

EMBA AY 2016-2017 Assessment

Phase 1: Assessment Plan

Learning Outcome Assessed: EMBA Learning Outcome 9 – Evaluate the impact of business decisions on the well being of stakeholders, including the local and global environment.

Assessment Method: Written Assignment.

Assignment Description (from course syllabus):

Global Business Practicum Paper. Each student will write a paper that integrates corporate diplomacy and the role of business in the global marketplace with a chosen topic of study. Each student and the professor will mutually agree on the chosen topic. The four learning outcomes specifically addressed by this assignment are: (a) apply principles and knowledge gained from both their EMBA program studies and work experience to better understand the complex, global ecosystem in which businesses operate; (b) gather and synthesize information on economic, political, organizational, cultural and legal factors associated with operating locally and in a global economy; (c) appreciate the opportunities, challenges and tradeoffs necessary to work with diverse (and likely competing) stakeholder groups; and (d) grapple with the social, moral, and environmental impact of organizations in the pursuit of creating return with stakeholders.

Targeted Performance (based on rubric): 80% of students meet or exceed expectations.

Evaluation Process: Students were evaluated by the course instructor using a rubric developed and approved by the EMBA Curriculum Committee.

Rubric: The rubric (see attached) consists of three categories – (1) Strategic Management of Stakeholders, (2) Economic Political, Organizational, Cultural and Legal Factors, and (3) Value Creation Impact. – that are evaluated separately on a scale from ‘0’ (Does Not Meet Expectations) to ‘3’ (Exceeds Expectations).

Course: EMBA 6997—Global Business Practicum. This is a second-year EMBA course in which students travel internationally.

Evaluator: Dr. Richard Stackman, Associate Professor & Interim Director of Executive Education. Dr. Stackman led the international trip, designing the course syllabus with “stakeholder management” as the focal topic.

Phase 2: Results Assessment and Planned Action

Results: In aggregate, the results are not impressive as the 80% standard was achieved on only one of the three categories. Additionally, six (of the 18) students failed to average a ‘2’ across the five categories; three (of those 6) students did not achieve, on average, a “Below Expectations” evaluation.

Of note, the value of the global trip is not in question. A survey (attached) of the students’ experience that was conducted after the trip is a testament to the value of the trip. What is in question is the following:

1. Is a learning outcome specific to stakeholder management central to the EMBA program, and, if so, in which course(s) should it be addressed? Note: The Global Practicum Trip may not be the best course to emphasize stakeholder management and then assess students' grasp of the topic.
2. Is one assignment – in this case a paper – the best way to assess student learning with respect to stakeholder management and the three categories specific to LO #9?
3. Does the rubric – as worded – attempt to assess too much? That is, for example, should the local and global environment be included as a stakeholder?

Categories	Does Not Meet Expectations '0'	Below Expectations '1'	Meets Expectations '2'	Exceeds Expectations '3'	% Students Meeting or Exceeding Expectations
Strategic Management of Stakeholders	2	3	10	3	72.2%
Economic, Political, Organizational, Cultural, and Legal Factors	0	3	9	6	83.3%
Value Creation Impact	2	4	8	4	67.7%

Suggested Action(s):

1. Reaffirm (or alter) the purpose of the trip, as there remains some question as to the use of the word “practicum” in the course title. As noted in the most recent syllabus:

The Global Business Practicum (GBP) is envisioned to be a “conscious-raising” experience where students come away with powerful and relevant lessons. Reflective of the Jesuit tradition, the GBP expands and deepens people’s consciousness of themselves, others, their organizations, and the larger world around them. The GBP is designed to help students articulate a point of view about the role of business in the global marketplace.

2. Reaffirm the “stakeholder management” topic as critical to the EMBA program curriculum.
3. Based on #2, revise the learning outcome and its related rubric, and change the assessment method and/or the course assessed.

Phase 3: Closing the Loop

[To be completed after addressing Suggested Actions.]