

**Indiana University Kokomo
School of Business
Assessment Plan
School Year 2007-2008**

UNDERGRADUATE BUSINESS DEGREE

I. PROGRAM'S MISSION

The mission of the School of Business is to provide high quality Indiana University education for the residents and employers of north central Indiana. The School's focus is to prepare students for effective and ethical leadership in an evolving global economy. The faculty is dedicated to excellence in teaching and continued intellectual growth through applied research, professional development, and service.

The undergraduate and M.B.A. curricula are based on the philosophy of balanced education, offering students high quality learning opportunities in professional fields integral to contemporary business and management. Courses are delivered in a distinctive learning environment with students of diverse ages, backgrounds, and aspirations in small class settings conducive to interactive learning experiences. The School of Business programs foster effective management of resources in contemporary organizations and prepare students for decision-making and leadership in a dynamic environment.

The mission of Indiana University Kokomo is "to enhance the educational and professional attainment of the residents of North Central Indiana. Indiana University Kokomo is further dedicated to enhancing research, creative work, and other scholarly activity, promoting diversity, and strengthening the economic and cultural vitality of the region and the state through a variety of partnerships and programs."

The School's mission fits with the focus of the University's mission to meet the educational needs of North Central Indiana. Furthermore, the program's mission states commitment to high quality learning opportunities for students of diverse ages, backgrounds and aspirations.

II. PROGRAM GOALS AND LEARNING OUTCOMES

Goals of the undergraduate program as well as the learning outcomes are driven by the mission of the School. In particular, these goals are reflected in the philosophy of balanced education that prepares students for decision-making and leadership.

There are six general education goals 1 – 6. Further, there are eight goals related to the content areas of business 7.1 – 7.8. For each goal, the following learning outcomes are established.

A graduate of the undergraduate business program should be able to:

Goal 1. Read effectively

Outcome 1.1 - Comprehend written materials

Outcome 1.2 - Interpret written materials

Goal 2. Write and speak English clearly and effectively

Outcome 2.1 – Organize written work clearly.

Component 2.1.1 - Written work has clear organization, including the appropriate introduction, development and conclusion.

Component 2.1.2 - Paragraphing and transitions are clear and appropriate.

Outcome 2.2 – Present a topic effectively in written work.

Component 2.2.1 - Written work provides thorough coverage of the topic.

Component 2.2.2 - Assertions are supported by evidence.

Outcome 2.3 – Write correctly.

Component 2.3.1 – Student’s work has no major errors in word selection and use.

Component 2.3.2 - Student’s work has no major errors in spelling.

Component 2.3.3 - Student’s work has no major errors in punctuation.

Component 2.3.4 - Student’s work has no major errors in grammar.

Outcome 2.4 – Present effectively.

Component 2.4.1 – Student presents in a logical sequence.

Component 2.4.2 – Student provides appropriate explanations.

Outcome 2.5 - Students should be able to maintain interaction with the audience

Outcome 2.6 - Students should be able to speak clearly

Component 2.6.1 – Student speaks clearly.

Component 2.6.2 – Student makes no grammatical or pronunciation errors.

Goal 3. Demonstrate analytical skills.

Outcome 3.1 – Collect appropriate data

Outcome 3.2 – Interpret data

Outcome 3.3 – Present data

Outcome 3.4 - Use appropriate quantitative analysis tools

Outcome 3.5 - Use appropriate statistical modeling tools

Goal 4. Demonstrate effective problem-solving skills.

Outcome 4.1 - Provide identification and formulation of problem

Outcome 4.2 - Develop problem solution techniques

Outcome 4.3 - Interpret solution results

Goal 5. Demonstrate communication skills.

Outcome 5.1 - Demonstrate skills in interpersonal relations

Outcome 5.2 - Work in groups and teams

Goal 6. Demonstrate skills with computers and information technology.

