

The University of New York in Prague



Outcomes Assessment Report – UNYP’s MBA Programs

October 2015

Excellence in business education is evaluated through the assessment of the academic business unit’s mission and broad-based goals, student learning outcomes, and operational outcomes. This is a continuous quality improvement program. UNYP developed its assessments in partnership with *The International Assembly for Collegiate Business Education* (IACBE).

Master of Business Administration (MBA)

Intended Student Learning Outcomes

1. Students will be able to demonstrate skills in problem recognition.
2. Students will be able to demonstrate an understanding of the process for solving business problems and making sound business decisions.
3. Students will be able to perform a strategic analysis from a multi-disciplinary perspective, synthesize information and produce a congruent plan of action.
4. Students will be able to identify ethical issues and apply standards of ethical behavior to business decisions.
5. Students will be able to use suitable quantitative methods as tools of effective management.
6. Students will be able to write and orally present ideas persuasively and effectively in business English.
7. Students will be able to demonstrate well-developed organizational and teamwork skills suitable to a multi-cultural environment.

Measures and Assessment Criteria

Consultancy Project (Direct Measure)

The consultancy project is a comprehensive and applied project. It is used to assess student **learning outcomes 1, 2, 3, 4 and 6**. This includes students' problem recognition skills, ability to solve business problems and make sound business decisions, ability to perform strategic analysis, ability to apply standards of ethical behavior to business decisions, and the ability to write and present ideas persuasively and effectively in business English. It is expected that each MBA student would achieve a score of at least 3.5 (out of 5) on problem recognition (learning outcome 1) and all students receive an average of at least 3.5 (out of 5) on the other categories (linked to learning outcomes 2, 3, 4 and 6 respectively).

Results

Student Learning Outcomes	Expected Result (Average)	Actual Result
Learning Outcome 1 Problem Recognition	3.5	4.4
Learning Outcome 2 Problem Solving	3.5	4.3
Learning Outcome 3 Strategic Analysis	3.5	4.0
Learning Outcome 4 Ethical Standards	3.5	4.0
Learning Outcome 5 Quantitative Tools	3.5	4.3
Learning Outcome 6 Communications Skills	3.5	3.9

Three MBA students again did not achieve 3.5 related to Problem Recognition. All averages were above the targets; therefore the targets were substantially met. For problem recognition, the target is not met. To improve this situation, UNYP added an overall mentor to the Consultancy Project in the 2014/2015 academic year in order to identify issues earlier in the process. Note that the goal for problem recognition is 100% meeting standard.

Entrepreneurial Business Plan (Direct Measure)

The Entrepreneurial Business Plan is a comprehensive project. Working in groups, students provide both a written report and an oral presentation. It is used to assess **student learning outcomes 1, 3, 4, 5 and 6**. This includes students' ability to perform strategic analysis, ability to use suitable quantitative methods and ability to write and orally present ideas persuasively and effectively in business English.

Measures and Assessment Criteria

In the core course of Entrepreneurship, students perform a business analysis, write a business plan, and present the plan as though they are seeking funding. These processes were evaluated for measurement of learning outcomes 1, 3, 4, 5 and 6.

As a group, students will average 7 (out of 10) or higher on elements linked to learning outcomes 1, 3 and 4. Students will be able to perform a strategic analysis from a multi-disciplinary perspective, synthesize information and produce a congruent plan of action.

As a group, students will average 7 (out of 10) or higher on elements linked to learning outcome 5. Students will be able to use suitable quantitative methods as tools of effective management.

As a group, students will average 6 (out of 10) or higher on elements linked to learning outcome 6. Students will be able to write and orally present ideas persuasively and effectively in business English.

Results

Outcomes	#1	#3	#4	#5	#6
	Problem Recognition	Business Analysis	Quantitative Skills	Business Plan (Written)	Business Plan (Presentation)
Average					
MBA cohort	5.4	5.4	5.4	5.5	6.6

Targets were not met in areas related to Learning Outcomes 1, 3, 4 and 5. The target was met for Learning Outcome 6. The evaluation rubric used in the current academic year was much more detailed than the one used in the past. It appears, in retrospect, that the measurement criteria used by the evaluators established 5.0 as the average expected result. The evaluations were significantly lower than that for the 2013/2014 academic year (range of 7.7 – 8.5). We see no other significant differences in the quality of MBA cohorts year to year. New, clearer rubrics will be employed or target levels re-evaluated for the 2015/2016 academic year.

