



## **Learning Outcomes for Business Programs**

The Office of Institutional Research at Sullivan University compiles information about the learning outcomes for each program offered by the University. The faculty evaluate whether each program is meeting its stated outcomes annually. The results of the evaluations appear in this document for the business programs accredited by the Southern Association of Colleges and Schools (SACS) and the International Assembly for Collegiate Business Education (IACBE).

Each program presents a mission statement that defines the purpose of the program. Based on the mission statement, each program presents measurable outcomes that define what students will learn in the program. Achievement of each outcome is measured by two instruments, one of which must be a direct measure of learning. Each program defines a target score for each measure. The Office of Institutional Research evaluates whether each program is meeting its target score, exceeding its target score, or falling below its target score. The results of these evaluations are presented in this document using graphical arrows.

October 10, 2013

## **College of Business Administration**

## Associate of Science in Business Management

**Mission:** The mission of the Business Management programs is to prepare the students for the ever-changing environment of the business world by providing them with the training requirements to meet the demands of today.

**Outcome 1:** Graduates of the ASBM program will be able to articulate how the accounting, marketing, finance, management, information processing, and economic functions contribute to business management.

Measure	Target	Achievement
ASBM MFT Competency Exam (MGT254)	Score of 70% or better	↘
Business Plan (MGT254)	Score of 70% of better on Business Plan rubric	↗

**Outcome 2:** Graduates of the ASBM program will be able to articulate and define the key terms and concepts related to business management.

Measure	Target	Achievement
ASBM MFT Competency Exam (MGT254)	Score of 70% or better	↘
Business Plan (MGT254)	Score of 70% of better on Business Plan rubric	↗

**Outcome 3:** Graduates of the ASBM program will be able to develop a business plan applicable to a given business management situation.

Measure	Target	Achievement
ASBM MFT Competency Exam (MGT254)	Score of 70% or better	↘
Business Plan (MGT254)	Score of 70% of better on Business Plan rubric	↗

Key

Symbol	Meaning
→	We have achieved our target for this year's student population.
↗	We have exceeded our target for this year's student population.
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We achieve our target when the mean score for the student population matches the target within three percentage points. Not achieving our target invokes quarterly review—rather than annual review—until we achieve the target outcome.

## Associate of Science in Marketing & Sales Management

***This program launched in Fall 2010. Learning outcomes and measures are in the process of being validated at this time. The first program assessment will occur when the first class graduates.***

**Mission:** The mission of the Marketing programs is to prepare the students for the ever-changing environment of the business world by providing them with the training requirements to meet the demands of today.

**Outcome 1:** Graduates of the ASMSM program will be able to articulate how the accounting, marketing, finance, management, information processing, and economic functions contribute to marketing and sales management.

Measure	Target	Achievement
ASMSM MFT Competency Exam (MKT295)	Score of 70% or better	↗
Marketing Plan (MKT295)	Score of 70% of better on Marketing Plan rubric	↗

**Outcome 2:** Graduates of the ASMSM program will be able to articulate and define the key terms and concepts related to business management.

Measure	Target	Achievement
ASMSM MFT Competency Exam (MKT295)	Score of 70% or better	↗
Marketing Plan (MKT295)	Score of 70% of better on Marketing Plan rubric	↗

**Outcome 3:** Graduates of the ASMSM program will be able develop a business plan applicable to a given business management situation.

Measure	Target	Achievement
ASMSM MFT Competency Exam (MKT295)	Score of 70% or better	↗
Marketing Plan (MKT295)	Score of 70% of better on Marketing Plan rubric	↗

Key

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→	We have achieved our target for this year's student population.
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## Associate of Science in Supply Chain Management Program

***This program launched in Fall 2010. Learning outcomes and measures are in the process of being validated at this time. The first program assessment will occur when the first class graduates.***

**Mission:** The mission of the Supply Chain Management programs is to prepare the students for the ever-changing environment of the business world by providing them with the training requirements to meet the demands of today.

Outcome 1: Graduates of the ASSCM program will be able to articulate supply chain, and logistics and distribution management history, evolution, and management concepts and practices.