- Outcome 6.1 - Use word processing software.
- Outcome 6.2 - Use spreadsheet software.
- Outcome 6.3 - Use presentation software.
- Outcome 6.4 - Use database management software.
- Outcome 6.5 - Demonstrate skills in web design.
- Outcome 6.6 - Use information search tools and resources.

Goal 7.1. Demonstrate knowledge and skills in accounting.

- Outcome 7.1.1 - Analyze and record accounting transactions.
- Outcome 7.1.2 - Describe the sequential phases of the accounting cycle.
- Outcome 7.1.3 - Identify, describe, and prepare each of the major financial statements.
- Outcome 7.1.4 - Explain how financial statements help decision makers.
- Outcome 7.1.5 - Apply the methods of overhead cost allocation.
- Outcome 7.1.6 - Apply cost behavior to solve business problems.
- Outcome 7.1.7 - Perform variance analysis.
- Outcome 7.1.8 - Prepare major managerial accounting reports such as a statement of cost of goods manufactured and a production report.

Goal 7.2. Demonstrate knowledge and skills in economics.

- Outcome 7.2.1 - Apply supply and demand analysis.
- Outcome 7.2.2 - Derive the different measures of costs, revenues, and profits.
- Outcome 7.2.3 - Explain the pricing implications of market conditions (perfect competition, monopolistic competition, oligopoly, monopoly).
- Outcome 7.2.4 - Describe measurements of inflation, unemployment and GDP.
- Outcome 7.2.5 - Identify economic policies that stimulate long term growth.
- Outcome 7.2.6 - Distinguish between fiscal and monetary policies, their goals, and their controlling authorities
- Outcome 7.2.7 - Describe nature of money and the tasks and tools of the Federal Reserve system.
- Outcome 7.2.8 - Describe gains to trade and the effects of barriers to trade.

Goal 7.3. Demonstrate knowledge and skills in finance.

- Outcome 7.3.1 - Apply the concept and mechanics of the time value of money.
- Outcome 7.3.2 - Utilize valuation models to estimate the price of financial assets.
- Outcome 7.3.3 - Apply capital budgeting theory, including the estimation of incremental after-tax cash flows and the use of the Net Present Value method.
- Outcome 7.3.4 - Measure risk and describe the risk-return tradeoff as expressed by the Capital Asset Pricing Model.
- Outcome 7.3.5 - Describe the theory of capital structure.

Goal 7.4. Demonstrate knowledge and skills in legal, ethical, social, international topics.

- Outcome 7.4.1 - Describe the influence of national, international and intercultural factors on strategic choices, including on decisions to make direct foreign investments.
- Outcome 7.4.2 - Describe and apply the major theories that explain why trade and investment occur.
- Outcome 7.4.3 - Describe the overall composition of the global business environment.
- Outcome 7.4.4 - Describe the positive and negative effects of multinational enterprises on host nations.
- Outcome 7.4.5 - Describe the concept of national competitiveness and how it relates to industry-specific and firm-specific competitiveness.
- Outcome 7.4.6 - Describe the concept of ethics and its impact on leadership, decision-making, socially responsible and responsive strategies.
- Outcome 7.4.7 - Describe the nature and sources of law in the US legal system.
- Outcome 7.4.8 - Describe the rules that bound business entities, business relationships, and business transactions.

Goal 7.5. Demonstrate knowledge and skills in management.

- Outcome 7.5.1 - Describe the nature of an enterprise.
 - Component 7.5.1.1 – Describe how an enterprise relates to its environment.
 - Component 7.5.1.2 - Describe how an enterprise relates to its stakeholders.
- Outcome 7.5.2 - Use an analytical framework for sorting and relating the numerous elements affecting the whole organization and its environment:
 - Component 7.5.2.1 - Perform a competitive analysis and assessment of the external forces affecting the firm.
 - Component 7.5.2.2 - Perform an internal analysis of an organization, using tools and concepts from various related disciplines
- Outcome 7.5.3 - Describe major theories of leadership and motivation.