Peer Teamwork Assessment (Direct Measure)

The Peer Teamwork Evaluation was designed to help identify individual contributions in the Project Management Course for **student learning outcome 7**. The evaluation is meant to provide a non-confrontational method for students to help teammates establish their strong and weak points.

The Peer Teamwork Evaluation will average 7.0/10.0 for MBA students.

Results

MBA students averaged 6.1 out of 10.0 on the Peer Teamwork Evaluation in the 2014/15 academic year. The target was not met.

Student course evaluations: content and instruction for each class (Indirect Measure)

Measures and Assessment Criteria

Student course evaluations will average a 5.0/7.0 on all content areas with an average of 4.0/5.0 for the overall course evaluation.

Results

MBA Course Evaluations 2014/2015 - Averages	
1. Instructor's Oral Presentation was: Very ineffective (1) - Very effective (7)	6.2
2. Stimulates interest in the course & motivates students to learn? Very de-motivating (1) - Very motivating (7)	6.1
3. The Instructor handles students' questions: Very unsatisfactorily (1) - Very satisfactorily (7)	6.1
4. Is well prepared for class and competent in the subject matter? Poorly prepared and not confident (1) - Very prepared and very confident (7)	6.3
5. Brings current examples/case studies to illustrate? Not current (1)- Very current (7)	6.0
8. Thoroughly explains the assignments and the outcomes required? Not clearly explained (1) - Very clearly explained (7)	5.9
A. Overall, this is an excellent course: Strongly disagree (1) - Strongly agree (5)	4.2

Fourteen MBA sections were run in the 2014/2015 academic year. The course average for student evaluations was at least 5.9 in each content area. The overall course evaluation average was 4.2 in this year. Therefore the targets for this measure are met.

Student course evaluations: content and instruction for each class (Indirect Measure)

Measures and Assessment Criteria

The student course evaluations are also used to individually assess intended student learning outcome 4 on knowledge of the ethical obligations of business. The MBA course Legal and Ethical Decision-Making is used for this purpose. All sections of the course are averaged.

The Legal and Ethical Decision-Making Course is evaluated at a minimum 4.0 (out of 5) on overall value.

Results

A. Overall, this is an excellent course: Strongly disagree (1) - Strongly agree (5)	4.2
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Student exit survey (Indirect Measure)

Measures and Assessment Criteria

The graduating student exit survey is given out each year to graduates. Data from this survey is maintained by the IT department. Scores of 6 or higher indicate 'satisfied or very satisfied'.

Survey result of 6.0 (out of 10) for curriculum, goal achievement and career development areas. Scores of 6 or higher indicate 'satisfied or very satisfied'.

Results

Question #. Subject	Scores
1. Curriculum of your Program/Major	7.5
4. Your education will help you meet your goals	7.7
Graduates (MBA)	23

The targets were met.

Student Exit Survey (Indirect Measure)

For other indirect measures covering intended student learning outcomes 2, 3, 6, and 7 UNYP uses the graduating senior Exit Survey. Note that some of these same measures are currently also used as operational outcomes assessments.

Measures and Assessment Criteria

80% of MBA graduates will identify positive improvements in each skill area as graduating seniors (measured in the Exit Survey).
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Results

ISLO	Skill Improvement by area for 2014/2015 Business Graduates	
2	Problem Solving Skills	84.2%
3	Research and Analysis Skills	94.7%
6	Overall Communications Skills	89.5%
6	Writing Skill	89.5%
7	Thinking and Working Globally	84.2%
7	Ability to Work in Teams	84.2%

The targets have been met.

The Department of Business Administration at UNYP

Intended Operational Outcomes – MBA Programs

1. The academic programs offered by the Business Department will be current, relevant and meet the needs of business.
2. Students in the Business Department will graduate in a timely manner.
3. Faculty members in the Business Department will be qualified in their teaching disciplines.
4. Full-time faculty members in the Business Department will be engaged in appropriate scholarly and/or professional activities on an annual basis.
5. The Business Department will be successful in providing high-quality instruction to its students.
6. The Business Department will be successful in providing effective academic advising to its students.

