Texas State University
Outcomes Report

General Information

Academic Year:	2012-2013
College:	Business
Department:	Business
Program:	Business Administration (MBA)
Program Code:	52.02
Outcome Type:	Student Learning (GR)
Degree:	Masters
Coordinator/Contact:	Dr. Robert A. Davis
Status:	Data Entry Closed

Mission Statement

The McCoy College MBA program is dedicated to providing students with the knowledge and skills that will prepare them for key management responsibilities in today's complex and dynamic global business environment. The program challenges students to develop the knowledge, skills, and abilities necessary to advance their professional objectives.

Students should be able to develop and demonstrate the following capacities: • Capacity to lead in organizations • Capacity to apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines • Capacity to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.

Evidence of Improvement

Results for 2012-13 suggest improvements in student learning with respect to **outcome 1** as evidenced by assessment results in MGT 5314. From the 2011-12 to the 2012-13 reporting periods, improvements in student performance were noted in both locations and in both semesters for this outcome.

Significant improvements were noted this year in assessment results in ACC 5361 on **outcome 3**. This continued improvement in the performance on analytical and critical thinking questions reflects implementation of the changes outlined in the spring 2012 and fall 2011 assessment comments. By increasing the course points allocated to assigned homework and by refining the course topics covered, more students were better able to focus on key concepts and gain experience in applying this knowledge on an ongoing basis.

Student learning related to **outcome 4** improved based on assessment results in MKT 5321 and CIS 5318. In both courses, student performance improved in both semesters and at both locations when compared with the 2011-12 assessment results.

Significant improvements in student learning were noted in assessment results on **outcome 6** in MGT 5314. An increase in the impact of the leadership content on the overall grade greatly improved student performance on this objective from 67.75% meeting or exceeding professor's expectations in the fall semester to 84.38% for the spring semester. This improvement was possible because of the implementation of a higher stakes testing environment and the students' higher level of preparedness.

Action Plan

OUTCOME 1

A decrease in performance on outcome 1 was noted in BA 5352 for spring 2013 as compared with fall 2012. Prior fall 2013 when the course will again be offered, all those teaching BA 5352 will review the performance and compare their assessment tools and the material presented to the students covering these areas. Performance in the other courses assessing this outcome was acceptable.

OUTCOME 2

In learning outcome 2, there are concerns about the performance in this area by students in the FIN 5387 class. This is especially true in fall 2012 and at the Round Rock campus. The team case analysis has improved compared to other semesters, but this time, some students did not perform well on the exam questions. We had considered being able to reduce the amount of review in this course because of the foundations course, however, given the mixed results of the past and the most recent semesters, we will continue doing a review of basic concepts in finance related to Outcome 2 until it appears they are ready for more challenge.

OUTCOME 3

Several challenges were noted in the performance relative to outcome 3. For example in QMST 5334 only 73.4% of students met or exceeded expectations for the year with only 50% meeting expectations in fall 2012. Performance of the Round Rock students was particularly troublesome. Performance in spring 2013 was better than fall 2012 performance. In spring 2012 we introduced new R software for the statistical methodology component. The use of this software directly relates to outcome 3, as it enabled us to use methods that were not available in the leading spreadsheet software (for instance ARIMA models). The first semester taught the faculty how to teach the utilization of this software better and this was reflected in students' performance in the second semester. A new faculty member is taking charge of QMST 5334, it will be suggested to him the continuation of this software for the statistics component of this class. As can be seen above, we have failed to achieve this goal for the academic year 2012-2013. The following changes will be suggested to the new faculty member teaching this course: a) teach the software in the hypothesis testing section of the course as it was done in the spring semester and which helped greatly, b) ask questions in the homework/exams (assessment) relating to the prescriptive component (i.e.: Kahneman & Tversky) of the decision analysis portion of the course so as to engage students who are more qualitative and encourage open-ended thinking that is crucial for critical thinking and hopefully draw on their abilities regardless of their background, and c) provide more examples of the more important aspects of components such as regression. For instance, the

interpretation of the independent variables coefficients' in multiple regression is still not completely clear with many of the students.
Also in FIN 5387 for the entire academic year 2012-2013 (both locations combined) only 83% of students met or exceeded the professor's expectations for outcome 3, thus *slightly* failing to achieve the goal however, just as in the outcome #2, there was an overall substantial improvement in students' scores for the spring 2013 semester compared to the fall 2012 semester. Therefore, based on last year's successful results and on the improvement made in the spring 2013 semester compared to the fall 2012 semester, we are reluctant to make any major changes for the next academic year.