Measure	Target	Achievement
ASSCM MFT Competency Exam (SCM295)	Score of 70% or better	↘
Transportation Plan (SCM295)	Score of 70% of better on Transportation Plan rubric	↗

Outcome 2: Graduates of the ASSCM program will be able to articulate and define the key terms and concepts related to business management.

Measure	Target	Achievement
ASSCM MFT Competency Exam (SCM295)	Score of 70% or better	↘
Transportation Plan (SCM295)	Score of 70% of better on Transportation Plan rubric	↗

Outcome 3: Graduates of the ASSCM program will be able develop a business plan applicable to a given business management situation.

Measure	Target	Achievement
ASSCM MFT Competency Exam (SCM295)	Score of 70% or better	↘
Transportation Plan (SCM295)	Score of 70% of better on Transportation Plan rubric	↗

Key

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→	We have achieved our target for this year's student population.
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We achieve our target when the mean score for the student population matches the target within three percentage points. Not achieving our target invokes quarterly review—rather than annual review—until we achieve the target outcome.

## Bachelor of Science in Business Administration

**Mission:** The mission of the Business Administration programs is to prepare the students for the ever-changing environment of the business world by providing them with the training requirements to meet the demands of today.

**Outcome 1:** Graduates of the BSBA program will be able to critically articulate how the accounting, marketing, finance, management, information processing, and economic functions contribute to business administration.

Measure	Target	Achievement
BSBA MFT Competency Exam (MGT464)	Score of 70% or better	↗
Marketplace Simulation Team Score (MGT464)	Score of 70% or better	↗

**Outcome 2:** Graduates of the BSBA program will be able to identify key terms, concepts, and best practices related to business administration.

Measure	Target	Achievement
BSBA MFT Competency Exam (MGT464)	Score of 70% or better	↗
Marketplace Simulation Team Score (MGT464)	Score of 70% or better	↗

**Outcome 3:** Graduates of the BSBA program will be able to develop a strategic management plan for a given business situation.

Measure	Target	Achievement
BSBA MFT Competency Exam (MGT464)	Score of 70% or better	↗
Marketplace Simulation Team Score (MGT464)	Score of 70% or better	↗

Key

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→	We have achieved our target for this year's student population.
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## Bachelor of Science in Human Resource Leadership Program

**Mission:** The mission of the Bachelor of Science in Human Resource Leadership Program (herein the BSHRL Program or Program) is to expose students to evidence-based theory and practice through relevant academic courses and experiential opportunities in order to prepare them to become competent Human Resource practitioners capable of meeting both the strategic and operational challenges of the 21<sup>st</sup> century workplace.

**Outcome 1:** Graduates of the BSHRL program will be able to critically articulate the functional areas of human resource management including staffing, employee development, compensation and benefits, employee and labor relations, and health and safety in the workplace.

Measure	Target	Achievement
HRL Competency Exam (HRL471)	Score of 70% or better	↘
HRL Final Project (HRL471)	Score of equivalent of 70% or higher based on HRL Final Project rubric	↗

**Outcome 2:** Graduates of the BSHRL program will be able to identify key terms, concepts, and best practices related to employment laws and social environment associated with managing human resources.

Measure	Target	Achievement
HRL Competency Exam (HRL471)	Score of 70% or higher	↘
HRL Final Project (HRL471)	Score of equivalent of 70% or higher based on HRL Final Project rubric	↗

**Outcome 3:** Graduates of the BSHRL program will be able to critically articulate the ethical obligations and social responsibilities of human resource professionals.

Measure	Target	Achievement
HRL Competency Exam (HRL471)	Score of 70% or higher	↘
HRL Final Project (HRL471)	Score of equivalent of 70% or higher based on HRL Final Project rubric	↗

### Future Changes

In lieu of the HRL Final Project measure in HRL 471x (the BSHRL capstone course), we intend to begin using the SHRM Learning System Post-Test score, an exam taken in HRL 475x. The benchmark target will be a score of 70% or higher. The rationale for this change is that, as a university, we are collectively moving away from the use of project-related measurements. In addition, this exam is based on nationally validated test questions which we believe will be a better measure of our program's learning

outcomes going forward. This change will also make our direct measures for both the BSHRL and the MSHRL consistent resulting in more positive alignment.

