

Texas State University

Outcomes Report

General Information

Academic Year:	2019-2020
College:	Business
Department:	Management
Program:	Human Resource Management (MS)
Program Code:	52.10
Outcome Type:	Student Learning (GR)
Degree:	Masters
Coordinator/Contact:	Dr. Kay Nicols
Status:	Data Entry Closed

Mission Statement

The **Master of Science in Human Resource Management (MSHRM)** program is a flexible, part-time program designed to prepare people for successful careers in human resource management. In comparison to the MBA program, which offers a broad-based business education, the MSHRM program offers in-depth knowledge associated with the major aspects of human resource management. The MSHRM curriculum has been designed to adhere to educational guidelines established by the Society for Human Resource Management (SHRM), the premier professional association for the human resource field.

Evidence of Improvement

The MSHRM program goal related to assessment is 80-80-80. It is expected that 80% of students will score 80% or better on 80% or more of the assessment (i.e. data points). For the year 2019-2020 the goal of 80-80-80 was accomplished. There are six required courses in the program, five of which are used for assessment, and four of which were offered this year. About half of the students enrolled in the MSHRM classes are typically non-MSHRM students. With a still-small enrollment it is not possible to offer every required course every academic year. However, the faculty engaged in assessment of all five learning outcomes that were spread over four required courses. Each learning outcome was assessed in two or three different courses and thus by two or three different methods.

Evidence of improvement exists in the following areas:

1. Last year 80% or more of the students scored 80% or better on only 70% of the assessment data points and therefore did not achieve the goal of 80-80-80. This year 80% or more of the students scored 80% or higher on exactly 80% of the assessments. This program goal was therefore achieved for the first time in two years.
2. There was an increase in the percentage of students scoring 80% or higher on the assessment of Learning Outcome #1 in MGT 5339 International Human Resources over the results of last year. Last year that percentage was 68.75 and this year it rose to 100%.
3. There was an increase in the percentage of students scoring 80% or higher on the assessment of Learning Outcome #4 in MGT 5339 International Human Resources over the results of last year. Last year that percentage was 93.75 and this year it rose to 100%.

Action Plan

The action plan is as follows:

1. In 2020-2021 the required courses will change significantly as there will be eight required courses and only two allowable electives, rather than four and six respectively. This is a result of the addition of MGT 5314 Organizational Behavior and Theory (a core course in the MBA program) and MGT 5390 Managerial Data Analytics to the core course list. Both courses have been taught many times before and will be immediately used for assessment.
2. Although BA 5351 has been required for several years it is also a required course in the MBA program, so assessment data was not collected from it in the MSHRM program. That will change next year as the MSHRM faculty work with the course coordinator of BA 5351 to assess program learning goals for both programs.
3. Starting in 2020-2021 all eight required classes will be offered every academic year unlike in the past. The program faculty will come to an agreement about the assessment duties for the eight core course in the hopes that no more than two learning outcomes are assessed in each course per year. In no previous year have all required courses been offered in one year which often results in one or more courses assessing three or four of the five program goals. A faculty meeting will determine the absolute best learning outcomes to be assessed in each class so that embedded measures in existing assignments can fulfill the assessment requirements of the program.

Outcome 1

Students will demonstrate knowledge of developing, implementing, and evaluating human resource management practices and programs in a leadership role that contribute to the strategic and ethical goals of domestic and global organizations.

The **standards** of performance for the methods below are:

- Scores of 90% correct or better will indicate that the student exceeds expectations
- Scores greater than 80% correct but less than 90% correct will indicate that the student meets expectations
- Scores less than 80% correct will indicate that the student failed to meet expectations.

It is **expected**, by each professor, that 80% of students enrolled in the course during the academic year will meet or exceed the standards on each learning outcome.

Outcome 1 - Method 1

1. In MGT 5339, International Human Resource Management, the assessment technique/rubric for outcome 1 is as follows. Outcome 1 will be assessed in the form of a comprehensive essay question that assesses students' knowledge of how national and organizational cultures exert influence over global organizations' ability to achieve their goals. The following rubric will be used to assess the outcome. Exceeds expectations: Responses are written in a manner that convey mastery of content based on assigned readings, lectures, and other course-related content and resources. Arguments are made in a strongly cohesive manner. Writing is free from spelling, punctuation, or grammatical errors. Meets expectations: Responses are written in a manner that suggests an acceptable understanding of content based on assigned readings, lectures, and other course-related content and resources. Arguments are made in a cohesive manner. Writing has a minor amount of spelling, punctuation, or grammatical errors. Fails to meet expectations: Responses are written in a manner that suggests a below average understanding of content based on assigned readings, lectures, and other course-related content and resources. Arguments are only partially made in a cohesive manner. Writing has a substantive amount of spelling, punctuation, or grammatical errors. In MGT 5339, the data gathered from the assessment for outcome 1 comprises 5% of the overall course grade. That is, the weight of these assignments is 5% of the students' grade in the course.

Outcome 1 - Method 1 - Result

SUMMARY STATISTICS FOR OUTCOME #1 IN MGT 5339 FOR SPRING 2020.