Intended Operational Outcome #1:

UNYP did not run an MBA alumni survey for operational issues in 2014/2015. It was last run in 2013. For the current academic year we are measuring using data obtained from the Exit Survey for MBA students.

Measures and Assessment Criteria

80% of MBA graduates will identify positive improvements in each skill area as measured in the Exit Survey.

Results

Skill Improvement by area for 2014/2015 Business Graduates	
Problem Solving Skills	84.2%
Research and Analysis Skills	94.7%
Overall Communications Skills	89.5%
Ability to Work in Teams	84.2%

The targets have been met.

Intended Operational Outcome #2:

Students in the Business Department will graduate in a timely manner.

Measures and Assessment Criteria

The Business Department will have will have a timely student graduation rate of at least 70% in the MBA. (Less than 30 months)

Results

MBA Graduates & Dismissed 2014/2015		
Within Standard	16	69.6%
Less than 30 months	1	4.3%
Less than 40 months	1	4.3%
Longer than 40 months	5	21.7%
Dismissed from Program	0	0.0%
Total	23	100.0%

Within the standard program length of 20-22 calendar months, the data indicate that **73.9%** of students graduated on time or within 30 months.

The target has been met.

Intended Operational Outcome #3:

Faculty members in the Business Department will be qualified in their teaching disciplines.

Measures and Assessment

At least 90% of the schools full-time and adjunct faculty members will be either doctorally or professionally qualified to teach in their respective discipline areas.

Results

In the Business Department 47 out of 47 instructors are doctorally or professionally qualified. In terms of instructors that is **100%**. In terms of student contact hours **100%** of hours were taught by doctorally or professionally qualified instructors. At the MBA level **100%** of student contact hours are taught by doctorally or professionally qualified instructors. The standards for qualifications are set by IACBE. The target is met.

Intended Operational Outcome #4:

Full-time faculty members in the Business Department will be engaged in appropriate scholarly and/or professional activities on an annual basis.

Measures and Assessment Criteria

At least 50% of the Business Department full-time faculty members will engage in relevant discipline development or instructional development activities each year.

Results

Among the Business Administration Department's instructional staff, **70%** of the full-time faculty were engaged in relevant development in the 2014/2015 academic year.

Intended Operational Outcome #5:

The Business Department will be successful in providing high-quality instruction to its students.

Measures and Assessment Criteria

On the exit survey, at least 80% of graduating students will indicate that they were “satisfied” or “very satisfied” with the teaching of their professors. Scores of 6 or higher indicates ‘satisfied’ or ‘very satisfied’.

On peer/chair/director teaching observations, at least 80% of faculty will be rated as “done very well” for 75% of the observed variables.

Results

Data from the exit survey are maintained by the IT department and made available to Academic Management.

The MBA intake was reduced to one cohort in the reporting year. In the 2014/2015 academic year, 10 MBA instructors were evaluated. Of them, 8 or **80%** were rated as ‘Done very well’ for at least 75% of the observed variables. Note that peer-to-peer evaluations are confidential between the Graduate Business Programs Manager, the Evaluator and the Instructor. Individual names are not shown, but individual scores are shown. The MBA manager used an older, but more comprehensive, format for these evaluations.

Question #. Subject	Scores	%
5. Instructors	7.5	
Scores of 6 - 10		84.2%

The target has been met.

Peer to Peer Evaluations 2014/2015 Academic year MBA Program			
Instructor	Observed	Done Very Well	Percent
#1	31	22	71.0%
#2	30	30	100.0%
#3	31	29	93.5%
#4	30	29	96.7%
#5	31	29	93.5%
#6	29	26	89.7%
#7	31	26	83.9%
#8	31	29	93.5%
#9	27	21	77.8%
#10	27	17	63.0%
Total	298	258	86.6%

The targets were met.

Intended Operational Outcome #6:

The Business Department will be successful in providing effective academic advising to its students.

Measures and Assessment Criteria

Data from the exit survey are maintained by the IT department and made available to Academic Management.

On the exit survey, at least 80% of graduating students will indicate that they were “satisfied” or “very satisfied” with their academic advising. Scores of 6 or higher indicate ‘satisfied’ or very ‘satisfied’.

Results

Question #. Subject	Scores	%
8. Academic Advising	7.0	
Scores of 6 - 10		73.7%

The target has not been met.