



TRANSPARENCY AT EXCELSIOR

FY2022

Master of Business Administration

Program Educational Objectives

As an Excelsior University Master's level business graduate, within a few years of graduation, you are expected to:

1. Design, implement, and evaluate the efficacy of solutions for complex business problems.
2. Engage in life-long learning for professional, career, and personal development.
3. Lead and work effectively and efficiently in diverse team settings and maintain a high level of performance in a professional business environment.
4. Communicate effectively and efficiently to various audiences in a timely and professional manner.
5. Demonstrate leadership and initiative to ethically advance organizational goals and objectives.
6. Demonstrate adaptability, leadership, mentoring skills, and management in one's chosen career.

Program / Student Learning Outcomes: What Will I Learn?

Select an outcome statement to see the related measures and results.

Graduates of the Master of Business Administration will be able to:

1. Prepare and deliver effective written and oral communications to shape organizational culture, resolve conflict, and relay information to diverse audiences.
2. Apply quantitative and qualitative business analysis techniques to solve problems and support management and strategic level decisions.
3. Demonstrate transformational leadership skills through the ability to set direction and work with multiple constituencies with divergent needs including ethical obligations and social responsibility.
4. Develop an action plan to continuously improve and update one's knowledge and skills in strategic leadership.
5. Recognize problems in business settings and propose solutions with a team of colleagues.
6. Analyze complexity, interdependency, change, and opportunities for organizations, including setting direction, aligning and motivating employees.
7. Appraise risk and develop entrepreneurial solutions for sustainable innovation that delivers economic and social value.
8. Evaluate how global environments impact changing business practice.
9. Analyze cultural differences and how these differences affect best practices in management.
10. Integrate empirical research and management theories for the purpose of strategic planning for profitability, including times of economic recession.

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Assessment Methodology




Metrics, Assessments, and Levels of Achievement

The table below provides a brief overview of the measures selected to assess program outcomes for the Masters in Business Administration program. Assessment of program/student outcomes includes both direct and indirect measures. Benchmarks have been established to differentiate between three levels of program outcome achievement (highly achieved, meets standard, and needs improvement). These three levels of achievement are color coded and used in the section below to indicate the level of achievement for each measure, for each learning outcome.

Metric Type	Direct Measures		Indirect Measures	
Assessments	Capstone Course	Course-Embedded	Exit Alumni Survey	One-Year Post-graduation Alumni Survey
Metrics	The percentage of the BUS 699 students who receive a rating of satisfactory or higher on the given rubric criteria aligned with the respective program outcome.	The percentage of the students who receive a grade of B or higher on two selected course embedded assessments.	The mean of the graduates' perceptions of their achievement of the related program outcomes (on a 6-pt Likert-type scale).	The mean of the graduates' perceptions of their achievement of the related program outcomes (on a 6-pt Likert-type scale).
Highly Achieved	≥ 90%		Mean ≥ 5%	
Meets Standard	80 - 89%		4.0 - 4.99	
Needs Improvement	< 80%		Mean < 4	

Note: The results of the one-year post-graduation survey are used as a reference to provide a longitudinal perspective on students' attainment of program (student) outcomes.

Key:

	Highly Achieved
	Meets Standard
	Needs Improvement

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Program/Student Outcome Achievement Results

May 2021 Term through March 2022 Term

Program (Student) Outcome		Direct Measure(s)			Indirect Measures	
1	Prepare and deliver effective written and oral communications to shape organizational culture, resolve conflict, and relay information to diverse audiences.	BUS 699 M7.4 (Oral) M8.4 (Written)	BUS 502 M7A1 Market Entry Analysis	BUS 520 M5.2 Individual Video Assignment	Exit Survey	One-Year Survey
		98% 98%	90%	98%	5.43	5.57
		n = 97 n = 99	n = 38	n = 52	n = 7	n = 7
2	Apply quantitative and qualitative business analysis techniques to solve problems and support management and strategic level decisions.	BUS 699 M8.4 Final Project	IND 503 M4.1 What will you do with the data?	BUS 500 M5A1 Investment Analysis: Part 2	Exit Survey	One-Year Survey
		99%	90%	98%	5.57	5.43
		n = 99	n = 78	n = 51	n = 7	n = 7
3	Demonstrate transformational leadership skills through the ability to set direction and work with multiple constituencies with divergent needs including ethical obligations and social responsibility.	BUS 699 M2.3 Case Study	BUS 502 M1A1 Paper	BUS 505 M8A5 Final Project	Exit Survey	One-Year Survey
		100%	82%	99%	5.71	5.43
		n = 93	n = 45	n = 68	n = 7	n = 7
4	Develop an action plan to continuously improve and update one's knowledge and skills in strategic leadership.	BUS 699 M1.4 Project M7 Case Study	IND 503 M4.4 Evolve: Professional Portfolio	BUS 505 M6A5 Final Project Milestone 2	Exit Survey	One-Year Survey
		88% 99%	100%	79%	5.71	5.43
		n = 99 n = 98	n = 75	n = 70	n = 7	n = 7
5	Recognize problems in business settings and propose solutions with a team of colleagues.	BUS 699 M4 Case Study	BUS 506 M8A1 Team Peer Review	BUS 570 M5A1 Case Study	Exit Survey	One-Year Survey
		100%	100%	96%	5.71	5.57
		n = 102	n = 74	n = 27	n = 7	n = 7
6	Analyze complexity, interdependency, change, and opportunities for organizations, including setting direction, aligning and motivating employees.	BUS 699 M3 Case Study	BUS 553 M5.4 The Issues at Facebook	BUS 506 M1A1 Short Paper: Elements of Marketing	Exit Survey	One-Year Survey
		99%	100%	92%	5.71	5.43
		n = 97	n = 12	n = 72	n = 7	n = 7
7	Appraise risk and develop entrepreneurial solutions for sustainable innovation that delivers economic and social value.	BUS 699 M5 Case Study	BUS 506 M3A1 Consumer & Business Markets	BUS 520 M7.2 Operations Risk Management Plan	Exit Survey	One-Year Survey

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Program (Student) Outcome		Direct Measure(s)			Indirect Measures	
		99%	82%	96%	5.57	5.00
		n = 104	n = 73	n = 49	n = 7	n = 7
8	Evaluate how global environments impact changing business practice.	BUS 699 M3 Case Study M6.4 Project	BUS 502 M7A1 Market Entry Analysis	BUS 502 M4A2 SWOT Analysis	Exit Survey	One-Year Survey
		99%	90%	90%	5.57	5.14
		95%				
		n = 97 n = 101	n = 38	n = 38	n = 7	n = 7
9	Analyze cultural differences and how these differences affect best practices in management.	BUS 699 M6 Case Study M6.4 Project	BUS 553 M7.5 Managing a Cross- Cultural Team	BUS 530 M6A1 Case Study	Exit Survey	One-Year Survey
		100%	89%	100%	5.71	5.57
		96%				
		n = 102 n = 101	n = 9	n = 56	n = 7	n = 7
10	Integrate empirical research and management theories for the purpose of strategic planning for profitability, including times of economic recession.	BUS 699 M1.4 Project Topic Selection	ECO 508 M8A2 Competitive Impact Summary	ECO 508 M8D1 Something is Brewing	Exit Survey	One-Year Survey
		78%	100%	87%	5.57	5.00
		n = 99	n = 28	n = 15	n = 7	n = 7