Given that assessment objectives were not met in BA 5352 with respect to this outcome, the faculty teaching the course next year will review the results and the approach taken to the material. The assessment tools were very similar across semesters and campuses, so the disparate results between San Marcos are not easily explained. However, the spring results for Round Rock can largely be explained by the results of question #3 where the average was so low it affected the overall assessment average. Bond pricing is an important area of emphasis in this course and we will specifically address this area as well as the others. At this point, we don't plan to make any changes in the assessment instrument as we feel it adequately represents what we hope to accomplish in this course. However, if we continue to miss our objective, all options will be considered.

OUTCOME 4

Student performance on outcome 4 was satisfactory this year in each course. Performance standards in MKT 5321 will be reevaluated since all students in each semester and each location met or exceeded expectations in the course. It may be necessary to strengthen course content or tighten standards.

OUTCOME 5

Student performance on outcome 5 was satisfactory this year in each course. Performance standards in MKT 5321 will be reevaluated since all students in each semester and each location met or exceeded expectations in the course. It may be necessary to strengthen course content or tighten standards.

OUTCOME 6

Student performance on outcome 6 was satisfactory this year in each course. It was noted that this is the second year of assessing leadership in MGT 5313. As noted in the 2011-2012 assessment, the assessment tool may need revamping and/or replacement. However, it may also be appropriate to determine where, in the current curriculum, exposure to group behavior and team related training occurs. That is, the program may choose to increase content and/or training in this area. Positive results were achieved from changes to the assessment process in spring 2013 as compared to fall 12. These results will be studied to determine appropriate course of action.

Outcome 1

Knowledge of Fundamental Business Disciplines

Students will acquire and integrate knowledge of fundamental business disciplines to effectively manage domestic and global organizations in a dynamic environment (e.g., organizational structure and culture, discipline specific knowledge in accounting, finance, management, marketing, information systems and knowledge of how the disciplines interact through enterprise information systems).

Outcome 1 - Method 1

Students will demonstrate the acquisition of knowledge of fundamental business disciplines by demonstrating knowledge of organizational structure and culture. Performance will be measured in MGT 5314 (Organizational Behavior and Theory) through embedded multiple-choice questions on quizzes and fill-in-the-blank questions on exams. It is expected that 85% of students will meet or exceed expectations by scoring at least 80% overall on the relevant questions on the quizzes and exams.

Outcome 1 - Method 1 - Result

In **MGT 5314** for the fall of 2012, **96.29%** of the students met or exceeded the professor's expectations, thus **achieving** goal for this learning outcome. For the spring of 2013, **100.00**% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **98.24**% of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	12	20	84.21	6	6	60	44	77.19
Meets	5	1	15.79	3	3	30	12	21.05
Failed to meet	0	0	0.00	1	0	10	1	1.76
Total	17	21	100.00	10	9	100.00	57	100.00

Percentage of students in San Marcos who met or exceeded expectations: **100.00%**
Percentage of students in Round Rock who met or exceeded expectations: **94.74 %**
Percentage of students combined who met or exceeded expectations: **98.24%**

Outcome 1 - Method 2

Students will demonstrate the ability to integrate knowledge of fundamental business disciplines in two courses:
1. In B A 5352 (Developing the Financial Perspective of the Firm), three imbedded short answer/essay exam questions throughout the semester

addressing various aspects of finance. The questions will be consistent across sections, but individual professors will have leeway with the specific wording of the questions. Student learning will be measured as a percentage correct on each question. Exceptional answers will demonstrate a thorough understanding of the subject and reflect knowledge of the implications of or application to businesses. Acceptable answers will prove sufficient knowledge of the subject. Unacceptable answers will fail to display an understanding of the subject. It is expected that 80% of the students will meet or exceed expectations by scoring at least 80% on the exam questions.

2. In ACC 5361 (Accounting Analysis for Managerial Decision Making), three in-semester exams and the final exam will each include multiple choice questions designed to test student knowledge about the fundamental business discipline of accounting. Forty multiple choice questions will be used to assess student understanding of accounting concepts. Note that this course is conducted online, so there is no physical location or sections of the course delivered in Round Rock and San Marcos. It is expected that 80% of the students will meet or exceed expectations by scoring at least 80% on the exam questions.