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	7	100.00	3	100.00	10	100.00
Meets	0	0	0	0	0	0
Failed to meet	0	0	0	0	0	0
Total	7	100.00	3	100.00	0	100.00

Percentage of MSHRM students who met or exceeded expectations: 100.00%

Percentage of non-MSHRM students who met or exceeded expectations: 100.00 %

Percentage of TOTAL students who met or exceeded expectations: 100.00 %

Explanation of Results: In MGT 5339, 100.00% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #1 for the year. The fact that all MSHRM students either exceeded expectations was a positive. For non-MSHRM students, the fact that 100% either exceeded expectations was a similarly strong finding.

Three different changes regarding assessment in this course for next year are:

A. Review the current essay exam question and adjust it, if necessary, to make it more academically rigorous. The fact that all MSHRM and non-MSHRM students exceeded expectations on outcome 1 suggests that changes made to enhance learning over the past few years have been successful. Also, the instructor will compare the current assessment method with those used in other MSRHM core courses; making changes to the current measure, if appropriate.

B. Evaluate the viability of adding a second assurance of learning measure. A second measure would likely provide evidence of construct validity or the degree to which the test measures what it purports to be measuring. Construct validity is an important characteristic of any measurement as it enhances the generalizability of the findings.

C. One writing assignment will be added to more deeply assess students' knowledge and comprehension of the core elements of outcome #1.

Outcome 1 - Method 2

2A. In MGT 5330, Seminar in Human Resource Management, the assessment technique/rubric for outcome 1 is as follows. Students' learning on Outcome 1 is measured with two ten-item in-class multiple-choice quizzes and ten multiple-choice questions embedded in a major exam. The quizzes and the embedded test items cover content relating to knowledge of developing, implementing, and evaluating human resource management practices and programs in a leadership role that contribute to the strategic and ethical goals of domestic and global organizations. In MGT 5330, the data gathered from the assessment for outcome 1 comprises 6.2% of the overall course grade. That is, the weight of these assignments is 6.2% of the students' grade in the course.

2B. In MGT 5338, the assessment technique/rubric for outcome 1 is as follows below. (Be very, very specific). The evaluation of student learning on issues related to understanding the relationship between human resource management and other organizational functions and objectives is measured with five items from each of three major exams providing a total of fifteen evaluative items. Each exam consists of a total of fifty multiple choice items. In MGT 5338, the data gathered from the assessment for outcome 1 comprises 6.25% of the overall course grade. That is, the weight of these assignments is 6.25% of the students' grade in the course.

Outcome 1 - Method 2 - Result

SUMMARY STATISTICS FOR OUTCOME #1 IN MGT 5330 FOR FALL 2019

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	6	42.86	3	18.75	9	30.00
Meets	5	35.71	10	62.50	15	50.00
Failed to meet	3	21.43	3	18.75	6	20.00
Total	14	100.00	16	100.00	30	100.00

Percentage of MSHRM students who met or exceeded expectations: 78.57%

Percentage of non-MSHRM students who met or exceeded expectations: 81.25%

Percentage of TOTAL students who met or exceeded expectations: 80.00%

Explanation of Results: In MGT 5330, 80.00% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #1 **for the year**. MSHRM students narrowly missed the 80% cutoff, with 78.57% exceeding or meeting expectations. Reading comprehension quizzes and ten exam items embedded in exams 1 and 2 were used to assess learning outcome 1. Students exhibited understanding of aspects related to organizational strategy and strategic human resource management, equal employment opportunity, illegal discrimination, and ethical treatment of employees in the workplace. In general, the instructor was satisfied with the overall performance of students on this learning outcome. However, the instructor would like to have seen students' demonstrating a deeper understanding of equal employment opportunity laws and concepts. Therefore, further discussion and application will be included the next time this course is taught. Additionally, the instructor would like to delve deeper into the strategic aspect of human resource management the next time the course is taught, particularly pertaining to analytic tools and trends in human resource management. The instructor would also like to add one or more writing assignments to assess students' understanding of these concepts in a more comprehensive manner.

Three different changes regarding assessment in this course for next year are:

- A. Quiz and exam items will be reviewed and changed as needed.
- B. More extensive review and application of strategic human resource management concepts and related analytics, equal employment opportunity laws and concepts will be included in the next iteration of the course.
- C. At least one writing assignment will be added to more deeply assess students' comprehension of strategic human resource management and/or legal and ethical treatment of employees in the organization.

SUMMARY STATISTICS FOR OUTCOME #1 IN MGT 5338 FOR FALL 2019

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	12	75.00	0	0.00	12	70.59
Meets	4	25.00	1	100.00	5	29.41
Failed to meet	0	0.00	0	0.00	0	0.00
Total	16	100.00	1	100.00	17	100.00

Percentage of MSHRM students who met or exceeded expectations: 100.00%

Percentage of non-MSHRM students who met or exceeded expectations: 100.00%

Percentage of TOTAL students who met or exceeded expectations: 100.00%

Explanation of Results: In MGT 5338, 100.00% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #1 **for the year**.