Goal 7.6. Demonstrate knowledge and skills in management information systems.

- Outcome 7.6.1 - Describe the nature of information systems, their components and types.
- Outcome 7.6.2 - Describe the principles of database design and apply them to business problems.
- Outcome 7.6.3 - Identify the impact of IS on organization structure, business processes, and decision-making effectiveness.
- Outcome 7.6.4 - Describe the impact of networks and e-business on organizations.

Goal 7.7. Demonstrate knowledge and skills in marketing.

- Outcome 7.7.1 - Describe the eight universal functions of marketing.
- Outcome 7.7.2 - Describe the marketing concept.
- Outcome 7.7.3 - Describe how to find attractive marketing opportunities.
- Outcome 7.7.4 – Segment product markets and develop a marketing mix.
- Outcome 7.7.5 - Describe the marketing management and strategic market planning processes.

Goal 7.8. Demonstrate knowledge and skills in operation management.

- Outcome 7.8.1 - Describe the critical role of operation management in the overall business strategy of the firm
- Outcome 7.8.2 - Describe how operations interact with other functional areas to derive cross-functional synergies
- Outcome 7.8.3 - Describe the importance of quality, technology, and globalization to gain a competitive advantage
- Outcome 7.8.4 - Apply quantitative models and technology to support managerial decision making

III. Curriculum Map

Appendix A provides the curriculum map for the learning outcomes and their components. The map identifies which courses are used for assessment of the outcomes presented above. When components are identified, all components for an outcome are assessed in the same course.

IV. Assessment of student learning activities planned for the following academic year

Course-embedded Assessment

The learning outcomes of the undergraduate degree in business will primarily be assessed within the core curriculum of the degree. A curriculum map showing these outcomes and the classes in which they are taught is attached to this report (Appendix A). Learning outcomes associated with program goals 7.1-7.8 will be assessed in 2007-2008. Our future plans include moving to assessing the general education goals 1-6 in the academic year 2008-2009. Please refer to the curriculum map in Appendix A for a list of courses in which each component will be assessed.

Since learning outcomes 7.1.-7.8. are discipline-specific, the faculty teaching in the corresponding area determine the assessment mechanism and benchmarks. The faculty will use specific assessment instruments to track student performance for each outcome assessed in a course. For the majority of outcomes, there will be a set of questions associated with an outcome on a quiz or exam. Performance on these specific questions measures the achievement of the outcome. If a comprehensive quiz or exam is used to collect assessment data, the faculty will track questions related to each outcome separately. The faculty will then submit a report with summary data to the Assessment Committee of the School at the end of each semester. The Assessment Committee will prepare a summary report based on the data collected from faculty. The summary report will identify the level of achievement of learning outcomes and their components.

For every component that falls short of achieving the benchmark level identified as acceptable, the faculty teaching in the area will submit a brief review of observed problems and proposed improvements.

Benchmarks

Appendix A also includes the information on the performance benchmarks. The faculty examined the nature of course material and test instrument questions connected with each outcome. This nature is variable, so a series of benchmarks was established for every outcome. In particular, the faculty

established what level for each outcome is “Excellent”, “Satisfactory”, and “Needs Improvement”. For instance, the benchmark can be set as 90% performance for “Excellent”, and 70% for “Satisfactory”. In this case, if on average students answer over 90% questions associated with the outcome correctly, the achievement is excellent. Please see Appendix A for specific benchmarks.

The School acknowledges that benchmarks may be set in different formats. The School currently collects data on the mean performance of students in each outcome. CTLA suggested using a frequency measure such as the number of students reaching a particular level. The School’s faculty feel that a mean measure is more appropriate. Using frequency numbers in a small sample of student-level observations will provide high variability of data semester-to-semester. Furthermore, it may create an incentive for the faculty to get all students only to a particular benchmark level, rather than focus on overall improvement of student learning. For instance, if the benchmark for Excellence is set at 90%, improving performance from 91% to 98% will not be reflected in the frequency measure, but will be captured by the mean measure. For these reasons, the School continue using the mean performance measures for the next academic year.

