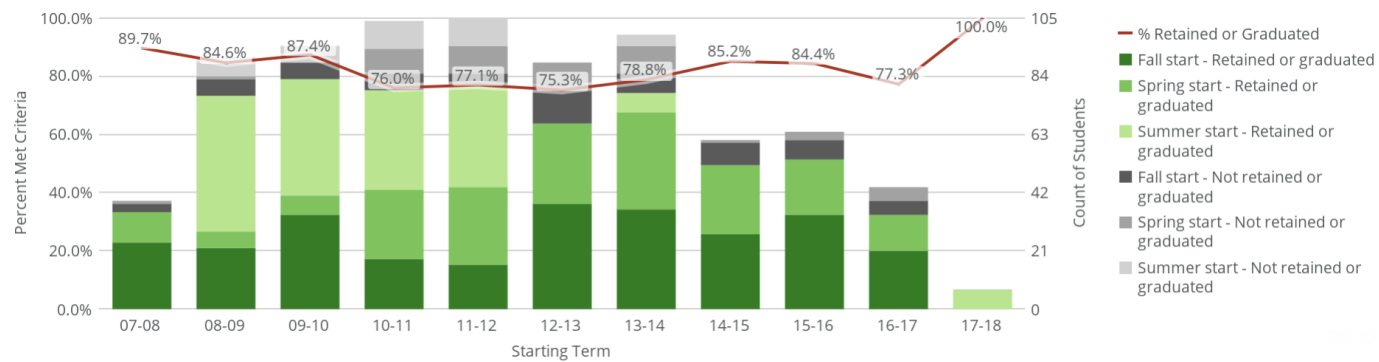
1-Yr Retention - MBA



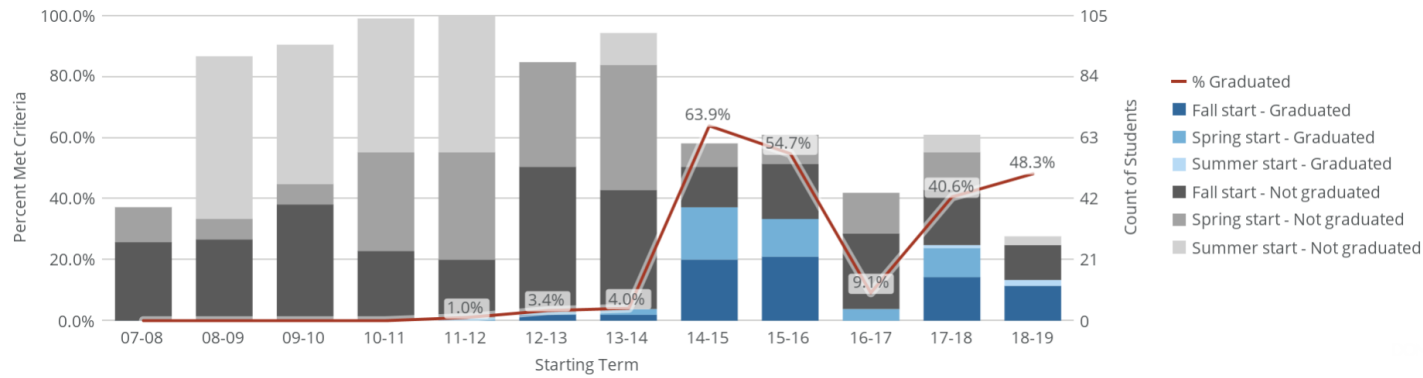
2-Yr Retention - MBA



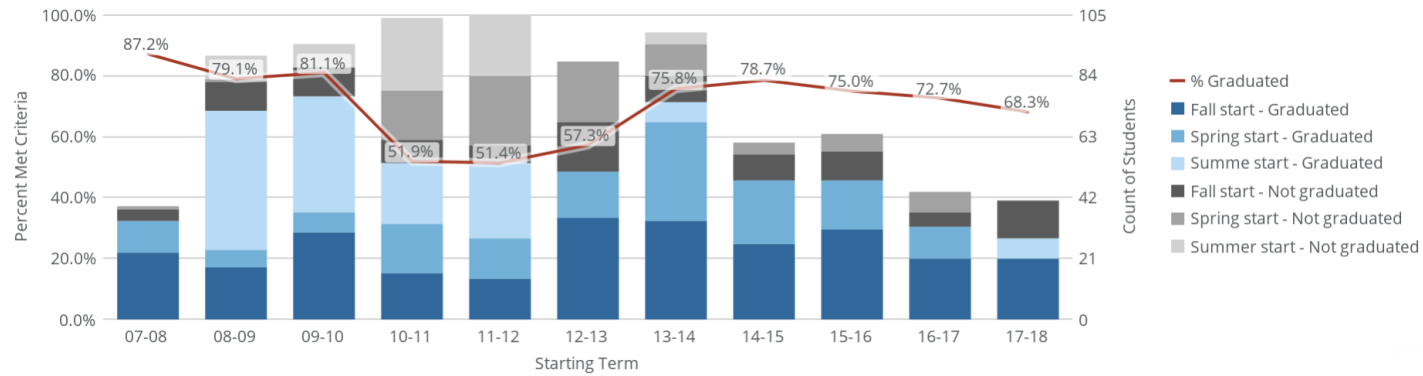
3-Yr Retention - MBA



2-Yr Graduation - MBA



3-Yr Graduation - MBA



6-Yr Graduation - MBA