Rather than engaging in straight lecture, each student was assigned a chapter from the textbook and required to facilitate a discussion of that chapter. This allowed all students to be actively involved in discussions related to each chapter which increased engagement and encouraged active learning through the sharing of personal experiences as well as their thoughts and ideas on the chapter content making that content more personal and relevant to their roles as managers. It is concerning that the class held during the final week of the semester was not well attended. As a direct result, class performance on exam #3 was noticeably poorer.

Three different changes regarding assessment in this course for next year are:

- A. Given the high number of students exceeding or meeting performance expectations for this learning objective, a review of assessment items will be undertaken to evaluate their level of difficulty. Those determined to lack rigor will be replaced.
- B. While class attendance was generally good, many students elected not to attend the final class period which resulted in poorer performance on the last exam. An attendance grade for each student will be incorporated into the grading scheme to encourage higher levels of attendance.
- C. A review of the chapter discussion rubric will be undertaken to determine if performance standards should be reset to introduce greater rigor in the assessment of performance.

Outcome 2

Students will demonstrate knowledge of developing, implementing, and evaluating workforce planning and selection programs that contribute to organizational effectiveness.

The **standards** of performance for the methods below are:

- Scores of 90% correct or better will indicate that the student exceeds expectations
- Scores greater than 80% correct but less than 90% correct will indicate that the student meets expectations
- Scores less than 80% correct will indicate that the student failed to meet expectations.

It is **expected**, by each professor, that 80% of students enrolled in the course during the academic year will meet or exceed the standards on each learning outcome.

Outcome 2 - Method 1

1. In MGT 5330, Seminar in Human Resource Management, the assessment technique/rubric for outcome 2 is as follows. Students' learning on Outcome 2 is measured with two ten-item in-class multiple-choice quiz and ten multiple-choice questions embedded in a major exam. The quizzes and the embedded test items cover content relating to knowledge of developing, implementing, and evaluating workforce planning and selection programs that contribute to organizational effectiveness. In MGT 5330, the data gathered from the assessment for outcome 2 comprises 6.2% of the overall course grade. That is, the weight of these assignments is 6.2% of the students' grade in the course.

Outcome 2 - Method 1 - Result

SUMMARY STATISTICS FOR OUTCOME #2 IN MGT 5330 FOR FALL 2019

	MSHRM students	non-MSRHM students	TOTAL
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	raw #	%	raw #	%	raw #	%
Exceeds	9	64.29	7	43.75	16	53.33
Meets	3	21.42	5	31.25	8	26.67
Failed to meet	2	14.29	4	25.00	6	20.00
Total	14	100.00	16	100.00	30	100.00

Percentage of MSHRM students who met or exceeded expectations: 84.61%

Percentage of non-MSHRM students who met or exceeded expectations: 75.00%

Percentage of TOTAL students who met or exceeded expectations: 80.00%

Explanation of Results: In MGT 5330, 80.00% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome **#2 for the year**. As stand-alone groups the MSHRM students outperformed the non-MSHRM students who narrowly missed the 80% cutoff. Quiz and exam items covered material related to human resource forecasting (labor demand and supply, planning for shortages and surpluses), employee recruiting, and organizational selection including reliability, validity and legality of various selection tools utilized in the hiring process. In particular, validity and reliability were concepts with which students struggled, so additional coverage and application of these two concepts will be included the next time the course is offered.

Three different changes regarding assessment in this course for next year are:

- Quiz and exam items will be reviewed and changed as needed.
- More extensive review and application of reliability and validity will be included in the next iteration of the course.
- At least one writing assignment will be added to more deeply assess students' comprehension of the organizational hiring process.

Outcome 2 - Method 2

2. In MGT 5336, Compensation and Benefits, the assessment technique/rubric for outcome 2 is as follows. The evaluation of student learning on knowledge of workforce planning and selection programs is measured with five items from each of three major exams providing a total of fifteen evaluative items. Each exam consists of a total of forty-five multiple choice items. In MGT 5336, the data gathered from the assessment for outcome 2 comprises 5.80% of the overall course grade. That is, the weight of these assignments is 5.80% of the students' grade in the course.

Outcome 2 - Method 2 - Result

SUMMARY STATISTICS FOR OUTCOME #2 IN MGT 5336 FOR SPRING 2020

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	12	70.59	3	75.00	15	71.43
Meets	5	29.41	1	25.00	6	28.57
Failed to meet	0	0.00	0	0.00	0	0.00
Total	17	100.00	4	100.00	21	100.00

Percentage of MSHRM students who met or exceeded expectations: 100.00%

Percentage of non-MSHRM students who met or exceeded expectations: 100.00%

Percentage of TOTAL students who met or exceeded expectations: 100.00%

Explanation of Results: In MGT 5336, 100.00% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome **#2 for the year**. Rather than engaging in straight lecture, each student was assigned a chapter from the textbook and required to facilitate a discussion of that chapter. This allowed all students to be actively involved in discussions related to each chapter which increased engagement and encouraged active learning through the sharing of personal experiences as well as their thoughts and ideas on the chapter content making that content more personal and relevant to their roles as managers. The abrupt transition to online instruction was a significant change for the students, but they adjusted well. The quality of exam performance was maintained throughout the semester. It was very apparent that the online environment does not offer the richness of face-to-face instruction. That was the only negative observation voiced by students.