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## Bachelor of Science in Justice and Public Safety Administration Program

**Mission:** The mission of the Justice & Public Safety Administration program is to prepare the students for the ever-changing environment of the criminal justice system by providing them with the training requirements to meet the demands of today.

**Outcome 1:** Graduates of the BSJPSA program will be able to articulate a working knowledge of the entire adult and juvenile criminal justice system.

Measure	Target	Achievement
BSJPSA Competency Exam (PSA404)	Score of 70% or better	➔
Delinquency Prevention/Response Plan (PSA404)	Score of 70% on Delinquency Prevention/Response Plan rubric	↗

**Outcome 2:** Graduates of the BSJPSA program will be able to articulate a working knowledge of the nature of delinquency, the criminal justice system and the relation between the two.

Measure	Target	Achievement
BSJPSA Competency Exam (PSA404)	Score of 70% or better	➔
Delinquency Prevention/Response Plan (PSA404)	Score of 70% on Delinquency Prevention/Response Plan rubric	↗

**Outcome 3:** Graduates of the BSJPSA program will be able to analyze the policy issues in delinquency and criminal justice.

Measure	Target	Achievement
BSJPSA Competency Exam (PSA404)	Score of 70% or better	➔
Delinquency Prevention/Response Plan (PSA404)	Score of 70% on Delinquency Prevention/Response Plan rubric	↗

Key

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➔	We have achieved our target for this year's student population.
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## **School of Accountancy**

## Associate of Science in Accounting

**Mission:** Our mission is to support the mission of Sullivan University by having our graduates meet industry standards of accounting knowledge and skills that will enable them to obtain entry level positions within organizations as well as use their knowledge and skills to progress within those organizations.

**Outcome 1:** Thorough understanding of budgeting and its impact on the business organization

Measure	Target	Achievement
Competency Exam Questions 26 & 28	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT211	Average median of 3.5 or higher	→

**Outcome 2:** Understanding of product/service costing techniques and application

Measure	Target	Achievement
Competency Exam Question 27	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT211	Average median of 3.5 or higher	→

**Outcome 3:** Understanding of basic asset management & planning

Measure	Target	Achievement
Competency Exam Questions 5 – 9, 16, 17	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT102	Average median of 3.5 or higher	→

**Outcome 4:** Understanding of working capital management

Measure	Target	Achievement
Competency Exam Questions 5-9, 18	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT102, ACT201	Average median of 3.5 or higher	→

**Outcome 5:** Practical understanding and functional use of consolidated financial statement

Measure	Target	Achievement
Competency Exam Questions 24, 29	Five percent improvement over Summer 2010 baseline	↘
Student Evaluations ACT201, ACT203	Average median of 3.5 or higher	→

**Outcome 6:** Understanding of strategic cost management function

Measure	Target	Achievement
Competency Exam Questions 26, 28	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT211	Average median of 3.5 or higher	→

**Outcome 7:** Working knowledge of performance evaluation systems

This Student Learning Objective is evaluated in the Bachelor's Level review.

**Outcome 8:** Practical knowledge and limited experience with accounting information systems and design

Measure	Target	Achievement
Competency Exam Questions 1-4, 10	Five percent improvement over Summer 2010 baseline	↘
Student Evaluations ACT101, ACT111, ACT121, ACT201, ACT202, ACT203	Average median of 3.5 or higher	→

**Outcome 9:** Working knowledge of the FASB Pronouncements

Measure	Target	Achievement
Competency Exam Questions 5 – 20, 23 – 25, 29 – 37, 39 - 50	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT101, ACT102, ACT103, ACT201, ACT202, ACT203	Average median of 3.5 or higher	→

**Outcome 10:** Understanding of the Internal Auditing function

This Student Learning Objective is evaluated in the Bachelor's Level review.

