

Management (MGMT) Major Improvement Implementation Report, Spring 2016

Five of the learning outcomes for the BBA degree are inherent to the various majors in the Fogelman College of Business and Economics. Faculty in the Department of Management developed a sixth learning outcome (i.e., " Graduates will be effective leaders") and three related objectives that are unique to completion of the Management major. Faculty developed a rubric for measuring the traits included in this outcome. The rubric was then used to provide direct measures of assessment in courses that faculty felt were appropriate for measuring the degree that the benchmark for the learning outcome has been met. Data were entered into an Excel Pivot Table and analyzed. Data was then placed into a pie chart format to improve the ability of faculty to view the results of the Assessment of Learning process. The benchmark standard used by the College for each objective was adopted which requires that 75 percent of students being assessed fall into the Exemplary category. Otherwise, one or more recommendations for improvement will be made and implemented relating to that objective. The following URL provides access to the rubric and data assessment results.

<http://www.fcbeassessment.net/UGMajorsAssessment.htm>

Based on a review of results from the Assessment of Learning process, the following improvements were implemented.

1. Students will be able to describe effective leadership.

A review of the results from the assessment process indicated that 56 percent of the students assessed for this objective fell into the Exemplary category while 28 fell into the Good category and 16 fell into the Fair category. Therefore, the department recommends the following improvements for instruction in this area.

- A departmental definition of “effective leadership”, adapted from both evidence-based practice and research, will be developed and integrated into the course design and content of core management major courses, MGMT 4420 Organizational Behavior in Business and MGMT 4461 Managerial leadership, so as to reinforce student understanding of the concept of leadership. Further, application of the definition in the form of case studies and current event leadership examples (unique to each course) will be emphasized in assignments and designed to engage students and solidify their learning.

2. Students will be able to identify traits associated with effective leadership.

A review of the results from the assessment process indicated that 56 percent of the students assessed for this objective fell into the Exemplary category while 28 fell into the Good category and 16 fell into the Fair category. Therefore, the department recommends the following improvements for instruction in this area.

- Recognizing that effective leader traits are not necessarily stand-alone and are contingent upon the situations in which leaders find themselves, course content in both Organizational Behavior in Business and Managerial Leadership will be

revised to include a focus on the interface of past but popular thinking of leader traits with current evidence-based practice and research on contingent, leader-exchange, and integrative models of leadership. The complexities of this interface will be reinforced through increased use of case studies and examples taken from contemporary leader successes that may resonate more effectively with students.

3. Students will be able to distinguish between effective and ineffective leadership behaviors in terms of emotional control, communication, and emotional intelligence.

A review of the results from the assessment process indicated that 56 percent of the students assessed for this objective fell into the Exemplary category while 28 fell into the Good category and 16 fell into the Fair category. Therefore, the department recommends the following improvements for instruction in this area.

- Scenarios of effective and ineffective leader behaviors as exemplified in emotional control, communication, and emotional intelligence adapted from both evidence-based practice and research, will be developed and integrated into the course design and content of both core management major courses, MGMT 4420 Organizational Behavior in Business and MGMT 4461 Managerial leadership, so as to reinforce student understanding of these leadership practices. Further, application of these skills in the form of exercises and leadership examples (unique to each course) will be emphasized in assignments and designed to engage students and solidify their learning.