Three different changes regarding assessment in this course for next year are:

- Given the high number of students exceeding or meeting performance expectations for this learning objective, a review of assessment items will be undertaken to evaluate their level of difficulty. Those determined to lack rigor will be replaced.
- Reading quizzes were not utilized in this course. Their introduction would likely lead to better prepared students and more engaging and rich discussion sessions. They will be utilized in the future.
- A review of the chapter discussion rubric will be undertaken to determine if performance standards should be reset to introduce greater rigor in the assessment of performance.

Outcome 3

Students will demonstrate knowledge of developing, implementing, and evaluating human resource training, development and performance management practices and programs that build human capital.

The **standards** of performance for the methods below are:

- Scores of 90% correct or better will indicate that the student exceeds expectations
- Scores greater than 80% correct but less than 90% correct will indicate that the student meets expectations
- Scores less than 80% correct will indicate that the student failed to meet expectations.

It is **expected**, by each professor, that 80% of students enrolled in the course during the academic year will meet or exceed the standards on each

learning outcome.

Outcome 3 - Method 1

1. In MGT 5339, International Human Resource Management, the assessment technique/rubric for outcome 3 is as follows. Outcome 3 will be assessed in the form of a comprehensive essay question that assesses students' knowledge of how global organizations train, develop, and assess the performance of their international assignees. The following rubric will be used to assess the outcome. Exceeds expectations: Responses are written in a manner that convey mastery of content based on assigned readings, lectures, and other course-related content and resources. Arguments are made in a strongly cohesive manner. Writing is free from spelling, punctuation, or grammatical errors. Meets expectations: Responses are written in a manner that suggests an acceptable understanding of content based on assigned readings, lectures, and other course-related content and resources. Arguments are made in a cohesive manner. Writing has a minor amount of spelling, punctuation, or grammatical errors. Fails to meet expectations: Responses are written in a manner that suggests a below average understanding of content based on assigned readings, lectures, and other course-related content and resources. Arguments are only partially made in a cohesive manner. Writing has a substantive amount of spelling, punctuation, or grammatical errors. In MGT 5339, the data gathered from the assessment for outcome 3 comprises 5% of the overall course grade. That is, the weight of these assignments is 5% of the students' grade in the course.

Outcome 3 - Method 1 - Result

SUMMARY STATISTICS FOR OUTCOME #3 IN MGT 5339 FOR SPRING 2020

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	6	85.71	3	100.00	9	90.00
Meets	1	14.29	0	0	1	10.00
Failed to meet	0	0	0	0	0	0
Total	7	100.00	3	100.00	10	100.00

Percentage of MSHRM students who met or exceeded expectations: 100.00%

Percentage of non-MSHRM students who met or exceeded expectations: 100.00 %

Percentage of TOTAL students who met or exceeded expectations: 100.00 %

Explanation of Results: In MGT 5339, 100.00% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #3 for the year. The assessment of outcome #3 went well. Students performed well on the essay question with most being free from errors, either substantive or stylistic.

Three different changes regarding assessment in this course for next year are:

- A. The strong performance of students on this learning outcome with all of them exceeding or meeting the standards indicates that the pedagogical enhancements implemented in recent years are bearing fruit. To maintain the academic rigor of the assessment method, the instructor will consider increasing the depth and breadth of the essay exam question.
- B. Continue spending time during class covering key aspects of outcome #3, including the use of in-class team case assignments and an in-depth case analysis with students from a foreign university.
- C. Ensure learning by adding relevant supplemental learning content from online sources like TED Talks and Open Educational Resources.

Outcome 3 - Method 2

2. In MGT 5338, Human Resource Development, the assessment technique/rubric for outcome 3 is as follows. The evaluation of student learning on issues related to understanding of compensation and benefits programs and policies is measured with five items from each of three major exams providing a total of fifteen evaluative items. Each exam consists of a total of fifty multiple choice items. In MGT 5338, the data gathered from the assessment for outcome 3 comprises 6.25% of the overall course grade. That is, the weight of these assignments is 6.25% of the students' grade in the course.

Outcome 3 - Method 2 - Result

SUMMARY STATISTICS FOR OUTCOME #3 IN MGT 5338 FOR FALL 2019

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	12	75.00	0	0.00	12	70.59
Meets	4	25.00	1	100.00	5	29.41
Failed to meet	0	0.00	0	0.00	0	0.00
Total	16	100.00	1	100.00	17	100.00

Percentage of MSHRM students who met or exceeded expectations: 100.00%

Percentage of non-MSHRM students who met or exceeded expectations: 100.00%

Percentage of TOTAL students who met or exceeded expectations: 100.00%

Explanation of Results: In MGT 5338, 100.00% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #3 for the year. Rather than engaging in straight lecture, each student was assigned a chapter from the textbook and required to facilitate a discussion of that chapter. This allowed all students to be actively involved in discussions related to each chapter which increased engagement and encouraged active learning through the sharing of personal experiences as well as their thoughts and ideas on the chapter content making that content more personal and relevant to their roles as managers. It is concerning that the class held during the final week of the semester was not well attended. As a direct result, class performance on exam #3 was noticeably poorer.