**Outcome 11:** Thorough knowledge of long term financing and capital structures

Measure	Target	Achievement
Competency Exam Questions 39 - 46	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT202, ACT203	Average median of 3.5 or higher	→

**Outcome 12:** Working knowledge of corporate income taxes

This Student Learning Objective is evaluated in the Bachelor's Level review.

**Outcome 13:** Working knowledge of the external audit function

This Student Learning Objective is evaluated in the Bachelor's Level review.

**Outcome 14:** Hands-on working knowledge of individual income taxes

Measure	Target	Achievement
Competency Exam Questions 21, 22, 38	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT121, ACT264	Average median of 3.5 or higher	→

**Outcome 15:** An understanding of government and not-for-profit accounting issues

This Student Learning Objective is evaluated in the Bachelor's Level review.

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## Bachelor of Science in Accounting

***This program launches in Fall 2011. Evaluation of learning outcomes will be deferred until Summer 2012.***

**Mission:** Our mission is to support the mission of Sullivan University by having our graduates meet industry standards of accounting knowledge and skills that will enable them to obtain entry level positions within organizations as well as use their knowledge and skills to progress within those organizations.

**Outcome 1:** Thorough understanding of budgeting and its impact on the business organization

Measure	Target	Achievement
Competency Exam Questions 46, 47	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT404, ACT414	Average median of 3.5 or higher	→

**Outcome 2:** Understanding of product/service costing techniques and application

Measure	Target	Achievement
Competency Exam Questions 41 - 45	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT404, ACT414	Average median of 3.5 or higher	→

**Outcome 3:** Understanding of basic asset management & planning

Measure	Target	Achievement
Competency Exam Questions 41, 42, 44, 45, 49	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT404, ACT414, ACT430	Average median of 3.5 or higher	→

**Outcome 4:** Understanding of working capital management

The Student Learning Outcome is evaluated in the Associates Level review.

**Outcome 5:** Practical understanding and functional use of consolidated financial statement

Measure	Target	Achievement
Competency Exam Questions 36 - 40	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT405, ACT414, ACT430	Average median of 3.5 or higher	→

**Outcome 6:** Understanding of strategic cost management function

Measure	Target	Achievement
Competency Exam Questions 44, 45	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT404, ACT414	Average median of 3.5 or higher	→

**Outcome 7:** Working knowledge of performance evaluation systems

Measure	Target	Achievement
Competency Exam Questions 44, 45, 48, 50	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT404, ACT414	Average median of 3.5 or higher	→

**Outcome 8:** Practical knowledge and limited experience with accounting information systems and design

This Student Learning Outcome is evaluated in the Associates' level review .

**Outcome 9:** Working knowledge of the FASB Pronouncements

Measure	Target	Achievement
Competency Exam Questions 30 - 40	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT405, ACT414, ACT425, ACT430	Average median of 3.5 or higher	→

**Outcome 10:** Understanding of the Internal Auditing function

Measure	Target	Achievement
Competency Exam Questions 4, 5, 9 - 12	Five percent improvement over Summer 2010 baseline	↗
Student Evaluations ACT424, ACT425	Average median of 3.5 or higher	→

**Outcome 11:** Thorough knowledge of long term financing and capital structures

The Student Learning Outcome is evaluated in the Associates' level review.

**Outcome 12:** Working knowledge of corporate income taxes

Measure	Target	Achievement
Competency Exam Questions 19 - 24	Five percent improvement over Summer 2010 baseline	↘
Student Evaluations ACT334	Average median of 3.5 or higher	→

**Outcome 13:** Working knowledge of the external audit function

Measure	Target	Achievement
Competency Exam Questions 1 - 18	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT424, ACT425, ACT430	Average median of 3.5 or higher	→

**Outcome 14:** Hands-on working knowledge of individual income taxes

This Student Learning Outcome is evaluated in the Associates Level review.

