ASSESSMENT PLAN
GRADUATE PROGRAMING -- MASTER OF MANAGEMENT

The Master of Management program contributes to the fulfillment of the University’s mission by providing opportunities for graduate education in business. It contributes to the mission of the College of Business and Economics by providing management focused graduate study opportunities in the St. Croix Valley region, primarily to adult students who are employed full-time. The Master of Management degree requires a foundation in the business functional areas similar to other MBA and General Management Master’s Programs.

The Master of Management curriculum provides for enhanced development of business knowledge in the business functional areas with an emphasis in management. The Director of the Master of Management program is responsible for program assessment.

The Graduate Program Committee of the College of Business and Economics has identified four competencies associated with effective management that serve as program objectives.

**Competencies:** The Master of Management required curriculum ensures each student receives exposure to ethical, global, political, social, legal & regulatory, environmental, technological, and diversity issues. Four global competencies have been identified that encompass these, along with discipline focuses outcomes:

1. Students will be able to apply management, marketing, finance, and communication principles in the organization’s decision making process.
2. Students will be able to apply appropriate research and statistical procedures in the organization’s decision making process.
3. Students will be able to apply effective human resource management and leadership principles in the organization’s decision making process
4. Students will be able to apply an understanding of ethical and legal frameworks in the organization’s decision making process.

In addition the CBE requires each student to demonstrate effective written and oral communication skills and information acquisition and use skills. The effectiveness of these skills is measured with instructor evaluation of objective achievement. Specific definitions of the perspectives and skills are given in Appendix J.

The program competencies, course objectives, perspectives and skills are discussed with students at the program orientation sessions. They are listed on the Master of Management web site and are part of the program promotion efforts. The course objectives, perspective coverage, and skills covered are listed on the syllabus for each course. Course level acquisition and demonstration is part of the course assessment process that is conducted almost every time the required courses are offered.

*Master of Management Assessment Methods:* Assessment processes are in place to provide feedback related to program competencies, course objectives, and perspectives. A mix of assessment activities is used for each [Table 3].
### TABLE 3: Master of Management Assessment Activities

<table>
<thead>
<tr>
<th>Assessment Methods</th>
<th>Administration Facilitation</th>
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<tbody>
<tr>
<td>Program Competencies</td>
<td>Director of Master of Management</td>
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<tr>
<td>• Exit Interviews</td>
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<td>• Practicum paper &amp; presentation</td>
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<td>• Alumni Survey</td>
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<td>• Employer Practicum Feedback</td>
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<td>Course Objectives</td>
<td>Director of Master of Management</td>
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<td>• Course Survey</td>
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<td>• Exit Survey</td>
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<td>• Alumni Survey</td>
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<td>• Instructor Evaluation</td>
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<td>• Student Evaluation</td>
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<td>Perspectives</td>
<td>Director of Master of Management</td>
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<tr>
<td>• Course Syllabus</td>
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<td>• Exit Survey</td>
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<td>• Course Assessment</td>
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</table>

A key direct measure is course embedded assessment. Each course in the program has objectives established [Appendix K]. These are measured by the faculty member teaching the course. A report that identifies the goals adopted in support of the objective, the assessment measures used, and how effective the outcomes were achieved is submitted to the Master of Management Director.

Perspectives and skills coverage in the Master of Management program is measured by relative coverage of the perspectives and skills. Moderate refers to most of a week and major refers to at least a week spent on the specific perspective or skill. Courses with a (*) are the courses for which specific instructor assessment of the skill or perspective is conducted on a regular basis. Appendix L gives a summary of the required courses that focus on the perspectives and skills.

Appendix J contains an overview and frequency of assessment within the program.

**Course-based objectives**: Each course in the Masters of Management program has objectives that relate to the program competencies and perspectives (Appendix K). These are assessed at the course level.

Course-based assessment will be conducted every two years by course instructors. The completed forms are submitted to the Director of the Master of Management program. A report based on this feedback will be presented to the Graduate Committee and the CBE Assessment Committee.

**Practicum Paper and Presentation**: Faculty review the practicum consistent with the content of the Practicum Assessment form [Appendix L].

**Exit Survey**: An exit survey is conducted by the Master in Management Program Chair. The survey is conducted with all graduating students [Appendix M].
APPENDIX A

Master of Management – Perspective & Skills Definitions

- Ethical Issues: Students will develop an awareness of the philosophical, rational basis for conduct concerning issues of fairness, justness, rightness, or wrongness of an action.

- Global Issues: Students will realize that today’s individuals and organizations operate in a global competitive environment and understand their place within the context of an increasingly integrated global, social, and business environment.

- Political Issues: Students will understand the interrelationships between people, organizations, and governments, and their effects on regulation and policymaking.

- Social Issues: Students will appreciate how social forces influence organizational behavior and individual actions.

- Legal and Regulatory Issues: Students will understand the formulation and implementation of business strategy within the context of a set of legal and regulatory constraints.