Three different changes regarding assessment in this course for next year are:

- A. Given the high number of students exceeding or meeting performance expectations for this learning objective, a review of assessment items will be undertaken to evaluate their level of difficulty. Those determined to lack rigor will be replaced.
- B. While class attendance was generally good, many students elected not to attend the final class period which resulted in poorer performance on the last exam. An attendance grade for each student will be incorporated into the grading scheme to encourage higher levels of attendance.
- C. A review of the chapter discussion rubric will be undertaken to determine if performance standards should be reset to introduce greater rigor in the assessment of performance.

Outcome 4

Students will demonstrate knowledge of developing, implementing, and evaluating compensation and benefits practices and programs that drive competitive advantage.

The **standards** of performance for the methods below are:

- Scores of 90% correct or better will indicate that the student exceeds expectations
- Scores greater than 80% correct but less than 90% correct will indicate that the student meets expectations
- Scores less than 80% correct will indicate that the student failed to meet expectations.

It is **expected**, by each professor, that 80% of students enrolled in the course during the academic year will meet or exceed the standards on each learning outcome.

Outcome 4 - Method 1

1. **In MGT 5339, International Human Resource Management, the assessment technique/rubric for outcome 4 is as follows.** Outcome 4 will be assessed in the form of a comprehensive essay question that assesses students' knowledge of how global organizations design their compensation systems to attract, motivate, and retain parent country, host country, and third country nationals. The following rubric will be used to assess the outcome. Exceeds expectations: Responses are written in a manner that convey mastery of content based on assigned readings, lectures, and other course-related content and resources. Arguments are made in a strongly cohesive manner. Writing is free from spelling, punctuation, or grammatical errors. Meets expectations: Responses are written in a manner that suggests an acceptable understanding of content based on assigned readings, lectures, and other course-related content and resources. Arguments are made in a cohesive manner. Writing has a minor amount of spelling, punctuation, or grammatical errors. Fails to meet expectations: Responses are written in a manner that suggests a below average understanding of content based on assigned readings, lectures, and other course-related content and resources. Arguments are only partially made in a cohesive manner. Writing has a substantive amount of spelling, punctuation, or grammatical errors. In MGT 5339, the data gathered from the assessment for outcome 4 comprises 5% of the overall course grade. That is, the weight of these assignments is 5% of the students' grade in the course.

Outcome 4 - Method 1 - Result

SUMMARY STATISTICS FOR OUTCOME 4 IN MGT 5339 FOR SPRING 2020

	MSHRM students		non-MSHRM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	6	85.71	3	100.00	9	90.00
Meets	1	14.29	0	0	1	10.00
Failed to meet	0	0	0	0	0	0
Total	7	100.00	3	100.00	10	100.00

Percentage of MSHRM students who met or exceeded expectations: 100.00%

Percentage of non-MSHRM students who met or exceeded expectations: 100.00 %

Percentage of TOTAL students who met or exceeded expectations: 100.00 %

Explanation of Results: In MGT 5339, 100.00% of all students met or exceeded the standards for this learning outcome, thus achieving the performance expectations goal for learning **outcome #4 for the year**.The assessment of outcome #4 produced strong results.

Three different changes regarding assessment in this course for next year are:

- A. Compare this course's assessment method with those used by other MSHRM instructors and consider adjusting the current method utilized to assess outcome #4.
- B. Create and add new pedagogical activities that continue to reinforce learning associated with outcome 4, including assigning students to virtual teams with IHRM students from a different university to work on a joint project.
- C. Continue to facilitate Q&A sessions at the end of most classes to ensure student understanding of content related to outcome #4. This step encourages those students who may be reticent to ask questions during lecture to speak up during the Q&A session.

Outcome 4 - Method 2

2A. In MGT 5330, Seminar in Human Resource Management, the assessment technique/rubric for outcome 4 is as follows. Outcome 4 is measured with two ten-item in-class multiple-choice quiz and ten multiple-choice questions embedded in a major exam. The quizzes and the embedded test items cover content relating to knowledge of developing, implementing, and evaluating compensation and benefits practices and programs that drive competitive advantage. In MGT 5330, the data gathered from the assessment for outcome 4 comprises 6.2% of the overall course grade. That is, the weight of these assignments is 6.2% of the students' grade in the course.

2B. In MGT 5336, Compensation and Benefits, the assessment technique/rubric for outcome 4 is as follows. The evaluation of student learning on knowledge of human resource training, development, and performance management practices and programs that build human capital

compensation and benefit programs and policies is measured with five items from each of three major exams providing a total of fifteen evaluative items. Each exam consists of a total of forty-five multiple choice items. In MGT 5336, the data gathered from the assessment for outcome 4 comprises 5.80% of the overall course grade. That is, the weight of these assignments is 5.80% of the students' grade in the course.