**Outcome 15:** An understanding of government and not-for-profit accounting issues

Measure	Target	Achievement
Competency Exam Questions 25 - 29	Five percent improvement over Summer 2010 baseline	→
Student Evaluations ACT344	Average median of 3.5 or higher	→

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## **Graduate School of Management**

## Master of Business Administration and Executive Master of Business Administration

**Mission:** The mission of the MBA programs at Sullivan University, which include both the traditional MBA and EMBA programs, is to deliver quality, rigorous, career-oriented business education in flexible and convenient formats geared to working adults, so students may become well-rounded business leaders and managers who can make effective business decisions in the 21<sup>st</sup> century.

**Outcome 1:** Learn to communicate more effectively, both orally and in writing.

Measure	Target	Achievement
Managerial Proposal and Presentation Assignments—MGT 510	Average Score of 80%	→
MFT	Average MFT Score of 245	→

**Outcome 2:** Develop leadership and teamwork skills.

Measure	Target	Achievement
Marketplace Simulation Team Project	Average Score of 100	↗
MFT	Average MFT Score of 245	→

**Outcome 3:** Develop strategic analysis and decision-making skills in ways useful to help solve business problems.

Measure	Target	Achievement
Market Place Simulation	Average Score of 100	↗
MFT	Average MFT Score of 245	→

**Outcome 4:** Analyze and manipulate financial, accounting, marketing, or operations data, and draw conclusions from data.

Measure	Target	Achievement
Market Place Simulation	Average Score of 100	↗
MFT	Average MFT Score of 245	→

**Outcome 5:** Understand the organizational and interorganizational contexts (global, ethical or socio-political).

Measure	Target	Achievement
Market Place Simulation	Average Score of 100	↗
MFT	Average MFT Score of 245	→

**Outcome 6:** Become more self-aware and reflective in ways useful to develop students as managers and employees.

Measure	Target	Achievement
Market Place Simulation	Average Score of	↗
MFT	Average MFT Score of 245	→

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## Master of Science in Conflict Management

**Mission:** Graduate studies in Conflict Management conforms to Sullivan University's mission of educating students for employment in high need career fields. Based on input from a focus group of hiring and human resource managers, the Master of Science in Conflict Management (MSCM) is designed to provide knowledge and skills in conflict management theories, methods, and applications, enhancing graduates' value to most organizations in the public and private sectors. The curriculum emphasizes 1) self-awareness, 2) empathetic communication, 3) facilitative problem-solving, 4) organizational change management efforts, 5) cultural group dynamics, 5) negotiation, and 6) systems analysis and design.

**Outcome 1:** Learn to communicate more effectively, both orally and in writing.

Measure	Target	Achievement
Problem-solving /Analysis/Recommendation Paper (CMM 695 Conflict Management Capstone)	80% or Better	➔
Reflection Paper	80% or Better	➔

**Outcome 2:** Develop leadership and teamwork skills.

Measure	Target	Achievement
Facilitation Leadership Assignment (CMM 557 Facilitation Theory and Practice)	80% or Better	➔
Facilitation Planning Manual Team Project CMM 557 Facilitation Theory and Practice	80% or Better	➔

**Outcome 3:** Analyze organizational conflict situations to determine causes, dynamics, and affects.

Measure	Target	Achievement
Problem-Solving/Analysis/Recommendation Paper (CMM 695 Conflict Management Capstone)	80% or Better	➔
Case Study Assignment (CMM 521 Managing Organizational Conflicts)	80% or Better	➔

**Outcome 4:** Identify and evaluate alternative solutions to conflict situations.

Measure	Target	Achievement
Problem-Solving/Analysis/Recommendation Paper (CMM 695 Conflict Management Capstone)	80% or Better	→
Case Study Assignment (CMM 521 Managing Organizational Conflicts)	80% or Better	→

**Outcome 5:** Design a strategy for addressing root causes and symptoms of conflict (i.e. communication styles, conflict styles, cultural issues, group dynamics, or change).

Measure	Target	Achievement
Problem-Solving/Analysis/Recommendation Paper (CMM 695 Conflict Management Capstone)	80% or Better	→
Design Conflict System for an Organization (CMM 561 Organizational Systems Analysis and Design)	80% or Better	→

**Outcome 6:** Become more self-aware and self-reflective in ways that help students become more effective managers and employees.