National test

The School will administer to all graduating seniors a standardized national test that covers eight functional areas of business. This is the ETS Major Field Test in Business. The Assessment Committee of the School reviews the results. The ETS test is used to provide external validation to the School’s assessment activities.

The faculty of the School requested a copy of the test from the ETS, and examined the test questions to establish a link with the program outcomes. Faculty members in all areas participated to evaluate the ETS test questions. ETS reports test results as eight assessment indicators measuring eight areas of business. Appendix B presents a mapping of the ETS assessment indicators to the School’s program outcomes. The data received from the ETS test will measure student performance on these specific outcomes. The majority of outcomes related to Goals 7.1.-7.8. is covered by the ETS test. Please refer to the table in Appendix B for details.

Since, the ETS data is reported in the eight assessment indicators for Business, this is the unit of data used in our assessment. The faculty will examine the scores for each assessment indicator, and use the map presented in Appendix B to trace the score back to the program outcomes.

Benchmarks

The ETS test allows us to get external validation of student performance, and to compare performance of our students with that of over 500 other institutions. The ETS reports student scores in eight area scores.

Every graduate of the program takes the ETS test. This allows us to measure the achievement of program outcomes at the conclusion of the program. Having a smaller set of observations (compared to all students enrolled in the classes with course-embedded assessment) also allows us to set benchmarks in terms of individual performance. We expect our students to perform better than at the national average level. We established eight performance characteristics – scores that we expect the

students to reach. These scores are listed in Appendix B. The benchmark for Excellence for the program is to have 85% of the graduates reach the target performance characteristic for each ETS measure. The benchmark for Satisfactory performance is to have 70% of students reach the target performance characteristic.

V. Ongoing Assessment

The Assessment plans for the School of Business at Indiana University Kokomo are mission-driven responses to the need for data to measure and implement program improvement. The faculty of the School of Business at Indiana University Kokomo will strive to carefully evaluate the data gathered and affect the necessary improvements in courses or curricula. This data will be used as a cornerstone in the School's continuous improvement process that is the foundation of its AACSB accreditation. We are proud that we involved all of the School of Business faculty members in developing, assessing and adapting curriculum. Thus, assessment is an ongoing process and the plan itself will be under regular evaluation as part of the process.

The following resources are requested from CTLA to support the assessment efforts of the School.

(1) ETS test cost for undergraduate students in 2007-08:	50 @ \$25 = \$1250
(2) ETS test cost for M.B.A. students in 2007-08:	25 @ \$30 = <u>\$ 750</u>
Total:	\$2000

Outcomes		A201	A202	E201	E202	E270	D301	F301	K201	L201	M301	P301	S302	Z302	J401	Benchmark (Excellent / Acceptable)
Comprehend written materials	1.1									X						90% / 70%
Interpret written materials	1.2									X						90% / 70%
Organization of written work	2.1						X								X	90% / 70%
Topic coverage in written work	2.2						X								X	90% / 70%
Write correctly	2.3						X								X	90% / 70%
Present effectively	2.4						X								X	90% / 70%
Interaction with audience	2.5						X								X	90% / 70%
Speak clearly	2.6						X								X	90% / 70%
Collect data	3.1	X				X										85% / 60 %
Interpret data	3.2	X				X										85% / 60 %
Present data	3.3	X				X										85% / 60 %
Use quantitative analysis tools	3.4					X						X				85% / 60 %
Use appropriate statistical modeling tools	3.5					X						X				85% / 60 %
Identification and formulation of problem	4.1				X							X				85% / 60 %
Develop problem solution techniques	4.2				X							X				85% / 60 %
Interpret solution results	4.3				X							X				85% / 60 %
Skills in interpersonal relations	5.1													X	X	90% / 70%
Work in groups and teams	5.2													X	X	90% / 70%
Use word processing software.	6.1								X							90% / 70%
Use spreadsheet software.	6.2												X			90% / 70%
Use presentation software.	6.3								X							90% / 70%
Use database management software.	6.4												X			90% / 70%
Develop skills in web design.	6.5								X							90% / 70%
Information search tools	6.6												X			90% / 70%