Outcome 4 - Method 2 - Result

SUMMARY STATISTICS FOR OUTCOME #4 IN MGT 5330 FOR FALL 2019

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	2	14.29	5	31.25	7	23.33
Meets	10	71.43	5	31.25	15	50.00
Failed to meet	2	14.29	6	37.50	8	26.67
Total	14	100.00	16	100.00	30	100.00

Percentage of MSHRM students who met or exceeded expectations: 85.72%

Percentage of non-MSHRM students who met or exceeded expectations: 62.50%

Percentage of TOTAL students who met or exceeded expectations: 73.33%

Explanation of Results: In MGT 5330, 73.33% of all students met or exceeded the standards for this learning outcome, thus **failing to achieve** the performance expectations goal for learning outcome #4 for the year. MSHRM students exceed the 80% threshold, with 85.72% exceeding or meeting expectations, while only 62.50% of non-MSHRM students exceed or met expectations. Quiz and exam items tested students' understanding of concepts related to employee compensation, including pay structure decisions, incentive pay options, and employee benefits. The relatively poor performance of non-MSHRM students on learning outcome 4 may be attributable to a relative lack of knowledge and/or interest in the topic of compensation and pay structure among these students. Compensation/pay structure tends to be a topic that is more difficult to understand, especially by students with limited business backgrounds or interest in human resource management. Of the 16 non-MSHRM students in the class, six were MAcy majors, six were Master of Science in Technology Management, two were "enrichment" non-degree seeking students, and two were MBA students. An additional factor was that the benefits chapter was not covered face-to-face in class due to instructor illness. Instead, the instructor provided notes and asked students to study the material on their own. Students would likely have had better comprehension of the material if covered during physical class time. In general, pay structure and benefits are important for managers to understand, so additional coverage and application of these two areas will be included the next time the course is offered.

Three different changes regarding assessment in this course for next year are:

A. Quiz and exam items will be reviewed and changed as needed.

B. More extensive review and application of compensation, pay structure design, and employee benefits will be included in the next iteration of the course.

C. At least one writing assignment will be added to more deeply assess students' comprehension of compensation and benefits issues in organizations.

SUMMARY STATISTICS FOR OUTCOME #3 IN MGT 5336 FOR SPRING 2020

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	11	64.70	3	75.00	14	66.67
Meets	3	17.65	0	0.00	3	14.29
Failed to meet	3	17.65	1	25.00	4	19.04
Total	17	100.00	4	100.00	21	100.00

Percentage of MSHRM students who met or exceeded expectations: 66.67%

Percentage of non-MSHRM students who met or exceeded expectations: 75.00%

Percentage of TOTAL students who met or exceeded expectations: 80.96%

Explanation of Results: In MGT 5336, 80.96% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #3 for the year. Rather than engaging in straight lecture, each student was assigned a chapter from the textbook and required to facilitate a discussion of that chapter. This allowed all students to be actively involved in discussions related to each chapter which increased engagement and encouraged active learning through the sharing of personal experiences as well as their thoughts and ideas on the chapter content making that content more personal and relevant to their roles as managers. The abrupt transition to online instruction was a significant change for the students, but they adjusted well. The quality of exam performance was maintained throughout the semester. It was very apparent that the online environment does not offer the richness of face-to-face instruction. That was the only negative observation voiced by students.

Three different changes regarding assessment in this course for next year are:

A. Given the lower number of students exceeding or meeting performance expectations for this learning objective, a review of assessment items will be undertaken for this learning objective to evaluate their quality. On the face of it, it appears the rigor may be right where it needs to be.

B. Reading quizzes were not utilized in this course. Their introduction would likely lead to better prepared students and more engaging and rich discussion sessions. They will be utilized in the future.

C. A review of the chapter discussion rubric will be undertaken to determine if performance standards should be reset to introduce greater rigor in the assessment of performance.

Outcome 5

Students will demonstrate knowledge of developing, implementing, and evaluating employee and labor relations practices and programs that foster ethical and equitable relationships between employee and employer.

The **standards** of performance for the methods below are:

- Scores of 90% correct or better will indicate that the student exceeds expectations
- Scores greater than 80% correct but less than 90% correct will indicate that the student meets expectations
- Scores less than 80% correct will indicate that the student failed to meet expectations.

It is **expected**, by each professor, that 80% of students enrolled in the course during the academic year will meet or exceed the standards on each learning outcome.

Outcome 5 - Method 1

1. In MGT 5336, Compensation and Benefits, the assessment technique/rubric for outcome 4 is as follows below. The evaluation of student learning on knowledge of human resource training, development, and performance management practices and programs that build human capital compensation and benefit programs and policies is measured with five items from each of three major exams providing a total of fifteen evaluative items. Each exam consists of a total of forty-five multiple choice items. In MGT 5336, the data gathered from the assessment for outcome 4 comprises 5.80% of the overall course grade. That is, the weight of these assignments is 5.80% of the students' grade in the course.