Measure	Target	Achievement
Reflection Paper (CMM 695 Conflict Management Capstone)	80% or Better	→
Reflection Paper (CMM 521 Managing Organizational Conflicts)	80% or Better	→

**Outcome 7:** Locate and synthesize scholarly research.

Measure	Target	Achievement
Related Course Outcomes: Weekly Article Synthesis (CMM 695 Conflict Management Capstone)	80% or Better	→
Article Synthesis (CMM 540 Conflict and Culture)	80% or Better	→



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### Master of Science in Human Resource Leadership

**Mission:** The mission of the fully online Master of Science in Human Resource Leadership program (herein the “MSHRL program”) is to provide students with the necessary academic courses and experiential opportunities to prepare them to become competent HR practitioners capable of meeting both the strategic and operational challenges of the 21<sup>st</sup> century workplace.

**Outcome 1:** Manage human resources strategically and align HR practices and programs to the organization’s business strategy.

Measure	Target	Achievement
HRL Competency Exam (HRL 690 Capstone) scores based on an assessment exam in Angel	Benchmark score equal to 70% or higher	↘→
SHRM Learning System Post-Test (HRL 690 Capstone) scores based on an assessment exam through the national SHRM organization to assess readiness for HR certification	Benchmark score equal to 70% or higher	↗→

**Outcome 2:** Provide expert advice in core areas of human resources to solve real-world problems.

Measure	Target	Achievement
HRL Competency Exam (HRL 690 Capstone) scores based on an assessment exam in Angel	Benchmark score equal to 70% or higher	↘→
SHRM Learning System Post-Test (HRL 690 Capstone) scores based on an assessment exam through the national SHRM organization to assess readiness for HR certification	Benchmark score equal to 70% or higher	↗→

**Outcome 3:** Analyze human resource policies, procedures, systems, and processes.

Measure	Target	Achievement
HRL Competency Exam (HRL 690 Capstone) scores based on an assessment exam in Angel	Benchmark score equal to 70% or higher	↘→
SHRM Learning System Post-Test (HRL 690 Capstone) scores based on an assessment exam through the national SHRM organization to assess readiness for HR certification	Benchmark score equal to 70% or higher	↗→

**Outcome 4:** Apply statutory, legal and ethical requirements to human resource policies and practices.

Measure	Target	Achievement
HRL Competency Exam (HRL 690 Capstone) scores based on an assessment exam in Angel	Benchmark score equal to 70% or higher	↘→
SHRM Learning System Post-Test (HRL 690 Capstone) scores based on an assessment exam through the national SHRM organization to assess readiness for HR certification	Benchmark score equal to 70% or higher	↗→

**Outcome 5:** Assess root problems and lead change initiatives within organizations.

Measure	Target	Achievement
HRL Competency Exam (HRL 690 Capstone) scores based on an assessment exam in Angel	Benchmark score equal to 70% or higher	↘→
SHRM Learning System Post-Test (HRL 690 Capstone) scores based on an assessment exam through the national SHRM organization to assess readiness for HR certification	Benchmark score equal to 70% or higher	↗→

**Outcome 6:** Communicate effectively using multiple formats.

Measure	Target	Achievement
HRL Competency Exam (HRL 690 Capstone) scores based on an assessment exam in Angel	Benchmark score equal to 70% or higher	↘→
SHRM Learning System Post-Test (HRL 690 Capstone) scores based on an assessment exam through the national SHRM organization to assess readiness for HR certification	Benchmark score equal to 70% or higher	↗→

**Outcome 7:** Apply leadership, critical thinking, problem-solving, and teamwork skills in an organizational setting.

Measure	Target	Achievement
HRL Competency Exam (HRL 690 Capstone) scores based on an assessment exam in Angel	Benchmark score equal to 70% or higher	↘→
SHRM Learning System Post-Test (HRL 690 Capstone) scores based on an assessment exam through the national SHRM organization to assess readiness for HR certification	Benchmark score equal to 70% or higher	↗→

Key

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→	We have achieved our target for this year's student population.
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## Master of Science in Management

**Mission:** The Master of Science in Management (MSM) program is designed for professionals who, as they assume increasing responsibility within their organizations, find that the basis for success has shifted from technical expertise to the knowledge and skills necessary to manage the human side of the enterprise. The curriculum emphasizes the effects of rapid, disruptive change on organizations and administrative processes and the consequent ethical and moral responsibilities of managers to society at large.