Outcomes		A201	A202	E201	E202	E270	D301	F301	K201	L201	M301	P301	S302	Z302	J401	Benchmark (Excellent / Acceptable)
ACCOUNTING																
Record accounting transactions.	7.1.1	X														90% / 70%
Phases of the accounting cycle.	7.1.2	X														90% / 70%
Major financial statements.	7.1.3	X														90% / 70%
Financial statements in decision making	7.1.4	X														90% / 70%
Overhead cost allocation.	7.1.5		X													90% / 70%
Cost behavior	7.1.6		X													90% / 70%
Variance analysis.	7.1.7		X													90% / 70%
Managerial accounting reports	7.1.8		X													90% / 70%
ECONOMICS																
Supply and demand	7.2.1			X												85% / 60 %
Cost measures	7.2.2			X												85% / 60 %
Market structures	7.2.3			X												85% / 60 %
Measures of inflation, unemployment and GDP	7.2.4				X											85% / 60 %
Growth policy	7.2.5				X											85% / 60 %
Fiscal and monetary policies	7.2.6				X											85% / 60 %
Money and the Federal Reserve system.	7.2.7				X											85% / 60 %
Gains to trade, barriers to trade	7.2.8			X												85% / 60 %
FINANCE																
The time value of money	7.3.1							X								90% / 70%
Valuation models	7.3.2							X								90% / 70%
Capital budgeting theory and its application	7.3.3							X								90% / 70%
Capital Asset Pricing Model.	7.3.4							X								90% / 70%
Capital structure	7.3.5							X								90% / 70%
LEGAL, ETHICAL, SOCIAL, INTERNATIONAL ISSUES																
National, international and intercultural factors	7.4.1						X									80% / 60%
Theories of trade and investment	7.4.2						X									80% / 60%
Major trade and investment flows	7.4.3						X									80% / 60%
Multinational enterprises	7.4.4						X									80% / 60%
National competitiveness	7.4.5						X									80% / 60%
Concept of ethics	7.4.6									X						80% / 60%
Nature and sources of law	7.4.7									X						80% / 60%
Rules that bound business entities	7.4.8									X						80% / 60%
MANAGEMENT																
Nature of an enterprise	7.5.1														X	80% / 60%
Environment of enterprise	7.5.1.1														X	80% / 60%
Stakeholders of enterprise	7.5.1.2														X	80% / 60%
Analytical framework of enterprise	7.5.2														X	80% / 60%
Competitive analysis	7.5.2.1														X	80% / 60%
Internal analysis of an organization	7.5.2.2														X	80% / 60%
Leadership and motivation	7.5.3													X		80% / 60%
MANAGEMENT INFORMATION SYSTEMS																
Nature of IS	7.6.1												X			80% / 60%
Database, its design and use	7.6.2												X			80% / 60%
Impact of IS on organization	7.6.3												X			80% / 60%
Implications of telecommunications and e-business	7.6.4												X			80% / 60%
MARKETING																
Eight universal functions of marketing.	7.7.1										X					90% / 70%
Marketing concept.	7.7.2										X					90% / 70%
Marketing opportunities.	7.7.3										X					90% / 70%
Segment product-markets / marketing mix	7.7.4										X					90% / 70%
Marketing management / strategic market planning	7.7.5										X					90% / 70%
OPERATION MANAGEMENT																
Role of operation management in business strategy	7.8.1											X				80% / 60%
Interaction with other functions	7.8.2											X				80% / 60%
Quality and technology	7.8.3											X				80% / 60%
Selected OM concepts and techniques	7.8.4											X				80% / 60%

