

Executive Summary: EMBA Assurance of Learning Report (AY 2022-23 and 2023-24)

Introduction

The Executive MBA (EMBA) program at the USF School of Management conducted an assessment of three key learning outcomes to evaluate students' competencies in strategic decision-making, ethical leadership, and sustaining a global perspective. The assessment was based on Final Project submissions from EMBA Cohort 32, evaluated by members of the MBA Advisory Board using established rubrics. This report identifies key findings and recommendations for improvement across the three learning outcomes.

LEARNING OBJECTIVE	0%	25%	50%	100%
Demonstrates Ethical and Values-Based Leadership in Decision-Making				82%
Engages in Strategic Decision-Making to Solve Problems				98%
Sustains a Global Perspective that Attends to Business, Social, and Environmental Implications				85%

Key Findings and Recommendations

1. Demonstrates Ethical and Values-Based Leadership in Decision-Making

- **Findings:** Students generally performed well in their ability to demonstrate ethical reasoning, but many failed to thoroughly analyze environmental and social implications in their decision-making. Key ethical dilemmas were sometimes overlooked, and projects often lacked structured frameworks to assess corporate responsibility.
- **Recommendations:** Revise project prompts to explicitly require consideration of broader stakeholder impacts. Incorporate case studies and discussions on ethical and environmental implications.
- **MBA Redesign Response:** Work in Progress

2. Engages in Strategic Decision-Making to Solve Problems

- **Findings:** Many students demonstrated strong strategic thinking and industry expertise. However, a significant gap was identified in risk identification and mitigation strategies. While financial risks were occasionally considered, other critical risks—such as operational, reputational, and competitive threats—were often neglected. Additionally, some projects lacked structured decision-making frameworks and did not incorporate sufficient field research or peer collaboration.
- **Recommendations:** Introduce risk assessment and mitigation planning as a mandatory component in strategic decision-making coursework. Require field research and peer

collaboration as part of major projects to ensure real-world validation of strategic decisions.

- **MBA Redesign Response:** Work in progress

3. Sustains a Global Perspective that Attends to Business, Social, and Environmental Implications

- **Findings:** While students effectively analyzed local business and social issues, many projects lacked a broader global perspective. Scalability considerations were often limited, and environmental sustainability was frequently overlooked. Projects focusing on business development rarely accounted for cross-border regulations, global economic trends, or the environmental impact of scaling their ideas internationally.
- **Recommendations:** Strengthen the curriculum by incorporating global sustainability frameworks (e.g., UN Sustainable Development Goals) to enhance students' ability to evaluate environmental implications.
- **MBA Redesign Response:** The EMBA redesign will include the Horizon Core, which offers students a menu of courses focused on sustainability, further reinforcing the importance of considering societal and environmental impacts. These initiatives align with the program's recommendations to revise project prompts to explicitly require consideration of these broader impacts and incorporate case studies and discussions on ethical and environmental considerations, fostering a more holistic approach to business strategy.

Conclusion & Next Steps

The assessment of EMBA learning outcomes revealed key areas for improvement across ethical leadership, strategic decision-making, and global business perspectives. While students generally demonstrated strong ethical reasoning, they often overlooked environmental and social implications in decision-making, prompting recommendations to revise project prompts and incorporate case studies on corporate responsibility. In strategic decision-making, students exhibited industry expertise but lacked structured risk assessment frameworks and sufficient field research, leading to recommendations for mandatory risk mitigation planning and peer collaboration in coursework. Additionally, while students effectively addressed local business and social issues, their projects lacked a global perspective, failing to consider scalability, cross-border regulations, and environmental sustainability. To address this, the EMBA redesign will introduce the Horizon Core, offering sustainability-focused courses to reinforce societal and environmental considerations in business strategy. These curriculum enhancements aim to develop a more comprehensive, ethically grounded, and globally aware approach to leadership and decision-making.

Next Steps:

1. Implement Curriculum Enhancements

- **Ethical Leadership:** Revise project prompts and assessment rubrics to explicitly require students to analyze ethical, social, and environmental implications.
- **Strategic Decision-Making:** Integrate structured risk assessment frameworks into coursework and ensure students incorporate contingency planning in their projects.
- **Global Perspective:** Expand case studies and project requirements to include cross-border considerations, scalability, and sustainability frameworks such as the UN Sustainable Development Goals (SDGs).

2. Strengthen Experiential Learning Opportunities

- Require field research and industry collaboration as part of the final project to ensure students engage with real-world business challenges.
- Develop co-curricular workshops focusing on risk management, sustainability, and ethical leadership to reinforce classroom learning.
- Encourage peer collaboration and feedback sessions to enhance decision-making through diverse perspectives.