Assessment Plan for the Undergraduate Business Program University of Wisconsin - Parkside

1. Introduction

This document discusses an assessment plan for the undergraduate business program at UW-Parkside. A student majoring in business can select one of the four following concentrations: Accounting, Finance, Marketing, General Business, and Human Resources Management. In addition, the Department of Business also offers a Management Information Systems (MIS) major. While this document describes assessment of the business majors, there is a separate document that describes the assessment plan for MIS majors.

<u>Determinants of Assessment Requirements.</u> It is useful to be aware of the standards the assessment plan needs to satisfy because of several internal and external requirements that exist. First, there are two external bodies that set minimum assessment standards, namely, the AACSB International for business programs, and the Higher Learning Commission, which accredits at the institutional level. Next, at the UW System level, periodic guidelines are sent to all campuses for assessing and reporting on verbal and quantitative skills, mostly in line with guidelines established by the Higher Learning Commission.

At the campus level, the General Education Committee determines the General Education competencies which apply to all students regardless of major. The university recently adopted the learning goals of general education as the university's shared learning goals. The Academic Achievement Assessment Committee oversees the assessment efforts of all departments mostly for compliance with the guidelines of the Higher Learning Commission and the UW System. Another university-level expectation is the program review that every academic program is required to conduct once every five years. Additionally, the Committee on Academic Planning (CAP) ensures that a department's academic programs are in line with the departmental and university missions and that the department has a process for conducting ongoing assessment of student learning. Finally, at the departmental level, the department's mission and objectives, written in the context of overall environment, require assessment.

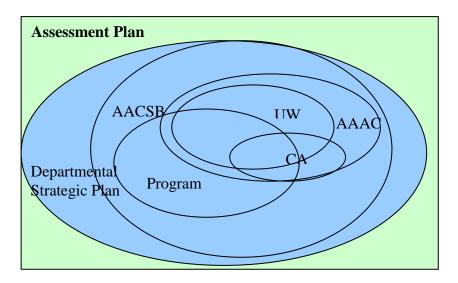


Figure 1. A Venn diagram representation of assessment requirements.

Figure 1 represents all of the above factors in the form of a Venn diagram. The overlap between any two factors represents how much they have in common. The assessment plan, represented by the outer rectangle has to cover all of these areas.

<u>Committees involved in Assessment.</u> Within the department, the Undergraduate Curriculum and Assessment Committee (UG-CAC) is responsible for planning and implementing all the assessment activities. This committee is made up of faculty members representing all the functional areas.

In addition, the College of Business, Economics, and Computing Advisory Board (CBEC AB) advises the school in curricular matters including assessment. The Students Advisory Board (SAB) and the Alumni Advisory Board (AAB) also offer their input to curriculum design and assessment. At least once in two years, representatives from the faculty, CBEC AB, SAB and AAB will meet at a retreat to discuss important matters relating to undergraduate curriculum design and assessment.

Following the discussion by such experts as Barbara Walvoord, Kathryn Martell and Thomas Calderon, our assessment plan is based on the following four fundamental steps (Martell and Calderon, 2005; Walvoord 2004).

- 1. Articulate goals for student learning.
- 2. Identify courses in which material related to these goals is taught and the course(s) in which these goals will be assessed.
- 3. Gather evidence on how well our students meet these learning goals using direct and indirect measures.
- 4. Use the evidence gathered in Step 3 for continuous improvement.

The rest of this assessment plan is organized as follows. Section 2 presents six distinct program level learning goals for the business major degree program. It also identifies business program courses that provide students opportunities to achieve these goals. Section 3 presents rubrics (direct measures) for each of the six learning goals. Section 4 presents a plan on how this evidence will be used for improvement of the business major. Section 5 describes other factors to consider for the business major assessment. This section also presents a few indirect measures that we will use to assess student learning.

2. Program Level Learning Goals

The faculty of the Department of Business have collectively identified six learning goals for business majors. These learning goals are referred to as PLLG1 (Program Level Learning Goal 1) through PLLG6 (Program Level Learning Goal 6), and are consistent with the mission and values of the department. Excerpts from the mission and value statements of the Department of Business are provided below:

"The mission of the Department of Business is to provide high-quality business education and management expertise, and to continuously advance business knowledge through research and community service. The department serves both undergraduate and

graduate student populations within Wisconsin's Southeast Region and the northern part of the Chicago metropolitan area."

