

CBE AOL Closing the Loop Form

Program: MBA Date: May 4, 2021

Learning Goal: LG 1: Students who graduate will be global in their perspective when developing business strategies.

Learning Objective: LO 1A: Students who graduate will identify global business opportunities, analyze global business challenges, and develop business strategies.

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Closing-the-Loop

1. Review Learning Objective (LO) assessment data in the current Assessment Report.
2. Review previous LO assessment data and improvement actions taken since then in the AOL Summary Report.
3. Document below the effectiveness of past improvement actions in improving student learning or the AOL process (this is what is known as “closing-the-loop”).

1. The previous round of assessment in 2018 revealed a significant deficiency. In 2018 only 62% met or exceeded expectations.
2. In the current round of assessment, 94% of students meet or exceed expectations.
3. In 2019, we introduced the ‘Global DNA’ simulation in the capstone as an experiment to see if this would improve student learning for ‘globalization’. In Management 603 (Managing Complex Issues in a Global Context), we increased emphasis on examples of complex global issues and links to business strategy.

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4. Document below your evaluation of current LO assessment data compared to the benchmark and the need for new improvement actions. Consider not just the overall average LO score but also score on individual traits shown in the Assessment Report and derived from the LO rubric.

1. In 2018:
 - a. 63% of students did not meet expectations for Global Business Model Design
 - b. 60% of students did not meet expectations for Global Strategic Plan
2. In 2020:
 - a. 100% of students did not meet expectations for Global Business Model Design
 - b. 100% of students did not meet expectations for Global Strategic Plan
 - c. 32% of students did not meet expectations for Global Business Issue Analysis
3. Further improvement is needed in Global Business Issue Analysis.

5. Record below a list of recommended course-level or programmatic actions to improve student learning or the AOL process.
 - a. Sort the list from most recommended to least.
 - b. Given our mature AOL system, ideas should not be limited to just AOL system improvements.
 - c. For each improvement action proposal, list the project leader, timeline to completion, required resources, expected ease of implementation (hard, medium, easy), and expected impact on student learning (low, medium, high).
 - d. You may use ease of implementation and impact on student learning to rank improvements.

- e. There is no guarantee that improvement ideas will be approved. They need to be reviewed by the program director, curriculum committee and dean.

1. The improvement between 2018 and 2020 indicates the value of the new simulation in the capstone course and the expansion of additional strategic issues suitable for discussion in a global context. All of the faculty who will teach the capstone will make some use of Global DNA as a component in future sections of the capstone course. This will require additional preparation.
2. It was agreed that Global DNA be limited to, at most, 50% of the full cycle of the simulation so as to avoid having the course become overly reliant on the simulation as a pedagogical tool.
3. Committing to the ongoing use of Global DNA does not have any additional resource requirements, except possibly additional prep time for any instructors who might be asked in the future to teach this course.
4. All of the faculty teaching MGMT 603 commit to expand the inclusion of additional strategic issues for students to analyze. The use of remote learning technology can also be used to connect students to guest speakers and other class visitors such as students from universities in other countries to enrich discussions of global issues.
5. All of the above can be implemented with existing resources. The use of a hybrid model of teaching, with a combination of face to face and on ground class meetings will facilitate opportunities to have remote guests and remote learning experiences with students in other countries. Synchronizing time is an issue if the geographic scope of class meetings is extended across time zones.