



## TRANSPARENCY AT EXCELSIOR

# Master of Science in Management

### Program Educational Objectives

As an Excelsior College Master's level business graduate, within a few years of graduation, you are expected to:

1. Design, implement, and evaluate the efficacy of solutions for complex business problems.
2. Engage in lifelong learning for professional, career, and personal development.
3. Lead and work effectively and efficiently in diverse team settings and maintain a high level of performance in a professional business environment.
4. Communicate effectively and efficiently to various audiences in a timely and professional manner.
5. Demonstrate leadership and initiative to ethically advance organizational goals and objectives.
6. Demonstrate adaptability, leadership, mentoring skills, and management in one's chosen career.

### Program (Student) Outcomes: What Will I Learn?

1. Formulate sustainable solutions to practical management problems encountered in a complex global environment.
2. Evaluate different methods and strategies used to develop individuals and manage teams in multiple settings.
3. Analyze how different functional areas within a business organization affect its strategic direction.
4. Apply project management tools and techniques in a business environment.
5. Create sustained and coherent arguments to summarize work for both internal (e.g. management, peers, subordinates) and external audiences.
6. Develop an ethical argument that challenges existing assumptions or prevailing practices in a business environment.
7. Generate solutions to business problems through the use of information technologies.
8. Integrate theory and practice for the purpose of strategic analysis.
9. Evaluate individual strengths and weaknesses with the desire to update skills and continuously improve.

### Assessment Methodology

#### Metrics, Assessments, and Levels of Achievement

The table below provides a brief overview of the measures selected to assess program outcomes for the Master of Science in Management program. Assessment of program outcomes includes both direct and indirect measures. Benchmarks have been established to differentiate between three levels of program outcome achievement (highly achieved, meets standard, and needs improvement). These three levels of achievement are color coded and used in the section below to indicate the level of achievement for each measure, for each learning outcome.

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Metric Type	Direct Measures		Indirect Measures	
Assessments	Capstone Course	Course-Embedded	Exit Alumni Survey	One-Year Post-graduation Alumni Survey*
Metrics	The percentage of the BUS 698 students who receive a rating of satisfactory or higher on the given rubric criteria aligned with the respective program outcome.	The percentage of the students who receive a grade of B or higher on two selected course embedded assessments.	The mean of the graduates' perceptions of their achievement of the related program outcomes (on a 6-pt Likert-type scale).	The mean of the graduates' perceptions of their achievement of the related program outcomes (on a 6-pt Likert-type scale).
Highly Achieved	≥ 90%		Mean ≥ 5%	
Meets Standard	80 - 89%		4.0 - 4.99	
Needs Improvement	< 80%		Mean < 4	

*Note: The results of the one-year post-graduation survey are used as a reference to provide a longitudinal perspective on students' attainment of program (student) outcomes.*



## Program (Student) Outcome Achievement Results

May 2021 Term through March 2022 Term

Program Outcome		Direct Measure(s)			Indirect Measures	
<b>1</b>	Formulate sustainable solutions to practical management problems	BUS 698 M5.4	BUS 553 M7.5	BUS 504 M2A2	Exit Survey	One-Year Survey

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Program Outcome		Direct Measure(s)			Indirect Measures	
	encountered in a complex global environment.	99%	100%	90%	5.56	4.89
		n = 130	n = 9	n = 20	n = 18	n = 9
2	Evaluate different methods and strategies used to develop individuals and manage teams in multiple settings.	BUS 698 M7.3	BUS 553 M6.5	BUS 505 M6A3	Exit Survey	One- Year Survey
		99%	100%	99%	5.72	5.11
		n = 136	n = 10	n = 19	n = 18	n = 9
3	Analyze how different functional areas within a business organization affect its strategic direction.	BUS 698 M1.3	BUS 530 M2A1	BUS 553 M5.4	Exit Survey	One- Year Survey
		98%	100%	98%	5.67	5.22
		n = 135	n = 82	n = 40	n = 18	n = 9
4	Apply project management tools and techniques in a business environment.	BUS 698 M6.3	BUS 504 M4A2	BUS 502 M7A1	Exit Survey	One- Year Survey
		99%	98%	92%	5.28	4.89
		n = 136	n = 48	n = 124	n = 18	n = 9
5	Create sustained and coherent arguments to summarize work for both internal (e.g., management, peers, subordinates) and external audiences.	BUS 698 M6.4	BUS 501 M4A1	BUS 502 M4A2	Exit Survey	One- Year Survey
		99%	100%	93%	5.56	5.22
		n = 132	n = 73	n = 114	n = 18	n = 9
6	Develop an ethical argument that challenges existing assumptions or prevailing practices in a business environment.	BUS 698 M2.4	BUS 553 M5.4	BUS 523 M1A1	Exit Survey	One- Year Survey
		99%	98%	100%	5.72	5.22
		n = 133	n = 40	n = 4	n = 18	n = 9
7	Generate solutions to business problems through the use of information technologies.	BUS 698 M3.4	IND 501 M3.5	BUS 501 M2D1	Exit Survey	One- Year Survey
		100%	97%	95%	5.22	4.78
		n = 137	n = 58	n = 75	n = 18	n = 9
8	Integrate theory and practice for the purpose of strategic analysis.	BUS 698 M8.4	BUS 504 M2A2	BUS 502 M3D2	Exit Survey	One- Year Survey
		98%	90%	93%	5.72	4.88
		n = 141	n = 20	n = 94	n = 18	n = 9
9	Evaluate individual strengths and weaknesses with the desire to update skills and continually improve.	BUS 698 M8.5	BUS 501 M1A1	BUS 553 M7.5	Exit Survey	One- Year Survey
		98%	100%	100%	5.89	5.22
		n = 144	n = 67	n = 9	n = 18	n = 9