Outcomes		Accounting	Economics	Management	Quantitative / Information Systems	Finance	Marketing	Legal / Social	International
Comprehend written materials	1.1								
Interpret written materials	1.2								
Organization of written work	2.1								
Topic coverage in written work	2.2								
Write correctly	2.3								
Present effectively	2.4								
Interaction with audience	2.5								
Speak clearly	2.6								
Collect data	3.1								
Interpret data	3.2								
Present data	3.3								
Use quantitative analysis tools	3.4				X				
Use appropriate statistical modeling tools	3.5				X				
Identification and formulation of problem	4.1				X				
Develop problem solution techniques	4.2				X				
Interpret solution results	4.3				X				
Skills in interpersonal relations	5.1								
Work in groups and teams	5.2								
Use word processing software.	6.1								
Use spreadsheet software.	6.2								
Use presentation software.	6.3								
Use database management software.	6.4								
Develop skills in web design.	6.5								
Information search tools	6.6								
ACCOUNTING									
Record accounting transactions.	7.1.1	X							
Phases of the accounting cycle.	7.1.2								
Major financial statements.	7.1.3	X							
Financial statements in decision making	7.1.4	X							
Overhead cost allocation.	7.1.5	X							
Cost behavior	7.1.6	X							
Variance analysis.	7.1.7	X							
Managerial accounting reports	7.1.8	X							
ECONOMICS									
Supply and demand	7.2.1		X						
Cost measures	7.2.2		X						
Market structures	7.2.3		X						
Measures of inflation, unemployment and GDP	7.2.4		X						
Growth policy	7.2.5		X						
Fiscal and monetary policies	7.2.6		X						
Money and the Federal Reserve system.	7.2.7		X						
Gains to trade, barriers to trade	7.2.8		X						
FINANCE									
The time value of money	7.3.1					X			
Valuation models	7.3.2					X			
Capital budgeting theory and its application	7.3.3					X			
Capital Asset Pricing Model.	7.3.4					X			
Capital structure	7.3.5					X			
LEGAL, ETHICAL, SOCIAL, INTERNATIONAL ISSUES									
National, international and intercultural factors	7.4.1								X
Theories of trade and investment	7.4.2								X
Major trade and investment flows	7.4.3								X
Multinational enterprises	7.4.4								X
National competitiveness	7.4.5								
Concept of ethics	7.4.6							X	
Nature and sources of law	7.4.7							X	
Rules that bound business entities	7.4.8							X	
MANAGEMENT									
Nature of an enterprise	7.5.1			X					
Environment of enterprise	7.5.1.1								
Stakeholders of enterprise	7.5.1.2								
Analytical framework of enterprise	7.5.2			X					
Competitive analysis	7.5.2.1								
Internal analysis of an organization	7.5.2.2								
Self-assessment tools	7.5.3								
MANAGEMENT INFORMATION SYSTEMS									
Nature of IS	7.6.1				X				
Database, its design and use	7.6.2				X				
Impact of IS on organization	7.6.3				X				
Implications of telecommunications and e-business	7.6.4				X				
IS in delivering competitive advantage	7.6.5								
MARKETING									
Eight universal functions of marketing.	7.7.1								
Marketing concept.	7.7.2								
Marketing opportunities.	7.7.3						X		
Segment product-markets / marketing mix	7.7.4						X		
Marketing management / strategic market planning	7.7.5						X		
OPERATION MANAGEMENT									
Role of operation management in business strategy	7.8.1			X					
Interaction with other functions	7.8.2			X					
Quality and technology	7.8.3			X					
Selected OM concepts and techniques	7.8.4				X				
Emerging business trends / environmental concerns	7.8.5								
Performance Characteristic (ETS Score in each area)		44	42	57	56	36	47	50	44
Appendix B. Coverage of program outcomes in the ETS Major Field Test in Business									
Note: The ETS test reports scores in eight assessment indicators. The table reports which outcomes are covered in each assessment indicator score. The performance characteristic for each area is also reported.									