**Outcome 1:** Learn to communicate more effectively, both orally and in writing.

Measure	Target	Achievement
Managerial Proposal and Presentation Assignments—MGT 510	Score of 80% or better	➔
Final Project MGT 695	Score of 80% or better	➔

**Outcome 2:** Develop leadership and teamwork skills.

Measure	Target	Achievement
Marketplace Simulation Team Project	Score of 80% or better	➔
Group Project MFT 650	Score of 80% or better	➔

**Outcome 3:** Develop analytical and decision-making skills in ways to identify and solve management problems.

Measure	Target	Achievement
Final Project—MGT 680 (Balanced Scorecard Performance Analysis Report)	Score of 80% or higher	➔
Final Project MGT 695	Score of 80% or better	➔
Tough Guy case study MGT 521	Score of 80% or better	➔

**Outcome 4:** Understand the organizational, interorganizational, legal and ethical contexts of management.

Measure	Target	Achievement
Final Case Analysis Project—MGT 511	Score of 80% or higher	→
Design of Conflict Management System MGT 561	Score of 80% or better	→

**Outcome 5:** Become more self-aware and reflective in ways useful to develop students as managers and employees.

Measure	Target	Achievement
Performance on leadership and personality assessments provided in LDR 550/MGT 545	80% or better on assignments related to reflection on insights gained from assessments like <i>Myers-Briggs Type Indicator</i> assessment and <i>Keirsey Temperament Sorter</i>	→
Reflection Paper MGT 695	Score of 80% or better	→

Key

Symbol	Meaning
→	We have achieved our target for this year's student population.
↗	We have exceeded our target for this year's student population.
↘	We did not achieve our target for this year's student population.

We achieve our target when the mean score for the student population matches the target within three percentage points. Not achieving our target invokes quarterly review—rather than annual review—until we achieve the target outcome.

## Master of Science in Managing Information Technology

**Mission:** The mission of the MSMIT program at Sullivan University is to help working IT professionals acquire the managerial skills and intellectual capital to make significant contributions to their organizations and mid-to-senior managers of information technology programs and projects.

**Outcome 1:** Learn to communicate more effectively, both orally and in writing.

Measure	Target	Achievement
Managerial Proposal and Presentation Assignments—MGT 510	Score of 80% or better	→
Balanced Score Card CSC 680	Score of 80% or better	→

**Outcome 2:** Develop leadership and teamwork skills.

Measure	Target	Achievement
Marketplace Simulation Team Project	Score of 80% or better	→
Balanced Score Card CSC 680	Score of 80% or better	→

**Outcome 3:** Develop analytical and decision-making skills in ways to identify and solve IT management problems.

Measure	Target	Achievement
Project Management Report—MGT 590	Score of 80% or better	→
Balanced Score Card CSC 680	Score of 80% or better	→

**Outcome 4:** Analyze and draw conclusions from data.

Measure	Target	Achievement
Data Mining Project	Score of 80% or better	→
Balanced Score Card CSC 680	Score of 80% or better	→

**Outcome 5:** Understand the organizational, interorganizational, legal and ethical contexts of IT management.

Measure	Target	Achievement
CSC 635 Final Exam	Score of 80% or better	→
Balanced Score Card CSC 680	Score of 80% or better	→

**Outcome 6:** Become more self-aware and reflective in ways useful to develop students as managers and employees.

Measure	Target	Achievement
Performance on leadership and personality assessments provided in LDR 550/MGT 545	80% or better on assignments related to reflection on insights gained from assessments like <i>Myers-Briggs Type Indicator</i> assessment and <i>Keirsev Temperament Sorter</i>	→
Balanced Score Card CSC 680	Score of 80% or better	→

Key

Symbol	Meaning
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