Outcome 5 - Method 1 - Result

SUMMARY STATISTICS FOR OUTCOME #5 IN MGT 5336 FOR SPRING 2020

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	11	64.70	3	75.00	14	66.67
Meets	3	17.65	0	0.00	3	14.29
Failed to meet	3	17.65	1	25.00	4	19.04
Total	17	100.00	4	100.00	21	100.00

Percentage of MSHRM students who met or exceeded expectations: 66.67%

Percentage of non-MSHRM students who met or exceeded expectations: 75.00%

Percentage of TOTAL students who met or exceeded expectations: 80.96%

Explanation of Results: In MGT 5336, 80.96% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #5 for the year. Rather than engaging in straight lecture, each student was assigned a chapter from the textbook and required to facilitate a discussion of that chapter. This allowed all students to be actively involved in discussions related to each chapter which increased engagement and encouraged active learning through the sharing of personal experiences as well as their thoughts and ideas on the chapter content making that content more personal and relevant to their roles as managers. The abrupt transition to online instruction was a significant change for the students, but they adjusted well. The quality of exam performance was maintained throughout the semester. It was very apparent that the online environment does not offer the richness of face-to-face instruction. That was the only negative observation voiced by students.

Three different changes regarding assessment in this course for next year are:

- Given the lower number of students exceeding or meeting performance expectations for this learning objective, a review of assessment items will be undertaken for this learning objective to evaluate their quality. On the face of it, it appears the rigor may be right where it needs to be.
- Reading quizzes were not utilized in this course. Their introduction would likely lead to better prepared students and more engaging and rich discussion sessions. They will be utilized in the future.
- A review of the chapter discussion rubric will be undertaken to determine if performance standards should be reset to introduce greater rigor in the assessment of performance.

Outcome 5 - Method 2

2A. In MGT 5330, Seminar in Human Resource Management, the assessment technique/rubric for outcome 5 is as follows. Students' learning on Outcome 5 is measured with two ten-item in-class multiple-choice quiz and ten multiple-choice questions embedded in a major exam. The quizzes and the embedded test items cover content relating to knowledge of developing, implementing, and evaluating employee and labor relations practices and programs that foster ethical and equitable relationships between employee and employer. In MGT 5330, the data gathered from the assessment for outcome 5 comprises 6.2% of the overall course grade. That is, the weight of these assignments is 6.2% of the students' grade in the course.

2B. In MGT 5338, Human Resource Development, the assessment technique/rubric for outcome 5 is as follows. The evaluation of student learning on issues related to understanding employee and labor relations practices and programs is measured with five items from each of three major exams providing a total of fifteen evaluative items. Each exam consists of a total of fifty multiple choice items. In MGT 5338, the data gathered from the assessment for outcome 5 comprises 6.25% of the overall course grade. That is, the weight of these assignments is 6.25% of the students' grade in the course.

Outcome 5 - Method 2 - Result

SUMMARY STATISTICS FOR OUTCOME #5 IN MGT 5330 FOR FALL 2019

	MSHRM students		non-MSRHM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	7	50.00	3	18.75	10	33.33
Meets	2	14.29	7	43.75	9	30.00
Failed to meet	5	35.71	6	37.50	11	36.67
Total	14	100.00	16	100.00	30	100.00

Percentage of MSHRM students who met or exceeded expectations: 64.29%

Percentage of non-MSHRM students who met or exceeded expectations: 62.50%

Percentage of TOTAL students who met or exceeded expectations: 63.33%

Explanation of Results: In MGT 5330, 63.33% of all students met or exceeded the standards for this learning outcome, thus **failing to achieve** the performance expectations goal for learning outcome #5 **for the year**. Both the MSHRM and non-MSHRM groups performed much lower on this learning outcome than on the others assessed this semester. Quiz and exam items tested students' understanding of performance appraisal and performance management; employee relations concepts including discipline, dismissal, organizational justice, and job satisfaction/withdrawal; and labor relations/collective bargaining in organizations. One factor that may have contributed to poor assessment results in this learning outcome was that exam 3 scores in general were lower than those of exams 1 and 2. Eleven of the 30 students in the class scored 70% or below on the ten exam items. It appears that students may have prepared less for exam 3 because it was unlikely that their exam scores would have much impact on their final grades in the course – thus, they may have “satisfied” by preparing enough for exam 3 to keep their current course grades, while spending more time on other classes to finish the semester. A second factor was that the labor relations chapter was not covered face-to-face in class due to instructor illness. Instead, the instructor provided notes and asked students to study the material on their own. Students would likely have had better comprehension of the material if covered during physical class time.

Three different changes regarding assessment in this course for next year are:

- A. Quiz and exam items will be reviewed and changed as needed.
- B. More extensive review and application of labor relations and unions, performance management, and employee relations issues will be included in the next iteration of the course.
- C. At least one writing assignment will be added to more deeply assess students' comprehension of labor relations, employee relations, and performance management issues in organizations.