Outcome 1 - Method 2 - Result

In **BA 5352** for the fall of 2012, **81.43%** of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the spring of 2013, **58.00**% of the students met or exceeded the professor's expectations, thus failing to achieve the goal for this learning outcome. For the entire academic year 2012-2013, **71.66**% of students met or exceeded the professor's expectations for this learning outcome, thus failing to achieve the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	18	8	41.27	16	7	40.35	49	40.83
Meets	15	8	36.51	8	6	24.56	37	30.83
Failed to meet	7	7	22.22	6	14	35.09	34	28.33
Total	40	23	100.00	30	27	100.00	120	100.00

Percentage of students in San Marcos who met or exceeded expectations: **77.78%**
Percentage of students in Round Rock who met or exceeded expectations: **64.91 %**
Percentage of students combined who met or exceeded expectations: **71.66%**

In **ACC 5361** for the fall of 2012, **84.62%** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the spring of 2013, **78.95**% of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the entire academic year 2012-2013, **82.22**% of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS & ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	6	7	28.89	13	28.89
Meets	16	8	53.33	28	53.33
Failed to meet	4	4	17.78	4	17.78
Total	26	19	100.00	45	100.00

Percentage of students who met or exceeded expectations: **82.22%**

Outcome 2

Integration of Information Technologies

Students will integrate appropriate information technologies for managing business data for decision making, enhancing productivity, and communicating with others.

Outcome 2 - Method 1

Students will demonstrate the integration of appropriate information technologies by understanding how IT enables new strategies and existing strategies, management issues surrounding the identification, selection, and effective deployment of IT, and how web-based IT applications enable business opportunities. Performance will be measured in CIS 5318 (Information Technology in the Digital Economy) through a written case analysis. A grading rubric will be used on the written case. It is expected that 90% of the students will meet or exceed expectations by scoring at least 67% on the case analysis.

Outcome 2 - Method 1 - Result

In **CIS 5318** for the fall of 2012, **82.35%** of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the spring of 2013, **94.0**% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **89.29**% of students met or exceeded the professor's expectations for this learning outcome, thus falling short of achieving the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%

	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	5	20	60.97%	8	13	48.84%	46	54.76%
Meets	7	6	31.71%	8	8	37.21%	29	34.52%
Failed to meet	0	3	7.32%	6	0	13.95%	9	10.71%
Total	12	29	100.00	22	21	100.00	84	100.00

Percentage of students in San Marcos who met or exceeded expectations: **92.68%**

Percentage of students in Round Rock who met or exceeded expectations: **86.05%**

Percentage of students combined who met or exceeded expectations: **89.29%**

Outcome 2 - Method 2

1. In FIN 5387 (Managerial Finance), students will demonstrate the integration of appropriate information technologies by identifying and utilizing technologies to acquire and analyze corporate financial data for decision making. Performance will be measured in this course through questions embedded in course quizzes and exams and through a written case analysis. An established grading rubric will be used on the case analysis. Overall, it is expected that 85% of the students will meet or exceed expectations by scoring at least 80% overall on the relevant questions on the quizzes and exams.

2. In the online B A 5353 (Understanding and Analyzing Organizational Problems), students will demonstrate achievement of this outcome by writing three statistical reports to address a particular situation. It is expected that the students are able to integrate the use of data sources, statistical data analysis software output, and report writing tools to create these reports. These aspects include the creation and effective use of graphs and data tables supporting their findings. A composite score will be determined based on an established rubric. It is expected that 70% of the students will meet or exceed expectations by scoring at least 70% on the assignments.

3. In QMST 5334 (Advanced Statistical Methods for Business), the final project will be used to assess this outcome. This project makes up 30% of the QMST 5334 grade and consists of an ongoing process throughout the semester. Each of the performance areas will be separately graded out of 5 points and will be scaled to reflect guidelines in an established rubric. The assessment score will consist of the arithmetic average of four performance measurement areas. It is expected that 80% of the students will meet or exceed expectations by scoring at least 70% on the project.

Outcome 2 - Method 2 - Result

In **FIN 5387** for the Fall of 2012, **69%** of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the Spring of 2013, **89**% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **79**% of students met or exceeded the professor's expectations for this learning outcome, thus **failing to achieve** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	5	10	41%	2	3	26%	20	36%
Meets	9	8	46%	4	3	37%	24	43%
Failed to meet	3	2	14%	6	1	37%	12	21%
Total	17	20	100%	12	7	100%	56	100%

Percentage of students in San Marcos who met or exceeded expectations: **87%**

Percentage of students in Round Rock who met or exceeded expectations: **63%**

Percentage of students combined who met or exceeded expectations: **79%**

In **BA 5353** for the fall of 2012, **85.18%** of the students met or exceeded the professor's expectations, thus achieving goal for this learning outcome. For the spring of 2013, **98.36%** of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the entire academic year 2012-2013, **92.17**% of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	11	10	32.81	2	16	36.00	39	33.91
Meets	15	20	53.85	18	14	64.00	67	58.26
Failed to meet	8	1	13.85	0	0	0	9	7.83
Total	34	31	100.00	20	30	100.00	115	100.00

Percentage of students in San Marcos who met or exceeded expectations: **86.15%**

Percentage of students in Round Rock who met or exceeded expectations: **100.00 %**