- Environmental Issues: Students will understand the formulation and implementation of business strategy within the context of concern for maintaining a balance between a healthy natural environment, the goals of the organization, and the needs of society.

- Technological Issues: Students will be aware of the effects of technology and technological innovation on individuals, business, and society.

- Impact of Diversity on Organizations: Students will recognize the effects of demographic diversity on the firm and its stakeholders. Students will acquire an empathic view of other cultures.

- Communication Skills: Students will develop the ability to communicate effectively in written and oral form.

- Information Acquisition and Use: Students will develop the ability to acquire and use information to formulate and implement organizational goals, including evaluating the quality of information sources and accessing information using modern technology.
### APPENDIX B

**Master of Management**

**Perspectives and Skills Coverage**

<table>
<thead>
<tr>
<th>Perspectives</th>
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<td>*Moderate</td>
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<tr>
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<td>Political</td>
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<td>Social</td>
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<td>Legal &amp; Reg.</td>
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<td>Impact Diversity</td>
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<td>Acquisition &amp; Use</td>
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## APPENDIX C

<table>
<thead>
<tr>
<th></th>
<th>Instructor Evaluation</th>
<th>Student Evaluation</th>
<th>Student teaching Evaluation</th>
<th>Practicum</th>
<th>Alumni Survey</th>
<th>Exit Interview</th>
<th>Employer/Organizational Survey **</th>
<th>Grad Committee review</th>
<th>Director Review</th>
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<td><strong>Perspectives</strong></td>
<td>every course</td>
<td>every course</td>
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<td>same years as course objectives</td>
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<td><strong>Skills</strong></td>
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<td>same years as course objectives</td>
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<td>annual review</td>
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APPENDIX D
MASTER OF MANAGEMENT - REQUIRED COURSE OBJECTIVES

Management 700: Organizational Theory & Behavior – Students will:

1. Learn the major theories of motivation.
2. Learn and gain an understanding of the impact of individual and group behaviors in the workplace.
3. Learn and gain an understanding of the impact of an organization’s culture.
4. Learn and gain an understanding of change, stress and employee well-being in the workplace.
5. Learn the concepts of Organizational design, structure, and strategy and their interrelationships.

Management 701: Leadership and Ethics -- Students will:

1. Demonstrate an understanding and appreciation of historical and current leadership theories.
2. Demonstrate an understanding and appreciation of ethical thinking, decision making and perspectives.
3. Apply, analyze, and evaluate leadership theories and approaches to case studies, video, and real life examples. Students will understand their own leadership preferences, competencies, and skills through completion of, and reflection upon, several questionnaires.
4. Acquire, apply, analyze, and evaluate key ethical concepts, theories, skills, and strategies, thereby becoming aware of their own ethical deficiencies (lack of knowledge and experience).
5. Demonstrate an awareness of and an action plan to expand their ethical capacity. (Analysis, synthesis, evaluation)

Management 702: Strategy & Marketing -- Students will:

1. Develop an understanding of the marketing management process and strategic planning for marketing.
2. Use an analytical process of assessing the marketing environment, marketing opportunities, competitive situation, and research needs of an organization.
3. Formulate a marketing strategy based on environmental opportunities and threats, the firm’s resources, corporate and business-unit strategies, and the need to attain competitive advantage.
4. Develop a strategic marketing plan.
5. Develop an awareness and understanding of the latest developments in marketing, such as the impact of technology, single-source marketing research, relationship marketing, and nontraditional media.
6. Recognize the major ethical issues raised in the development and implementation of marketing programs.

Management 703: Human Resource Management – Students will:

1. Demonstrate an understanding and knowledge about the attraction, selection, retention, development, and utilization of individuals in organizations.
2. Apply, analyze, and evaluate Human Resource Management material to case studies, video, and real life examples.
3. Practice team work skills by solving a “real-life” Human Resource issue by defining objectives, seeking out resources, synthesizing information, and presenting to the class.
4. Plan and actively negotiate a labor contract with a counterpart team.

Management 704: Employment and Labor Law – Students will be able to:

1. Discuss the basic topics covered in the course outline;
2. Read and identify basic elements present or absent in a sample collective bargaining agreement;
3. Read and identify basic elements present or absent in a sample employment agreement;
4. Analyze/evaluate a case in the topic area, identify and discuss the issues presented;
5. Cite and briefly discuss fundamental principles controlling the employment or collectively bargained relationship, including major federal laws
6. Read and identify basic elements present or absent in a sample contract;
7. Analyze/evaluate a case in the topic area, identify and discuss the issues presented;
8. Cite and briefly discuss fundamental principles that apply to the contractual relationship.

Management 705: Operations, Project, and Quality Management – Students will be able to:

1. Formulate an operations strategy consistent with given corporate strategy.
2. Demonstrate the basics of lean manufacturing.
3. Demonstrate the human side of project management.
4. Identify what work functions are necessary in order to make a project successful.
5. Demonstrate technical aspects of project management.
6. Articulate the managerial/philosophical issues associated with quality.
7. Demonstrate the technical aspects of quality management.