SUMMARY STATISTICS FOR OUTCOME #5 IN MGT 5338 FOR FALL 2019

	MSHRM students		non-MSHRM students		TOTAL	
	raw #	%	raw #	%	raw #	%
Exceeds	7	43.75	0	0.00	7	41.18
Meets	8	50.00	1	100.00	9	52.94
Failed to meet	1	6.25	0	0.00	1	5.88
Total	16	100.00	1	100.00	17	100.00

Percentage of MSHRM students who met or exceeded expectations: 93.75%

Percentage of non-MSHRM students who met or exceeded expectations: 100.00%

Percentage of TOTAL students who met or exceeded expectations: 94.12%

Explanation of Results: In MGT 5338, 94.12% of all students met or exceeded the standards for this learning outcome, thus **achieving** the performance expectations goal for learning outcome #5 **for the year**. Rather than engaging in straight lecture, each student was assigned a chapter from the textbook and required to facilitate a discussion of that chapter. This allowed all students to be actively involved in discussions related to each chapter which increased engagement and encouraged active learning through the sharing of personal experiences as well as their thoughts and ideas on the chapter content making that content more personal and relevant to their roles as managers. It is concerning that the class held during the final week of the semester was not well attended. As a direct result, class performance on exam #3 was noticeably poorer.

Three different changes regarding assessment in this course for next year are:

- A. Given the high number of students exceeding or meeting performance expectations for this learning objective, a review of assessment items will be undertaken to evaluate their level of difficulty. Those determined to lack rigor will be replaced.
- B. While class attendance was generally good, many students elected not to attend the final class period which resulted in poorer performance on the last exam. An attendance grade for each student will be incorporated into the grading scheme to encourage higher levels of attendance.
- C. A review of the chapter discussion rubric will be undertaken to determine if performance standards should be reset to introduce greater rigor in the assessment of performance.

Outcome 6

Goal: 1. Promote the success of all students.

Initiative: 1.3 Increase student retention and graduation rates.

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

Outcome 6 - 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 increase.

Outcome 6 - Method 1 - Result

In this program, all 9 of the entering students in fall of 2018 returned for their second year in fall of 2019 for a one year retention rate of 100%, above the university average of 79% and exceeding the expected target. The 2018-2019 retention rate of 100% equivalent to the retention rate for the program in 2017- 2018.

Outcome 6 - 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 increase.

Outcome 6 - Method 2 - Result

In fall, spring, and summer semesters for 2018-2019, there were 9 graduates from the program. MS HRM program enrollments for fall, spring, and summer semesters in 2018-2019 were 18 students. This 50% graduation rate meets the expected target for our two year MS HRM program. The historical trend with respect to number of graduates in the program is positive overall. More specifically, the program had 4 students earn degrees in 2016 and 2017 and 9 in 2018..

Outcome 7

- Goal:** 4. Provide the necessary services, resources, and infrastructure to support the university's strategic direction.
- Initiative:** 4.11 Provide programs and services that support and enhance the health and wellness of the university community.

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

Outcome 7 - 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, spring, and summer 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 7 - Method 1 - Result

The number of male versus female students enrolled in the academic program during the 2019 fall semester provided the gender data. In this program, 15 of the 18 students or 83.3% were female while 3 of the students or 16.7% were male providing an imbalanced gender distribution and not meeting the expected target. The percentages of female and male students in 2017-2018 were 61.1% and 38.9% respectively; thus, the male-female ratio has become slightly more imbalanced in 2019-2020 relative to a 50/50 split. It should be noted, however, that the profession of HR is significantly female dominated with 71% of HR professionals being female. The program's gender distribution does reflect the gender distribution in the profession.

Outcome 7 - Method 2

Student racial and ethnic diversity will be measured by observing race and ethnicity of students enrolled in the academic program during the fall, spring, and summer semesters. Data will be obtained from the university's certified enrollment records at the end of the fall semester. Representation of student from traditional racial and ethnic minorities will increase from year to year.

Outcome 7 - Method 2 - Result

The number students of various ethnic backgrounds enrolled in the academic program during the 2019 fall semester provided the data to assess ethnic and racial diversity. In this program, 4 of the 18 students were African-American (identical to the 22% percent in 2017-2018); 1 of the 18 students or 5.6% was Asian (compared to zero percent in 2017-2018); 4 of the 18 students or 22.2% were Hispanic (identical to the 22.2% in 2017-2018); 8 of the 18 students or 44.4% were White, non-Hispanic (compared to 50% in 2017-2018); 1 of the 18 students or 5.6% were nonresident International students (identical to the 5.6% in 2017-2018). Diversity of the program either remained the same or increased across the multiple categories.

Approval History

Approval History Event	Approver
Outcomes Approved Level 1	Paula Rechner (pr12)
Outcomes Approved Level 2	Denise Smart (ds37)
Outcomes Audit Report Submitted	William Chittenden (wc10)
Results Approved Level 1	Paula Rechner (pr12)
Results Approved Level 2	Denise Smart (ds37)
Results Audit Report Submitted	William Chittenden (wc10)