Percentage of students combined who met or exceeded expectations: **92.17%**

In **QMST 5334** for the fall of 2012, **97.73%** of the students met or exceeded the professor's expectations, thus **achieving the** goal for this learning outcome. For the spring of 2013, **96.00**% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **96.81**% of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	5	7	27%	8	3	22%	23	24.47%
Meets	9	20	66%	21	18	78%	68	72.34%
Failed to meet	1	2	7%	0	0	0%	3	3.19%
Total	15	29	100%	29	21	100.00	94	100.00%

Percentage of students in San Marcos who met or exceeded expectations: **93.00%**
Percentage of students in Round Rock who met or exceeded expectations: **100.00 %**
Percentage of students combined who met or exceeded expectations: **96.81%**

Outcome 3

Analytical Skills and Critical Thinking

Students will demonstrate analytical skills and critical thinking as applied to business decision making (e.g., analyzing economic data and determining best course of action, applying statistical techniques to business data for decision making, analyzing financial data to assess financial health of a firm).

Outcome 3 - Method 1

Students will demonstrate analytical skills and critical thinking by estimating product demand functions; determining optimal prices, production, advertising and employment under different industry environments; and using game theory to assess the effectiveness of different strategies when outcomes of firms are highly interdependent. Performance will be measured in ECO 5316 (Managerial Economics) through embedded case questions with a focus on the students' ability to use demand data to critically evaluate optimal pricing outcomes. An established rubric will be used to evaluate student performance on the written material. It is expected that 85% of students will meet or exceed expectations by scoring at least 80% overall on the assignments.

Outcome 3 - Method 1 - Result

In ECO 5316 for the fall of 2012, **85.7**% of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the spring of 2013, **94.3**% of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the entire academic year 2012-2013, **90.5**% of students met or exceeded the professor's expectations for this learning outcome, thus achieving the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	4	14	51.4	9	5	50.0	32	50.8
Meets	7	4	31.4	4	10	50.0	25	39.7
Failed to meet	4	2	17.1	0	0	0.0	6	9.5
Total	15	20	100.0	13	15	100.0	63	100.0

Percentage of students in San Marcos who met or exceeded expectations: **84.8%**
Percentage of students in Round Rock who met or exceeded expectations: **100.0%**
Percentage of students combined who met or exceeded expectations: **90.5%**

Outcome 3 - Method 2

Students will demonstrate analytical skills and critical thinking by correctly identifying and applying statistical techniques to accounting and business data for decision making. Performance will be measured through embedded methods in three courses:

1. In QMST 5334 (Advanced Statistical Methods for Business), assessment is conducted through short answer questions embedded in class quizzes and major exams. The questions will be used to assess students' ability to identify and apply appropriate statistical techniques for business problems. It is expected that 80% of the students will meet or exceed expectations by scoring at least 70% overall on the relevant questions on the in-class quizzes and exams.

2. In ACC 5361 (Accounting Analysis for Managerial Decision Making), each of 3 exams will contain 5 to 10 embedded questions to assess student learning of analytical skills and critical thinking. It is expected that 80% of the students will meet or exceed expectations by scoring at least 80% on the embedded questions. Note that this course is conducted online, so there is no physical location or sections of the course delivered in Round Rock and San Marcos.

3. In FIN 5387 (Managerial Finance), the outcome will be assessed via 4 multiple choice test questions on the final exam and a written case study.

An established grading rubric will be used to grade the case study. Overall, it is expected that 85% of the students will meet or exceed expectations by scoring at least an 80% on the assignments.

4. In B A 5352 (Developing the Financial Perspective of the Firm), five problem-based exam questions throughout the semester will be used to assess this outcome. Each problem will represent a specific tool of finance, including time value of money, security valuation, project evaluation, and risk measurement. Student learning will be measured as the percentage score on each of the problem-based questions. Exceptional answers will be without any errors in calculation. Acceptable answers will be correct in the construction of the solution, but with only minor arithmetic errors. Unacceptable answers will have major calculation errors or errors in the basic idea of the problem. It is expected that 80% of the students will meet or exceed expectations by scoring at least 80% on the questions.

5. In MGT 5313 (Strategic Management), Learning Outcome #3 is evaluated via two written exams administered throughout the semester. Each exam consists of three essay questions. The exam questions relate to the understanding (analysis) of the business environment and the development of basic business strategies. In generic form, case questions may include the integration of knowledge on topics such as strategic intent, integration and alliances, globalization, strategy implementation, and analysis of the external and competitive environments. The exam questions will be graded according to an established rubric. It is expected that 90% of the students will meet or exceed expectations by scoring at least 80% on the exams.

Outcome 3 - Method 2 - Result

In **QMST 5334** for the fall of 2012, **50.0**% of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the spring of 2013, **94.00%** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **73.41%** of students met or exceeded the professor's expectations for this learning outcome, thus **failing to achieve** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	3	25	63.64%	3	11	28.00%	42	44.68%
Meets	5	3	18.18%	11	8	36.00%	27	28.72%
Failed to meet	7	1	18.18%	15	2	34.0%	25	26.60%
Total	15	29	100.00%	29	21	100.0	94	100.0%

Percentage of students in San Marcos who met or exceeded expectations: **81.82%**
Percentage of students in Round Rock who met or exceeded expectations: **64.00%**
Percentage of students combined who met or exceeded expectations: **73.41%**

In **ACC 5361** for the fall of 2012, **92.31%** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the spring of 2013, **73.68** % of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the entire academic year 2012-2013, **84.44** % of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS & ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	7	8	33.33	15	33.33
Meets	17	6	51.11	23	51.11
Failed to meet	2	5	15.56	7	15.56
Total	26	19	100.00	45	100.00

Percentage of students who met or exceeded expectations: **84.44%**

In **FIN 5387** for the fall of 2012, **76%** of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the spring of 2013, **89**% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **83**% of students met or exceeded the professor's expectations for this learning outcome, thus **slightly failing to achieve** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	7	3	27%	7	4	58%	21	38%
Meets	5	16	57%	3	1	21%	25	45%
Failed to meet	5	1	16%	2	2	21%	10	18%
Total	17	20	100%	12	7	100%	56	100%

Percentage of students in San Marcos who met or exceeded expectations: **84%**
Percentage of students in Round Rock who met or exceeded expectations: **79%**
Percentage of students combined who met or exceeded expectations: **83%**

In **BA 5352** for the fall of 2012 70**%** of the students met or exceeded the professor's expectations, thus failing to achieve the goal for this learning outcome. For the spring of 2013, 72 % of the students met or exceeded the professor's expectations, thus slightly failing to achieve the goal for this learning outcome. For the entire academic year 2012-2013, 71.67 % of students met or exceeded the professor's expectations for this learning outcome, thus failing to achieve the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	31	12	68.25	8	12	37.74	63	52.50
Meets	5	8	20.63	6	4	18.87	23	19.17
Failed to meet	4	3	11.11	16	11	50.94	34	28.33
Total	40	23	100.00	30	23	100.00	X	100.00

Percentage of students in San Marcos who met or exceeded expectations: **88.88%**
Percentage of students in Round Rock who met or exceeded expectations: **56.61%**
Percentage of students combined who met or exceeded expectations: **71.67%**

In **MGT 5313** for the fall of 2012, **96.3%** of the students met or exceeded the professor's expectations, thus **achieving** goal for this learning outcome. For the spring of 2013, **95.74**% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **96.04**% of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	7	3	25.00	10	4	22.95	24	23.76
Meets	13	15	70.00	22	23	73.77	73	72.27
Failed to meet	1	1	5.00	1	1	3.28	4	3.97
Total	21	19	100.00	33	28	100.00	101	100.00

Percentage of students in San Marcos who met or exceeded expectations: **95.00%**
Percentage of students in Round Rock who met or exceeded expectations: **96.72 %**
Percentage of students combined who met or exceeded expectations: **96.04%**

Outcome 4

Ethical Leadership

Students will evaluate the issues associated with ethical leadership and conducting business in an ethical, legal, and socially responsible manner (e.g., demonstrating ethical sensitivity and judgment in decision making, understanding ethical and social issues in the use of information technology in organizations).

Outcome 4 - Method 1

Students will evaluate issues associated with ethical leadership by describing why marketing ethics is a strategic consideration in organization decisions, understanding issues in managing marketing ethics, identifying and resolving ethical dilemmas, and understanding the relationship between organizational performance and ethical decisions. Performance will be measured in MKT 5321 (Marketing Management) through a written case analysis. To answer the questions, students need to have a theoretical understanding of ethics in marketing decision making, make decisions demonstrating their ethical sensitivity and ethical judgment, and argue how and why their decisions support responsible marketing and a successful marketing strategy. An established rubric will be used to evaluate student performance on the case analysis. It is expected that 85% of students will meet or exceed expectations by scoring at least 80% overall on the case analyses.

Outcome 4 - Method 1 - Result

In **MKT 5321** for the fall of 2012, **100.00%** of the students met or exceeded the professor's expectations, thus **achieving** goal for this learning outcome. For the spring of 2013, **100.00**% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **100.00**% of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%

Exceeds	5	18	79.31	21	28	84.48	72	82.76
Meets	3	3	20.69	3	6	15.52	15	17.24
Failed to meet	0	0	0	0	0	0	0	0
Total	8	21	100.00	24	34	100.00	87	100.00

Percentage of students in San Marcos who met or exceeded expectations: **100.00%**
Percentage of students in Round Rock who met or exceeded expectations: **100.00 %**
Percentage of students combined who met or exceeded expectations: **100.00%**

Outcome 4 - Method 2

1. In CIS 5318 (Information Technology in the Digital Economy), students will evaluate issues associated with ethical leadership and conducting business in an ethical, legal, and socially responsible manner by understanding information as a strategic resource in organizations, and recognizing the ethical, social, and legal issues surrounding the collection, security, and use of confidential information in organizations. Performance will be measured in this course through class participation and a written case analysis. An established rubric will be used to grade the essay questions. It is expected that 90% of the students will meet or exceed expectations by scoring at least 70% overall on the relevant questions on the exam.
2. In B A 5351 (Organizational Performance and Competitive Advantage), awareness of ethical issues is assessed via unannounced, in-class, written evaluations of one or more (un)ethical vignettes. Grades will be assigned according to an established rubric. It is expected that 80% of students in the class will meet or exceed expectations by scoring at least an 80% on the questions.

Outcome 4 - Method 2 - Result

In **CIS 5318** for the fall of 2012, **100.00%** of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the spring of 2013, **96.00%** of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the entire academic year 2012-2013, **97.56%** of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	7	25	80%	15	17	76.19%	64	78.05%
Meets	4	2	15%	6	4	23.81%	16	19.51%
Failed to meet	0	2	5%	0	0	0%	2	02.44%
Total	11	29	100%	21	21	100.0%	82	100.0%

Percentage of students in San Marcos who met or exceeded expectations: **97.5%**
Percentage of students in Round Rock who met or exceeded expectations: **97.6%**
Percentage of students combined who met or exceeded expectations: **97.5%**

In **BA 5351** for the fall of 2012, 85.71% of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the spring of 2013, **79.07**% of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the entire academic year 2012-2013, **83.33%** of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS (2 sections combined)			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	19	7	43.33	8	6	23.33	40	33.33
Meets	18	9	45.00	21	12	55.00	60	50.00
Failed to meet	3	4	11.67	8	5	21.67	20	16.67
Total	40	20	100.00	37	23	100.00	120	100.00

Percentage of students in San Marcos who met or exceeded expectations: **88.33%**
Percentage of students in Round Rock who met or exceeded expectations: **78.33 %**
Percentage of students combined who met or exceeded expectations: **83.33%**

Outcome 5

Communication Skills

Students will demonstrate the ability to communicate effectively, both orally and in writing, in new and unfamiliar circumstances (e.g., class presentations (planned and impromptu), class participation, written case analyses, written marketing plan, essay questions on exams).

Outcome 5 - Method 1

Students will demonstrate the ability to effectively communicate orally by preparing and delivering class presentations and participating in class

discussions. Performance will be measured in two courses:

1. In B A 5351 (Organizational Performance and Competitive Advantage), students' ability to effectively communicate orally will be assessed through class participation in class discussions. A grading rubric will be used to consistently assess class participation. It is expected that 80% of the students will meet or exceed expectations in class participation by scoring at least 80%.

2. In B A 5353 (Understanding and Analyzing Organizational Problems), students' ability to effectively communicate in writing will be assessed through a written analysis of a current event using the tools of supply and demand. The written assignment will be graded according to an established rubric. It is expected that 70% of the students will meet or exceed expectations in class participation by scoring at least 75%.

Outcome 5 - Method 1 - Result

In BA 5351 for the fall of 2012, **88.31%** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the spring of 2013, **97.67%** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **91.67 %** of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	21	12	55.00	9	23	53.34	65	54.17
Meets	18	7	41.67	20	0	33.33	45	37.50
Failed to meet	1	1	3.33	8	0	13.33	10	8.33
Total	40	20	100.00	37	23	100.00	120	100.00

Percentage of students in San Marcos who met or exceeded expectations: **96.67%**
Percentage of students in Round Rock who met or exceeded expectations: **86.67%**
Percentage of students combined who met or exceeded expectations: **91.67%**

In **BA 5353** for the fall of 2012, **98.36%** of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the spring of 2013, **98.31%** of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the entire academic year 2012-2013, **98.33%** of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	2	1	4.68	4	0	7.14	7	5.83
Meets	32	27	92.19	22	30	92.86	111	92.50
Failed to meet	1	1	3.13	0	0	0	2	1.67
Total	35	29	100.00	26	30	100.00	120	100.00

Percentage of students in San Marcos who met or exceeded expectations: **99.97%**
Percentage of students in Round Rock who met or exceeded expectations: **100.00%**
Percentage of students combined who met or exceeded expectations: **98.33%**

Outcome 5 - Method 2

Students in MKT 5321 (Marketing Management) will demonstrate the ability to effectively communicate in writing by integrating research on company, customer, competitor, and external environments to develop and present a marketing plan for a chosen product or service. Additionally, students will be required to develop a "Personal Marketing Plan," which will document their individual marketing strategies and tactics to achieve chosen professional goals and objectives. The plans will be graded using an established rubric. It is expected that 85% of students will meet or exceed expectations by scoring at least 80% overall on the written marketing plans.

Outcome 5 - Method 2 - Result

In **MKT 5321** for the fall of 2012, **100.00%** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the spring of 2013, **100.00 %** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **100.00 %** of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	3	17	68.96	20	29	84.48	69	79.31
Meets	5	4	31.04	4	5	15.52	18	20.69
Failed to meet	0	0	0	0	0	0	0	0
Total	8	21	100.00	24	34	100.00	87	100.00

Percentage of students in San Marcos who met or exceeded expectations: **100.00%**

Percentage of students in Round Rock who met or exceeded expectations: **100.00%**

Percentage of students combined who met or exceeded expectations: **100.00%**

Outcome 6

Leadership Skills

Students will understand the skills needed to effectively lead and will contribute to dynamic workgroups. In order to satisfy this outcome, students must understand key leadership issues and must learn to effectively participate in structured team settings.

Outcome 6 - Method 1

Students will understand the skills needed to effectively lead workgroups through analysis of key leadership issues such as leadership styles, traits, behaviors, and choices. Performance will be measured in MGT 5314 (Organization Behavior and Theory) through embedded multiple-choice questions on quizzes and fill-in-the-blank questions on exams on applications of leadership theiories and issues. It is expected that 85% of students will meet or exceed expectations by scoring at least 80% on the embedded questions.

Outcome 6 - Method 1 - Result

In **MGT 5314** for the fall of 2012, **88.88%** of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the spring of 2013, **90.00** % of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **89.47** % of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	12	17	76.32	8	5	68.42	42	73.68
Meets	4	2	15.79	0	3	15.79	9	15.79
Failed to meet	1	2	7.89	2	1	15.79	6	10.53
Total	17	21	100.00	10	9	100.00	57	100.00

Percentage of students in San Marcos who met or exceeded expectations: **92.11%**

Percentage of students in Round Rock who met or exceeded expectations: **84.21%**

Percentage of students combined who met or exceeded expectations: **89.47%**

Outcome 6 - Method 2

Students will effectively contribute to dynamic workgroups by participating in structured teams. Performance will be measured in two courses:

1. In MGT 5313 (Strategic Management), Learning Outcome 6 is assessed via peer evaluations as they relate to perceptions of **leadership** as demonstrated by individual team members. More specifically, each student is assigned to a 3-5 person work team for a semester long team-based project. Students are introduced to a peer evaluation instrument and its purpose at the beginning of the semester. Peer evaluations are completed by each student with respect to all other work team members within the final two weeks of the semester. Self evaluation is not included in this assessment technique. Thus, each team member evaluates all other team members and an individual's final score is the arithmetic average of the peer evaluations. Scores are determined by an established rubric. It is expected that 95% of the students will meet or exceed expectations by scoring at least 80% on the activity.

2. In ECO 5316 (Managerial Economics), students will contribute to dynamic workgroups by participating in a project consisting of an economic analysis of a business strategy issue where leadership and contribution are critical. Student learning will be measured through performance on the project as well as individual peer evaluations of team members. We will adopt a peer performance appraisal instrument in which students will rate their teammates on the basis of cooperation, quantity of work, quality of work, initiative, and dependability. Grading rubrics for the team and the individual students are utilized to assess performance in the project and for peer evaluations. On the project, it is expected that 80% of the students will meet or exceed expectations by scoring at least an 80% on the assignments.

Outcome 6 - Method 2 - Result

In **MGT 5313** for the fall of 2012, **88.88%** of the students met or exceeded the professor's expectations, thus **failing to achieve** the goal for this learning outcome. For the spring of 2013, **97.9** % of the students met or exceeded the professor's expectations, thus **achieving** the goal for this learning outcome. For the entire academic year 2012-2013, **93.1** % of students met or exceeded the professor's expectations for this learning outcome, thus **failing to achieve** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	1	15	79	2	24	85.7	42	41.6
Meets	17	3	15.7	28	4	14.3	52	51.5
Failed to meet	3	1	5.3	3	0	0	7	6.9
Total	21	19	100.00	33	28	100.00	101	100.00

Percentage of students in San Marcos who met or exceeded expectations: **94.7%**

Percentage of students in Round Rock who met or exceeded expectations: **51.5%**

Percentage of students combined who met or exceeded expectations: **93.1%**

In **ECO 5316** for the fall of 2012, **100.0**% of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the spring of 2013, **100.0**% of the students met or exceeded the professor's expectations, thus achieving the goal for this learning outcome. For the entire academic year 2012-2013, **100.0**% of students met or exceeded the professor's expectations for this learning outcome, thus **achieving** the goal for this learning outcome.

	SAN MARCOS			ROUND ROCK			TOTAL	
	FALL raw #	SPRING raw #	%	FALL raw #	SPRING raw #	%	raw #	%
Exceeds	10	11	60.0	8	7	53.6	36	57.1
Meets	5	9	40.0	5	8	46.4	27	42.9
Failed to meet	0	0	0.0	0	0	0.0	0	0.0
Total	15	20	100.0	13	15	100.0	63	100.0

Percentage of students in San Marcos who met or exceeded expectations: **100%**
Percentage of students in Round Rock who met or exceeded expectations: **100%**
Percentage of students combined who met or exceeded expectations: **100%**

Outcome 7

The academic program will promote and realize gains in student success.

Outcome 7 - Method 1

Student retention success will be measured by observing one year retention rates of students enrolled in the academic program from their first to second year. Data will be obtained from the university's certified enrollment records at the end of the fall semester. Rates of retention success will be expected to be at or above the university average for this level of program.

Outcome 7 - Method 1 - Result

The number of entering students enrolled in the academic program who returned the second year provided the data to assess retention. In this program, 51 of the 77 entering students in fall of 2011 returned for their second year in fall of 2012 for a one year retention rate of 66.2%, below the university Master's degree average of 77.0% and not meeting the expected target. This was the first year to collect data on this measure. Data will serve as baseline data for future outcome assessment reports.

Outcome 7 - Method 2

Student graduation success will be measured by observing the number of graduates from the academic program in during the fall, spring, and summer semesters and comparing the number of graduates to the number of students enrolled in the program. Data will be obtained from the university's certified enrollment records for the fall, spring, and summer semesters. The number of graduates is expected to be at or above the university rate of graduation for this level of program.

Outcome 7 - Method 2 - Result

The number of students graduating from the degree program during the 2012-2013 fall, spring, and summer semesters along with the total number of students enrolled in the program provided the data to assess student graduation success. In this program, 123 of the 311 students enrolled in the program graduated in the fall, spring, and summer semesters for a graduation percentage of 39.5%, just short of the university Master's degree average of 39.7% and not meeting the expected target. This was the first year to collect data on this measure. Data will serve as baseline data for future outcome assessment reports.

Outcome 8

The academic program will promote and realize diversity among its student population.

Outcome 8 - Method 1

Student gender diversity will be measured by reviewing the number and percentage of male and female students enrolled in the academic program during the fall semesters. Data will be obtained from the university's certified enrollment records at the end of the fall semester. Student gender diversity will be expected to be balanced (50/50).

Outcome 8 - Method 1 - Result

The number male verses female student enrolled in the academic program during the 2012-2013 fall, spring, and summer semesters provided the gender data. In this program, 113 of the 311 students or 36.3% were female while 198 of the students or 63.7% were male providing a imbalance in gender distribution and not meeting the expected target. This was the first year to collect data on this measure, and data will serve as baseline data for future outcome assessment reports.

Outcome 8 - Method 2

Student rcial and ethnic diversity will be measured by observing race and ethnicity of students enrolled in the academic program during the fall semesters. Data will be obtained from the university's certified enrollment records at the end of the fall semester. Student racial and ethnic diversity will be expected to mirror percentages in the population of students in the other Texas Emerging Research Universities.

Outcome 8 - Method 2 - Result

The number students of various ethnic backgrounds enrolled in the academic program during the 2012 fall semester provided the data to assess ethnic and racial diversity. In this program, 22 of the 311 students or 7.1% were African-American; 42 students or 13.5% were Hispanic; 190 students or 61.1% were White, non-Hispanic; 36 students or 11.6% were of other minority or unknown backgrounds; and 14 students or 4.5% were of non-resident International students. During 2012-2013, student enrollment in other Texas Emerging Research Universities consisted of 9.9% Black, non-Hispanic, 29.0% Hispanic, 40.0% White, non-Hispanic, 13.0% other minority or unknown background; and 8.1% were of non-resident International students. Thus, the data for this program indicate students represent a racial and ethnic diversity distribution less diverse than that of other Texas Emerging Research Universities, also indicating that the program is not meeting the expected target. This was the first year to collect data on this measure, and data will serve as baseline data for future outcome assessment reports.

Approval History	
Approval History Event	**Approver**
Outcomes Approved Level 1	Robert Davis (rd23)
Outcomes Approved Level 2	Denise Smart (ds37)
Outcomes Audit Report Submitted	Beth Wuest (bw09)
Results Approved Level 1	Robert Davis (rd23)
Results Approved Level 2	Denise Smart (ds37)
Results Audit Report Submitted	Beth Wuest (bw09)