"The Department of Business commits to provide quality academic programs in the key Business disciplines, including each of its six majors/concentrations. The department seeks to provide an educational experience that leads to the success of its graduates through excellent classroom instruction, relevant community engagement, and continuous curriculum improvement."

<u>PLLG1.</u> Students can recognize the ethical implications in a business situation and choose and defend an appropriate resolution.

PLLG2. Students can write effectively about a business problem or issue.

PLLG3. Students can make an effective oral presentation on a business problem or issue.

<u>PLLG4.</u> Students are knowledgeable in project management principles and are able to apply these principles to a practical situation.

<u>PLLG5.</u> Students will be able to articulate important diversity issues – including, but not limited to, race, ethnicity, culture, gender, age, socio-economic status and political/religious/sexual orientation – in business management.

<u>PLLG6.</u> Students will be able to effectively use computer technology to support a business decision.

These PLLGs map directly to the university's shared learning goals: Reasoned judgment, Social and personal responsibility, and communication. The following table maps the PLLGs to these shared learning goals.

PLLG	University Shared Learning Goal
PLLG 1-Ethics	Reasoned judgment, Social and personal responsibility
PLLG 2-Writing	Communication
PLLG 3-Oral Presentations	Communication
PLLG 4-Project management	Reasoned judgment, Communication
PLLG 5-Diversity	Social and personal responsibility
PLLG 6-Computer	Reasoned judgment

Table 1. Program Level Learning Goal (PLLG) versus Course Matrix.

	PLLG1	PLLG2	PLLG3 (Oral	PLLG4	PLLG5	PLLG6
	(Ethics)	(Writing)	Presentation)	(Team/	(Diversity)	(Computer)
				Project		
				Mgt)		
ENGL		R				
201, 202						
or 204						
COM 105			R			
QM 210	R					R
QM 211						RA
ACCT	R					
201						
ACCT	RA	R		R		R
202						
BUS 272	R			R	R	
QM 319		R	R	R		R
MIS 320		R		RA		R
FIN 330	R	R				R
MGT 349	R	RA	R	R	R	
MKT 350	R	R			RA	
BUS 495	R	R	R A	R	R	

A=Assessed

R=Required: Currently required in official course objective

Table 1 presents a matrix with these six learning goals and the courses in which content related to these learning goals is taught and assessed. An "A" at the intersection of a row-column in this matrix indicates that the PLLG is assessed in that course. An "R" indicates that the material is required in that class. Other classes may also teach the material, but it is at the instructor's discretion. Even though several courses can be used to measure each PLLG as indicated by Table 1, as shown in the next section, we collect data from only one course for each PLLG. Using one course per PLLG has the following advantages:

- Since we are beginning measurement based on rubrics, this leads to implementation simplicity.
- Measuring each PLLG in a single course should lead to better consistency, since the results will be based on a single, consistent set of assignments.

3. Rubrics for Program Level Learning Goals

<u>Communication of the learning goals to students.</u> The learning goals for the business program and the rubrics are published at the following website.

http://www.uwp.edu/departments/business/

The learning goals and the rubrics are also made part of the appropriate course syllabus and outline documents beginning Fall 2006 for appropriate courses. The learning goals and rubrics applicable to each course are discussed in the first class by each instructor.

<u>Communication of the learning goals to new instructors.</u> The department chair will meet with every new faculty member, and communicate the requirements of assessment for the course(s) that they are scheduled to teach. The program level learning goals and the corresponding rubrics for assessing student learning are clearly discussed.

<u>Process for development of these learning goals and rubrics.</u> The learning goals are arrived at collectively by the Department of Business faculty. The program level learning goals and the corresponding rubrics are also presented to the School of Business and Technology Advisory Board, and other relevant advisory boards. The feedback received from the advisory boards is incorporated into this document and is presented to the Department of Business faculty for approval.

<u>Organization of this section.</u> Sections 3.1 through 3.6 present rubrics for learning goals PLLG1 through PLLG6. The rubrics for each learning goal are designed based on individual student work. In other words, each student must work on his/her own to complete the assignments/exams/quizzes/projects discussed in the rubrics statements.

3.1 Rubrics Statement for PLLG1

<u>PLLG1.</u> The students can recognize the ethical implications in a business situation and choose and defend an appropriate resolution.

Course in which this learning goal is assessed: ACCT 202: Managerial Cost Accounting.

<u>Course Embedded Activity for Assessment:</u> Each student in ACCT 202 is required to submit a written analysis of a case dealing with ethical issues in business.

	Exemplary	Satisfactory	Unsatisfactory
Recognition of	Student's assignment	Student's	Student's assignment
the Ethical Issue	identifies the ethical issue correctly, and provides a complete discussion of the arguments to support the finding.	assignment identifies the ethical issue correctly. However, the student does not provide sufficient arguments to support the finding.	does not clearly identify the ethical issue(s) related to the assignment or identifies the ethical issue incorrectly.
Analysis of the Ethical Issue	Student's assignment clearly discusses and analyzes the ethical issue. It includes all of the supporting facts/arguments in the analysis.	Student's assignment clearly discusses and analyzes the ethical issue. However, some of the supporting facts/arguments are not included in the analysis.	Student's assignment does not clearly discuss or analyze the ethical issue. Little or no understanding of fact versus opinion distinctions.
Discussion and Solution to the Ethical Issue	Student's assignment indicates how to apply ethical principles in arriving at a solution to the business dilemma. It also provides a complete discussion of the relationship between the principles and the solution.	Student's assignment does indicate how to apply ethical principles in arriving at a solution to the business dilemma. However, the discussion in the assignment does not completely relate the ethical principles to the solution.	Student's assignment does not clearly indicate how to apply ethical principles in arriving at a solution to the business dilemma. No apparent understanding how ethical principles might be given a foundation.

3.2 Rubrics Statement for PLLG2

PLLG2. The students can write effectively about a business problem or issue.

Course in which this learning goal is assessed: MGT 349: Organizational Behavior.

<u>Course Embedded Activity for Assessment:</u> Each student in MGT 349 is required to submit a written paper where they analyze a management problem or issue.

Exemplary	Satisfactory	Unsatisfactory
Topic/purpose is clearly	Topic/purpose is	Topic/purpose is not
identified & selection of	clearly identified	clearly identified in
topics shows insight &	in the document.	the document.
creativity		
*		Does not include
_	& verifiable	examples or sources
assignment minimum	sources as per	adequate for
		understanding
<u> </u>		The conclusions are
	1 1 2	not adequately
		explained and
		supported by the
		evidence.
•	two sources.	
_		
	No maior arrors in	Multiple (five on
9	_	Multiple (five or more) minor errors
spennig.		OR one or more
Daragraphs are well		major errors (such as
0 1		incomplete
· · ·		sentences).
and support)		sentences).
Paper is well organized	`	
·		Writing style is not
		appropriate for the
enhances the desire to read		paper topic.
the paper.		
	Topic/purpose is clearly identified & selection of topics shows insight & creativity Include examples & verifiable sources beyond assignment minimum Develops and explains conclusions that are supported by the evidence. The conclusions demonstrate creative insight and are based on a thoughtful and critical analysis of the evidence. No errors in grammar or spelling. Paragraphs are well organized (topic sentence and support) Paper is well organized Writing style is appropriate for paper topic and enhances the desire to read	Topic/purpose is clearly identified & selection of topics shows insight & creativity Include examples & verifiable sources beyond assignment minimum Develops and explains conclusions that are supported by the evidence. The conclusions demonstrate creative insight and are based on a thoughtful and critical analysis of the evidence. No errors in grammar or spelling. Paragraphs are well organized (topic sentence and support) Paper is well organized Writing style is appropriate for paper topic and enhances the desire to read Topic/purpose is clearly identified in the document. Includes examples & verifiable sources as per assignment minimum The conclusions are supported by the evidence but are primarily based on one or two sources. No major errors in grammar, spelling, paragraph structure, or paper organization AND fewer than five minor errors (such as there for their). Writing style is appropriate for paper topic

3.3 Rubrics Statement for PLLG3

<u>PLLG3</u>. The students can make an effective oral presentation on a business problem or issue.

Course in which this learning goal is assessed: BUS 495: Business Policy Seminar.

<u>Course Embedded Activity for Assessment:</u> Each student in BUS 495 makes an oral presentation that includes a case analysis of an organization.

	Exemplary	Satisfactory	Unsatisfactory
Content	Purpose/topic is clear;	Presenter	Presenter
	student presents in logical	demonstrates three	demonstrates two
	sequence with	of four things	or fewer things at
	appropriate supporting	described in the	Exemplary level.
	data or examples; student	Exemplary level.	
	answers questions well.		
Presentation	Presenter speaks clearly	Presenter	Presenter
Basics	& at appropriate volume;	demonstrates four of	demonstrates three
	makes eye contact; does	five things in	or fewer or things
	not fidget; is dressed	Exemplary level.	in Exemplary
	professionally.		level.
Supporting	Relevant supporting	Relevant supporting	Either no
materials	materials are used; no	materials are used &	supporting
(handouts &/or	spelling errors; graphics	contain no more than	materials are used
PowerPoint)	that enhance presentation	two minor spelling	or materials are not
	are included.	errors; no graphics.	relevant.
Interest	Speaker uses memorable	Speaker uses	Speaker does not
	language, appropriate	adequate language,	maintain
	tone, and/or examples	tone, and examples	audience's interest.
	that captures attention	to maintain	
	and holds audience's	audience's attention.	
	interest.		

3.4 Rubrics Statement for PLLG4

<u>PLLG4.</u> Each student is knowledgeable in project management principles and is able to apply these principles to a practical situation.

<u>Course in which this learning goal is assessed:</u> MIS 320: Management Information Systems.

<u>Course Embedded Activity for Assessment:</u> Students in MIS 320 are provided with a case that discusses a project for an organization and are asked to submit a written assignment related to the case. The assignment requires them to discuss issues related to teamwork, scope management, and risk management. It will also ask the student to develop a project plan.

	Exemplary	Satisfactory	Unsatisfactory
Scope and	Student recognizes the	Student recognizes the	Student does not
Risk	scope of the project and	scope of the project	recognize either: (1)
Management	the risks associated with	and the risks	the scope of the
	the project correctly.	associated with the	project, or (2) the
	Student also provides a	project correctly.	risks associated with
	detailed plan to manage	However, does not	the project.
	the scope and the risks of	provide a thorough	
	the project.	plan to manage the	
		scope and the risks of	
		the project.	
Teamwork	Student recognizes the	Student recognizes the	Student does not
	teamwork issues	teamwork issues	recognize the
	presented in the mini-	presented in the mini-	positive and/or
	case. Student also	case. However student	negative teamwork
	provides a thorough plan	does not identify	issues presented in
	to improve the teamwork	concrete steps for	the mini-case.
	along dimensions such as	improving the team's	
	communication,	communication,	
	motivation, productivity	motivation,	
	and morale.	productivity and	
		morale.	
Project Plan	Project plan correctly all	Project plan correctly	Project plan lacks
	the details in terms of	includes more than	25% or more of the
	tasks, deadlines,	75% of the details in	details in terms of
	precedence constraints,	terms of tasks,	tasks, deadlines,
	persons assigned to the	deadlines, precedence	precedence
	task and the estimated	constraints, persons	constraints, persons
	time for each task.	assigned to the task	assigned to the task
		and the estimated time	and the estimated
		for each task.	time for each task.

3.5 Rubrics Statement for PLLG5

<u>PLLG5.</u> Students will be able to articulate important diversity issues – including, but not limited to, race, ethnicity, culture, gender, age, socio-economic status and political/religious/sexual orientation – in business management.

Course in which this learning goal is assessed: MKT 350: Introduction to Marketing.

<u>Course Embedded Activity for Assessment:</u> Students in MKT 350 will respond to test questions that deal with diversity and/or write an essay on the topic.

	Exemplary	Satisfactory	Unsatisfactory
Awareness	Demonstrates an high	Demonstrates a	Fails to demonstrate a
of	level of awareness,	growing and	basic level of
Diversity	understanding, and	developing level of	awareness,
Issues	appreciation of the	awareness,	understanding, and
	fundamental issues	understanding, and	appreciation of the
	related to diversity	appreciation of the	fundamental issues
		fundamental issues	related to diversity.
		related to diversity	
Analysis of	Student provides a	Student provides an	Student does not
Diversity	thorough analysis of	analysis of some of the	provide an analysis of
Issues	relevant diversity	relevant diversity	the diversity issues in
	issues in the context of	issues in the context of	the context of the
	the business problems.	the business problems.	business problems.
Embedding	Student discusses and	Student discusses and	Student does not
Diversity in	integrates relevant	integrates some of the	demonstrate an
Business	diversity issues into	relevant diversity	integration of
Solutions	the business solution.	issues into the business	diversity issues into
		solution.	the business solution.

3.6 Rubrics Statement for PLLG6

<u>**PLLG6.**</u> Students will be able to effectively use computer technology to support a business decision.

Course in which this learning goal is assessed: QM 310: Business Statistics II.

<u>Course Embedded Activity for Assessment:</u> Students in QM 310 will develop a spreadsheet solution to a business decision problem based on statistical analysis.

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4. Use of Rubrics Data to Improve the Business Major

Every semester, instructors and the business department undergraduate curriculum and assessment committee are involved in activities related to the collection of assessment data. The following steps indicate a process for collection of assessment data.

- 1. Instructor, at the beginning of the semester, includes applicable program level learning goals and rubrics in the course outline.
- 2. Instructor discusses the applicable learning goals and the rubrics for assessment in the first class with students.
- 3. Instructor prepares an assignment, homework, or test questions to assess the learning goal for the semester.
- 4. Instructor submits the course outline document and the relevant assignment/homework/test questions to measure the learning goal to the undergraduate curriculum and assessment committee or its designated representatives for feedback.
- 5. Instructor administers the assignment, homework, or test to the students.
- 6. Instructor applies the rubric to assess the learning goal.
- 7. Instructor collects data for each dimension of the rubric on the number of students who fall in the Exemplary, Satisfactory, and Unsatisfactory categories.
- 8. Data collected by the instructor is stored in spreadsheets organized by year, course and semester.
- 9. Instructor submits sample work of students for the learning goal to the Associate Dean's office.

The data collected will be summary data. For each PLLG and each dimension of the rubric, the total number of students in each category (exemplary, satisfactory and unsatisfactory) will be compiled and stored in spreadsheets maintained by the department. In addition, student work to support these findings also will be maintained.

Annual reports on assessment will be written every year and reviewed in the fall semester. These reports will contain the following:

- Rubrics data and observations from rubrics data.
- Data and observations, if any, from indirect measures.
- Recommendations agreed upon by the faculty and the external board based on the analysis of data from direct and indirect measures.
- Changes made to the curriculum, if any, based on the above recommendations.

This annual report will be widely disseminated to the other faculty members in the Department of Business. The learning goals and assessment results will be reviewed periodically by the CBEC Advisory Board members.

5. Other Factors in Assessment of Undergraduate Business Majors

This section is organized as follows. Section 5.1 discusses the indirect measures for business major assessment. Section 5.2 describes the course overview documents that instructors complete every semester for the courses they teach. Section 5.3 describes the concentration-specific goals and how some of these goals may be addressed in the future as part of our assessment plan.

5.1 Indirect Measures for Assessment

In addition to the direct measures based on learning goals and rubrics described in Section 3, indirect measures will be collected. Four indirect measures are discussed below.

- 1. Alumni will be surveyed at least once every three years regarding the applicability of the business program to their careers.
- 2. Supervisors of business interns will be contacted and surveyed during the period of the internship in order to assess the strengths and weaknesses of the student. The results of this survey will be analyzed once per year.
- 3. The CBEC Advisory Board will review the curriculum once every two years and suggest changes.
- 4. Exit surveys of current students will be conducted using Educational Benchmarking, Inc. (EBI).

Data from these indirect measures will be used in conjunction with the data from direct measures to improve the business curriculum as discussed in Section 4.

5.2 Course Overview Documents

Before the beginning of a semester, for each of the *required* undergraduate courses, including both the upper-level business foundation core courses and the required concentration courses, the instructor will turn in the course syllabus and a course overview document. These documents will list the learning goals and an explanation of how those goals are assessed within the course. A screen-shot of the course overview document is included in Appendix E-1. For example, a learning goal may be assessed through a combination of homework, assignment, and exams.

The syllabi and course overview document will be reviewed by the department chair to determine whether they are in line with the curricular and administrative policies of the department. If corrections are needed, they will be sent back to the instructor for revision. The documents will then be filed in the department office and made available to committees involved in assessment.

The Undergraduate Curriculum and Assessment Committee will examine the course syllabi and overviews periodically, at least once every two years, to ensure that the learning goals are in the curriculum and are assessed.

5.3 Concentration Specific Goals

In addition to the assessment plan indicated in the previous section, the UG-CAC will examine the course syllabi and overviews periodically, at least once every two years, to ensure that the following topics are covered in the curriculum. These topics are arranged in three lists: General Knowledge and Skills Goals, Management-Specific Goals, and Concentration-Specific Goals:

General Knowledge and Skills Goals:

- 1. Deliver an effective oral presentation on a business problem or issue.
- 2. Demonstrate effective written communication on a business problem or issue.
- 3. Demonstrate the ability to work effectively as a leader and/or a team member.
- 4. Demonstrate effective critical thinking/problem-solving skills.
- 5. Demonstrate effective use of computer technology in decision-making.
- 6. Demonstrate an understanding of the ethical considerations in business decisions.
- 7. Demonstrate an understanding of stakeholder diversity.

Additional Management – Specific Topics:

- 1. Demonstrate knowledge of various functional areas of business and their integration.
- 2. Demonstrate an understanding of the global, as well as national and regional implications, of business decisions.
- 3. Demonstrate effective management skills; e.g., organizing, planning, delegating, performance appraisal, decision-making, conflict resolution, and interacting with diverse populations.

Concentration-Specific Goals:

Accounting:

- 1. Develop the ability to prepare corporate financial statements.
- 2. Demonstrate ability to analyze corporate annual reports.
- 3. Understand, apply, and communicate theory, methodology, and solutions of cost concepts, cost classifications, and cost behavior patterns relative to planning and control decisions.
- 4. Understand, apply, and communicate theory, methodology, and solutions of alternative product costing methods and systems and their relevance for inventory valuation, profit measurement, product pricing, inventory valuation, planning, control, performance evaluation, and other decisions.
- 5. Demonstrate an understanding of the audit process and audit reports.
- 6. Demonstrate an understanding of internal auditing, governmental auditing, and operational auditing.
- 7. Demonstrate an understanding of federal income taxation concepts and principles.
- 8. Develop the ability to prepare tax returns for individuals, "C" corporations, "S" corporations, and partnerships.

- 9. Demonstrate an understanding of the Uniform Commercial Codes, the law of contracts, and other areas of law.
- 10. Demonstrate an understanding of professional ethical guidelines.

Finance:

- 1. Download and analyze investment data to calculate risk and return.
- 2. Use financial calculator and spreadsheet to solve a variety of complex problems including time value of money.
- 3. Understand and apply alternative valuation models for computing the price of individual projects, bonds, preferred stock, and stock.
- 4. Analyze corporate loan applications and determine how those decisions affect the loan portfolio and value of individual financial institutions.
- 5. Understand the current and recent historic direction of the economy, interest rates, and the stock market by using both print and electronic financial media.
- 6. Compute the cost of capital and understand the role of cost of capital in capital budgeting decisions and for computing the firm's valuation.
- 7. Analyze a firm horizontally and vertically on the basis of its financial ratios and make financial recommendations based upon those ratios.
- 8. Analyze a prospective project from a financial point of view, including operating cash flows, net capital spending, NPV, IRR, and understand the basics of real option analysis.
- 9. Understand the essentials of agency costs and relationships and limiting agency costs.

Human Resource Management:

- 1. Identify and apply relevant federal and state fair employment laws.
- 2. Describe and critique common HR practices.
- 3. Make intelligent decisions as consumers of common HR practices.
- 4. Conduct basic statistical analyses to evaluate common HR practices.
- 5. Analyze and solve HR problems.
- 6. Visualize HR as a system.
- 7. Develop, execute, and evaluate a training program.
- 8. Cost out jobs and benefits.
- 9. Conduct HR research using resources available via the World-Wide-Web.
- 10. Make presentations typical of those required of HR professionals.
- 11. Delineate technology applications in HR.

Marketing:

- 1. Understand, apply, and communicate theory and practical solutions to hypothetical and actual problems involving issues related to marketing strategy: target market delineation, positioning, competitive analysis, product/service, pricing, marketing communications, and distribution.
- 2. Demonstrate an understanding of the theory and marketing practices regarding buyer behavior in consumer and business marketing.
- 3. Demonstrate an understanding of the theory and practical applications of primary and secondary research, and analyze and report results from data.

- 4. Demonstrate an understanding of, and ability to apply basic quantitative analyses of marketing management decisions.
- 5. Demonstrate a depth of understanding, theory, and expertise in subdisciplines of marketing.

6. References

Barbara E. Walvoord. 2004. Assessment Clear and Simple: A Practical Guide for Institutions, Departments, and General Education. Jossey-Bass Higher and Adult Education.

Kathryn Martell and Thomas Calderon (Editors). 2005. Assessment of Student learning in Business Schools: Best Practices Each Step of The Way. Volume 1, Association for Institutional Research.

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APPENDIX