Management 706: Financial Management – Students will be able to:

1. Apply financial management theories and concepts through case analysis and use of financial tools including computer spreadsheets and financial calculators.
2. Evaluate financial performance of a firm, perform discounted cash flow analysis, retrieve financial information from Internet sources, and communicate the results effectively.
3. Understand financial statements, their interrelationships, and gain and ability to make quantitative/quantitative assessments.
4. Understand the application of the basic capital budgeting techniques and the estimation of project cash flows to evaluate alternative investment projects.
5. Identify the various sources and cost of capital available to the firms for investment analysis and decisions.
6. Understand how a company determines its optimal capital structure and capital budget.

Management 707: Communications for Effective Organizations – Students will be able to:

1. Recall and explain the following key organizational communication concepts and principles which provide the context for effective workplace communication:
   - Formal and informal communication networks, roles and rules
   - Models influencing organizational communication (e.g., classical, human relations, systems/contingency, cultural, learning, etc.
2. Interact effectively with people by using appropriate and strategic chosen communication styles
3. Give and receive oral feedback appropriately
4. Interact to increase communicators’ understanding of their multiple viewpoints and individualized meanings (i.e., demonstrate reflexive communication skills)
5. Will be able to identify major categories of nonverbal behavior and describe the consequences of common nonverbal behaviors for workplace interactions
6. Describing and identifying values associated with at the following cultural groups: men (Northern European background), women (Northern European background), African American, Native American, Latino, and Asian
7. Identifying verbal & nonverbal communication characteristics associated with the cultural groups listed above
8. Demonstrating the reflexive communication skills.
9. Identify barriers to effective listening
10. Identify strategies to improve listening for: information, critical evaluation, problem solving and relationship maintenance
11. apply strategies to improve listening for information, critical evaluation, problem solving and relationship maintenance
12. Identify and demonstrate verbal and nonverbal skills for effective participation in problem solving and decision making meetings
13. Identify and demonstrate verbal and nonverbal skills for effective leadership in problem solving and decision making meetings
14. Identify and demonstrate verbal and nonverbal skills for effective conflict management in problem solving and decision making meetings

Management 709: Statistics – Students will be able to:

1. Collect the required data from published and unpublished sources, from any database, or with surveys.
2. Organize and summarize the data.
3. Make sense out of the data and pass on that information to others.
4. Draw conclusions from data based on a general knowledge of inferential statistics.
5. Conduct statistical analysis using common statistical techniques.
6. Understand how statistical analysis may be used by decision makers

Management 710: Practicum -- Through the practicum, students will demonstrate:

1. Their ability to use knowledge gained in the Master of Management program.
2. Their ability to present a proposal for decision making.
Master of Management Competencies

1. Students will be able to apply management, marketing, finance, and communication principles in the organization’s decision making process.

2. Students will be able to apply appropriate research and statistical procedures in the organization’s decision making process.

3. Students will be able to apply effective human resource management and leadership principles in the organization’s decision making process.

4. Students will be able to apply an understanding of ethical and legal frameworks in the organization’s decision making process.

1. Is the Practicum Report well organized and well written?

2. Does the Practicum demonstrate the application of knowledge gained in the Master of Management program?

   a. Management, Marketing, Finance and Communication Skills? Very Well Satisfactory Not at all N/A
   b. Research & Statistical procedures? Very Well Satisfactory Not at all N/A
   c. Human Resource Management & Leadership Principles? Very Well Satisfactory Not at all N/A
   d. Ethical & Legal framework for decision making? Very Well Satisfactory Not at all N/A

3. Where was the presentation made? Audience?

Suggestions for improving the process?

Reviewed by: ____________________________ Date: ________________

Graduate Committee Review Actions?

Chair: ____________________________ Date: ________________
APPENDIX F
Master of Management Competencies: Exit Interview Assessment

Name:                                                            Date:

For each of the four program competencies, please indicate the extent to which the Master of Management program helped to provide you with this ability. Also, please indicate how the Master of Management program might be improved with respect to this program competency.

1. Students will be able to apply management, marketing, finance and communication principles in the organization’s decision making process.

   Helped a great deal      +       +            +        Some help  +       +            +       did not help at all

   Suggestions:

2. Students will be able to apply appropriate research and statistical procedures in the organization’s decision making process.

   Helped a great deal      +       +            +        Some help  +       +            +       did not help at all

   Suggestions:

3. Students will be able to apply effective human resource management and leadership principles in the organization’s decision making process.

   Helped a great deal      +       +            +        Some help  +       +            +       did not help at all

   Suggestions:

4. Students will be able to apply an understanding of ethical and legal frameworks in organization’s decision making process.

   Helped a great deal      +       +            +        Some help  +       +            +       did not help at all

   Suggestions: