

## Appendix L – Assessment Instruments

### *Undergraduate Capstone – Strategic Management Assessment Test*

You are interviewing for the position of Director of Strategic Business Planning at the Lawrence Manufacturing Corporation. Present are the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Presidents of three of the six business units, and the Vice Presidents for Marketing, Economics, Engineering, Information Technology, and Government Relations.

Lawrence is a \$20 billion dollar, multinational corporation with production facilities in six countries and sales in over 50 countries around the globe. The company has six major business units: Home Appliances; Electrical Equipment; Industrial Tools; Agricultural Equipment; Automotive Parts; and an expanding Financial Services business that markets a broad range of commercial financing, insurance and credit services. Many of the business units purchase common parts and components from the same vendors; utilize similar technologies; and serve common customers.

The CEO explained that the company had never engaged in business planning. The business units operate “more or less on their own.” She explained that this has worked well in the past but that the company has failed to meet its profit and market share goals in the last three years. She expressed confidence in her management team, explaining that the economies in several of their largest markets were depressed; new, onerous environmental regulations had increased their costs; and that they had been surprised when several domestic competitors introduced new, innovative products, and when a new foreign competitor had entered the market offering products at significantly lower prices. Nevertheless, she feels it is now necessary to introduce business planning at Lawrence to improve overall performance.

The CFO, in a hostile voice, quickly added that his staff always established challenging financial targets for the business units, and held them to strict capital spending limits and tight budgetary controls. In his view, this was sufficient. You took note of this.

The CEO then asked you to explain the basic concept of strategic business planning and how it would help improve performance at Lawrence since they had never engaged in any type of planning beyond basic financial forecasting. She specifically asks you what her role would be in the planning process, what the corporate headquarters’ responsibilities would be and how the corporation would add value to the business units.

The three Presidents of the business units and the functional executives also wanted to know what their specific roles and responsibilities would be in this new planning process, and how their performance would be evaluated and rewarded.

The Vice President of Information Technology also wanted to know what types of external and internal information would be required to develop the business plans, and how they would obtain this information. He wanted to know what types of analytical tools, methodologies and skills they would need to generate and analyze this information.

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One of the Presidents of the business units asks you to explain what a business plan consist of and how they will know if they have developed a good plan.

Finally, the CEO stated emphatically that she did not have the time to spare or the resources to devote to writing business plans that would only “gather dust on the shelves.” She asks you how you would ensure that the plans were implemented effectively.

You take a deep breath – long enough to organize your response to the questions they raised:

- Basic concepts of strategic business planning
- Strategic planning at the Corporate level
- Roles of SBU managers and functional executives
- Analysis of external and internal environments
- An effective business plan
- Execution!
- Analytical tools and concepts (Accounting, Business Law, Finance, Organization Behavior, Microeconomics, Marketing, Macroeconomic, Leadership and Management)

You look right at the CFO with the confidence that comes from long hours of study, hard work, and thorough preparation. You say to yourself: “This job is mine!”

### ***MBA Capstone – Strategic Management Assessment Test***

You are interviewing for the position of Director of Strategic Business Planning at the Lawrence Manufacturing Corporation. Present are the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Presidents of 3 of the six business units, and the Vice Presidents for Marketing, Economics, Engineering and Government Relations.

Lawrence is a \$20 billion dollar, multi-national corporation with production facilities in six countries and sales in over 50 countries around the globe. The company has six major business units: Home Appliances; Electrical Equipment; Industrial Tools; Agricultural Equipment; Automotive Parts; and an expanding Financial Services business that markets a broad range of commercial financing, insurance and credit services.

The CEO explained that the company had never engaged in business planning. The business units operated “more or less on their own.” She explained that this had worked well in the past but that the company has failed to meet its profit and market share goals in the last three years. She expressed confidence in her management team, explaining that the economies in several of their largest markets were depressed; new, onerous environmental regulations had increased their costs; and that they had been surprised when several new domestic and foreign rivals introduced new, innovative products at reduced prices in several of their business sectors. In response to these new threats, Lawrence launched a strategy of lowering prices while adding unique features to its products. Unfortunately, without much success to date. “We just seem to be stuck in the middle,” she admitted, while wondering what other strategies they might pursue. She feels it is

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definitely necessary to introduce more systematic business planning at Lawrence to improve overall performance.

The CFO, in a hostile voice, quickly added that his staff always established challenging financial targets for the business units, and held them to strict capital spending limits and tight budgetary controls. In his view, this was sufficient. You took note of this.

The CEO then asked you to explain how you would organize a strategic business planning effort at Lawrence. She asked what types of information and analytical tools would be needed to support the planning effort. She asked you how you would ensure that the business plans were implemented effectively. She emphasized that she did not want to spend time and resources developing business plans that would simply “gather dust on the shelf.” Finally, she wanted to know precisely what her role would be in the planning process, and how the Corporation would add value to the business units.

The three Presidents of the business units present also wanted to know what their specific roles and responsibilities would be in this planning process, and how their performance would be evaluated and rewarded. The Vice Presidents of Marketing, Economics, Engineering and Government Relations, and of course, the CFO wanted to know exactly what they would be expected to do as part of the proposed planning process.

The CEO suggested that since none of them had any real experience with business planning, that you might start with a brief overview of the basic concept. You nodded your head in agreement. Fortunately, you have taken good notes throughout the meeting. They are waiting...

### *Assessment Guidelines*

The student should identify and respond to ten critical strategic planning issues raised during the job interview.

1. The first issue is the CEO’s request for an overview of the basic planning process since she and the other executives at Lawrence have no prior experience with strategic business planning.

Planning occurs at both the Corporate and the business unit levels, though it is quite different in nature at the two levels. Corporate planning is similar to portfolio management where the Corporation allocates its assets to its portfolio of business units to maximize overall corporate profitability.

The Corporation launches the planning effort with a long-term vision of what Lawrence wants to achieve, including specific goals and strategies for achieving those goals. Each of the business units need to develop a clear mission that defines they business they are in; analyze the external economic and socio-political environments to identify potential business opportunities and threats to their business; assess its internal strengths and weaknesses; establish a balanced set of financial, operating, customer satisfaction and

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developmental goals; and the best strategies for achieving these goals given the external opportunities and threats and its particular strengths and weaknesses.

Once plans are developed and approved, it is, of course, necessary to monitor performance, make necessary mid-course corrections for unanticipated changes in the environment, and finally to reward achievement of business plan- goals.

2. The CEO has expressed confidence in her management team though Lawrence has failed to meet its profit and market share goals for the past three years. She attributes these failures to depressed markets; new, costly environmental regulations; and to the unanticipated introduction of new products at lower prices by several domestic and foreign competitors. She does, however, concede that the company needs to engage in business planning going forward.

The events that have caused Lawrence to miss its goals for the past three years identified by the CEO support her decision to implement a strategic business planning process at Lawrence. The analysis of both the external economic and socio-political environments in which Lawrence operates will help them anticipate and prepare for business cycles and depressed markets in its major markets, and for new environmental, safety, health and other social demands that might be made upon Lawrence in the future.

The identification and assessment of all significant domestic and foreign competitors is a major component of the analytical effort that supports any business planning activity. Peter Drucker, writes that next to knowing what your customers want, the most important thing is to know what your competitors are doing. The planning process we would implement here at Lawrence would identify these competitors, determine what their goals are; what their capabilities are, and what strategic initiatives they are most likely to undertake so that Lawrence is not surprised by their competitors in the future.

3. The CEO also told you that they launched a strategy to reduce prices and add unique features to their products in response to the new and unanticipated competition. She allowed that it has not been effective, and that they seem to be “stuck in the middle.”

There is a Japanese expression that he who chases two hares catches neither. That may be your difficulty in attempting to both reduce prices and add unique features to your products. It is very difficult to pursue two different strategies such as these at the same time because each strategy requires different skills, resources, structures, systems, management styles and norms of behavior to implement successfully. As a result, firms often get “stuck in the middle” when they attempt to implement two different strategies. They wind up not implementing either one very effectively.

I would venture that Lawrence would fare better pursuing a single business strategy. A company can pursue five basic business strategies, though there are an infinite number of variants on these basic or generic strategies.

Lawrence will have to decide, based on its analysis of the external environment and assessment of its internal strengths and weaknesses, to pursue either a broad or niche

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differentiation strategy or a broad or niche low-cost strategy. There is one additional strategy – the best value strategy. It sounds as though Lawrence may have been trying to implement a best-value strategy by lowering its prices while adding new features to its products. This, however, is an extremely difficult strategy to implement because the company must have the ability to provide additional product features and quality at significantly lower cost than its rivals.

4. The CFO has made it clear that in his view the establishment of financial targets and imposition of tight capital spending and budgetary controls is all the planning that is required at Lawrence.

Establishing financial goals and maintaining strict capital spending and budgetary controls are certainly essential to any business planning effort. The benefits of business planning are that it helps identify what those goals should be, and, most importantly, creates strategies for achieving those goals. Business planning will help the Corporation allocate its available capital more efficiently among the various business units, and help hold the business units accountable for earning a return on that capital. It will also provide greater flexibility for modifying capital expenditures and budgets in light of new business opportunities and changing external conditions. Business planning also provides an opportunity to develop a set of integrated financial and non-financial goals that will promote the company's continued profitability over the longer term.

5. The CEO wants to know how you would organize a business planning activity within Lawrence.

It sounds as though Lawrence is doing fundamental budget and forecast-based planning, but it needs to move on to the next phase of business planning – strategic planning and ultimately to strategic management. I would move to the strategic planning phase gradually because there is a lot of organizational learning required to implement a strategic planning successfully. I would not create a large, centralized planning bureaucracy. A small central office planning staff reporting to the CEO, however, will be needed to administer the planning process, but the fundamental business planning must be done by those who are ultimately responsible for carrying out the plans and achieving the results.

The central office planning staff, working with the CEO, CFO and others will develop and issue the business planning instructions, the format for the plans, the information required from the business units, and any necessary guidelines for budgets and capital spending. The planning staff can also provide common economic and financial data that all of the operating units will need. Since Lawrence has no prior experience with business planning, it will also be necessary for the planning staff to provide some necessary training in planning for executives throughout the company who will be involved in the process. The planning staff can also function as an effective sounding board for the business units.

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The planning staff will develop a time line for developing the plans at the business units, and for reviewing them with the Corporation. The planning staff will also assist the Corporation in consolidating the strategic aspects of the various plans, identifying strategic interdependencies and assessing the Corporation's overall strategic position just as the Finance Staff consolidates the revenue and cost forecasts for the Corporation.

6. The CEO also wants to know what types of information will be required to develop the business plans, and what types of tools would be used to analyze the data.

As Sun Tzu emphasized in his classic *The Art of War* three thousand years ago, knowledge of the external environment and of one's "enemies" is essential to "victory." The analysis of the opportunities and threats in the external environment and objective assessment of the company's internal strengths and weaknesses provide the foundation for the development of effective business plans. The plans must be aligned with market conditions to succeed.

The company will need information on the economies in the countries where it is operating, the structure and competitive conditions of industries in which it competes, key characteristics (incomes, preferences, etc.) of its customer base, changing technologies, government policies that affect Lawrence, and the likely strategic initiatives of its major competitors in each market.

There are a few relatively simple business planning tools that we could effectively utilize in our planning process. One might be the General Electric matrix that assesses the attractiveness of an industry and our competitive position in that industry. This matrix can be used in a lot of ways to improve the planning process. The Michael Porter Five Forces of Competition Model is another useful tool for assessing the long-term profit opportunities in different industries.

7. The CEO wants to be ensured that the plans will be implemented effectively. She does not want to waste resources developing plans that will sit on the shelves. I agree with you totally. Unfortunately, this happens all too often. Studies show that 70 percent of the time when business strategies fail it is the result of poor execution rather than a flawed plan.

First, it is absolutely essential that we monitor business plan performance on a continuing basis, and that the business units be rewarded for achieving the goals stated in the business plan and not for reasons or factors unrelated to the business plan. People know that "what counts gets counted!"

Effective implementation of the business plan, however, requires more than alignment between the goals of the plan and the incentive system. Indeed, the basic requirement for effective plan implementation is a good "strategic fit" among the plan itself, and the company's organizational structure, business systems, human-relationship systems for motivating, empowering and rewarding members of the organization for pursuing the new vision, and a good strategic fit with the organization's social architecture or culture.

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To ensure the plan is executed effectively at Lawrence, it may well be necessary to alter the structure, some of the business and human-relations systems in place and the company's basic values and norms of behavior. Changing the latter often proves the most daunting challenge.

8. The CEO also wants to know what her specific role is in the strategic business planning process, and how the "Corporation" will add value to the business plans developed by the business units.

The CEO, as the leader of the organization, has a critical role to play in the strategic business planning process. It is the CEO's primary responsibility to develop the long-term vision for the company; to articulate that vision clearly to all members of the organization; and to motivate everyone in the organization to pursue that vision. The CEO is the primary "change agent." She must overcome natural human resistance to change, and convince the members of her organization that the changes she is proposing will benefit everyone in the organization.

Implementing strategic change is the major test of leadership. One should never underestimate the amount of resistance to change that will be encountered. The CEO must overcome complacency with the status quo, create a powerful coalition for change and eliminate obstacles to change throughout the organization.

The CEO also must also articulate the basic values and beliefs and norms of behavior that are expected and that are necessary to achieve the vision. All members of the organization need to know what is expected of them and how they are to conduct themselves in dealings with customers, suppliers, fellow employees and the public.

The "Corporation" adds a significant amount of direct (overhead) and indirect (slowed decision-making) costs to the business units. It therefore must add sufficient value to justify these extra costs. If it cannot do that, the business units would be more profitable as independent businesses. The Corporation adds value to the business units fundamentally by acting as a superior internal financial market, and by exploiting strategic interdependencies among the business units that might exist on either the demand or supply side. The Corporation must allocate resources to the operating divisions to maximize overall corporate profitability.

The Corporation may be able to allocate resources among its business units more efficiently than external capital markets because of superior information that is not available to external markets. It may also be able to reduce costs or increase revenues by capturing a variety of production, distribution, marketing or purchasing synergies among the business units that might exist when some of the products are substitutes or complements, when some products use common parts and components or common technologies, or when they utilize common distribution channels. The business planning process and the consolidation of the business plans by the planning staff will bring these synergies to the surface.

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9. The business units leaders also want to know what their specific roles and responsibilities will be in this new planning process, and, predictably, how their individual performance will be evaluated and rewarded.

The leaders of the business units have the most important roles in the planning process. Firstly, they must define the unit's mission – clearly articulate what business they are in. The mission statement should clarify who their customers are, what customer needs they are meeting and how they are going to meet these needs better than competitors. Such a mission will ensure that everyone in the unit is on the same page. They are also responsible for analyzing the environments in which they compete, and for both developing and executing the plans for earning superior returns in those environments.

The leaders of the business units and their teams are rewarded for achieving the goals committed to in their business plans. It is sometimes difficult to determine the precise causes of success or failure in meeting the goals of the plan because of unforeseen changes in the external environment, events beyond the leaders' control and because of interdependencies within the organization. Nevertheless, the leaders of the business units, fundamentally, must be rewarded for achieving the goals of the business plans.

10. The Staff Vice Presidents for Marketing, Economics, Government Relations and Engineering are equally concerned about what they will be expected to do in the new planning process.

Each of the staff Vice Presidents has a major role to plan in the development and execution of the business plans at Lawrence. The staffs exist to help the business units and the Corporation achieve their goals. The staffs possess data, information, knowledge and expertise that the business units need to develop effective business plans.

The staffs can assist the business units in analyzing the external environment – economic conditions (disposable incomes, inflation, interest rates, energy prices, and exchange rates), customers (demands, profiles and demographics), government regulations (environmental, health, safety, trade policy and social expectations), industries (industry drivers, key success factors, structural conditions and long-term profit potential), competitors (product quality, service and cost), and cost, and technology (short-and long-term developments in technology). The staffs can also assist in developing new organizational structures and business systems that might be needed to implement the business plans effectively.

Finally, the CFO, visibly hostile to any new planning process at Lawrence, wants to know what role he will play in the new process. The CFO plays an absolutely essential role in the business planning process that goes far beyond capital and expense budgeting. The CFO needs to ensure that the company's resources are allocated to the business units in accordance with approved business plans. A failure to do so ensures plan failure. The CFO should ensure that there is a strategy in place to achieve every financial goal in the business plans. The CFO is responsible for monitoring performance to plan, and for recommending course corrections when necessary.

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Perhaps, most importantly, the CFO is responsible for ensuring that the business units in total are generating sufficient cash flow to meet the company’s ongoing needs, and to fund promising new businesses. The CFO must take a lead role in securing the financing for any strategic expansion, diversification or merger initiatives. Business planning will not likely succeed without an effective integration of financial and strategic planning. Both are much more productive when they are components of a comprehensive planning process.

### *Scoring Template*

| Strategic Planning Issues   | Score |
|---|-------|
| <b>Basic Concepts of Strategic Business Planning:</b> Understands basic planning concepts, methodologies and the planning process in a large, complex organization  |       |
| <b>Strategic Planning at the Corporate Level:</b> Understands the role of the CEO, corporate-level responsibilities, portfolio management, cash flow analyses, and how the Corporation adds value   |       |
| <b>Roles of SBU Managers and Functional Executives:</b> Understands the roles of the SBU managers in writing and executing the business plans, and the roles of key functional executives in supporting planning at the Corporate and SBU levels  |       |
| <b>Analysis of the External Environment and Assessment of Internal Strengths and Weaknesses:</b> Understands the importance, scope, and techniques for analyzing the external environment, and for assessing internal capabilities  |       |
| <b>The Business Plan:</b> Understands strategic alternatives, sustainable competitive advantage, and the structure and criteria for effective business plans  |       |
| <b>Executing the Business Plan:</b> Understands the obstacles encountered in implementing business plans, leadership and management techniques for overcoming these obstacles; the need to maintain alignment among the strategy, structures, systems and culture; and the importance of monitoring and rewarding performance |       |
| <b>TOTAL SCORE</b>  |       |

### *Scoring Rubric*

| Score      | Indicators  |
|------------|---|
| 4.0-3.75   | Student demonstrates a thorough knowledge of all the issues, their relationship to all aspects of the planning process, and their importance to the success of the planning effort. Student effectively utilizes a variety of tools and concepts from a number of different disciplines, and is able to address the issues in the specific context of the case. |
| 3.25 – 3.0 | Student demonstrates a thorough understanding of most of the issues, their importance, and roles in the overall planning process. Student applies some concepts and tools from other disciplines, and addresses some issues in the specific context of  |

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| Score    | Indicators  |
|----------|---|
|          | the case.   |
| 2.75-2.0 | Student demonstrates an adequate understanding of the majority of the issues and their importance and roles in the overall planning process. Student makes general references to some tools and concepts from other disciplines, and addresses issues with general reference to the case.   |
| 1.75-1.0 | Student demonstrates a limited understanding of many of the issues, and no understanding of others. Student demonstrates an equally limited knowledge of the importance and roles of the various issues in the overall planning process. Student does not effectively utilize tools and concepts from other disciplines, or effectively assess issues in the context of the case. |
| <1.0     | Student demonstrates a clear lack of understanding of the issues, and their importance and roles in the overall planning process. Student does not utilize any concepts or tools from other disciplines, and does not assess the issues in the context of the case.   |

### *Mid-Term and End-of-Term Evaluations*

The mid-term and end-of-term evaluation instruments consist of a series of multiple choice and essay questions designed to measure students' overall satisfaction with the class, their instructor, course delivery methods, and technology environment. The questions used in the mid-term and end-of-term evaluation instruments include:

1. Questions used in evaluating the performance of the instructor:
  - a. How would you rate the instructor's knowledge of the subject?
  - b. How would you rate the instructor's ability to impart his/her knowledge?
  - c. How well was the course organized?
  - d. The instructor provides prompt constructive feedback on assignments and exams.
2. Questions used to provide feedback on the course material:
  - a. Course materials (notes, textbooks, etc.) were useful
  - b. Homework and other assignments were useful and appropriate.
  - c. The course met my expectations and will support my educational goals.
3. Questions used to provide feedback on the use of Blackboard™:
  - a. The contributions and interactions via Blackboard™ made this course an enriching learning experience.
  - b. How can we improve the use of Blackboard™ in this course?
4. General Questions:
  - a. Does the instructor encourage intellectual growth?
  - b. Were the instructor's exams and grading system a true measure of the student's performance?
  - c. Does the instructor return homework and exams after a reasonable length of time?
  - d. Does the instructor have any mannerisms that are distracting or bothersome to the class?
  - e. Was the instructor enthusiastic?

A sample of the "student view" of the evaluation dialog presented within Blackboard™ is shown in Figure 17:

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|  |   |
|--|---|
| <b>Name:</b>   | End of Term Course Review   |
| <b>Instructions:</b>   | At the end of the term, the instructor will allocate approximately ten minutes of class time and designate a student to administer the questionnaire and then absent himself/herself from the room. The student proctor will hand out the questionnaire, collect responses, place them in an envelope, seal the envelope, and deliver it to the Graduate College of Management Office (M331). The instructor will place the course name and his/her name on the outside of the envelope beforehand. |
| <b>Multiple Attempts:</b>  | Not allowed. This Survey can only be taken once.  |
| <b>Force Completion:</b>   | This Survey can be saved and resumed later.   |
| <hr/>  |   |
| <b>Question 1</b>  | <b>Multiple Choice</b>  |
| How would you rate the instructor's knowledge of the subject?            |   |
| <input type="radio"/> Excellent  |   |
| <input type="radio"/> Very Good  |   |
| <input type="radio"/> Satisfactory                                       |   |
| <input type="radio"/> Marginal   |   |
| <input type="radio"/> Poor   |   |
| <hr/>  |   |
| <b>Question 2</b>  | <b>Multiple Choice</b>  |
| How would you rate the instructor's ability to impact his/her knowledge? |   |
| <input type="radio"/> Excellent  |   |
| <input type="radio"/> Very Good  |   |
| <input type="radio"/> Satisfactory                                       |   |
| <input type="radio"/> Marginal   |   |

Figure 17 - Blackboard™ Course Evaluation Dialog

*Faculty Self Assessment*

In personally assessing whether you as a faculty member are contributing to the creation and maintenance of an active LTU Online learning environment, reflect upon the following questions and provide your candid responses using the Blackboard™ survey instrument:

1. What do you do in your course that reflects an active learning approach to teaching?
2. How can you help your students improve how they learn?
3. What are your students learning that will help them succeed in their professional careers?
4. How does your course fit into the curriculum of your academic program?
5. How can you and your colleagues' dialogue about the interrelationship of courses and experiences in your program?
6. How do you assess student learning in your courses and what changes have you made based upon assessment results?
7. How do your students see the linkage between what they learn in your course and real world applications?
8. How do you emphasize critical thinking and problem solving in your course?
9. How do you help students make connections between your course and other courses they had or will have in their program?
10. Do you view student errors as something to avoid or as learning opportunities?
11. What aspects of your teaching could be considered "coaching and facilitating" rather than "selling and telling?"
12. How do you get to know your students as people and learners?
13. How do you provide opportunities for your students to work together?
14. What are the most effective active learning tools that you use in your course?
15. How do you focus on your student's use of knowledge rather than its acquisition?
16. What tools and techniques are you aware of and do you use to collect student feedback?
17. How do you ensure your students that you are open to listening to their suggestions?
18. What methods do you use to be readily available to students for additional assistance they may need?
19. How well were you supported by LTU Online staff in preparing your course?
20. How well were you supported by LTU Online staff in delivering your course?
21. What improvements to LTU Online services or procedures can you suggest?
22. Based on your interactions with students in your course, what improvement to LTU Online student services can you suggest?
23. What additional training, consultation, or services do you require before teaching another LTU Online class?
24. On a weekly basis how much time was spent teaching the course and course work? Was this too much or about right?
25. Please provide any other comments that may be useful to improve the operation of LTU Online.

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***Program Evaluation***

Lawrence Tech academic programs undergo an annual program review process to identify strengths and weaknesses leading to continuous improvement. An example of the program evaluation form used to evaluate the MBA and BSIT programs is shown below:

Name: \_\_\_\_\_ Title: \_\_\_\_\_ Area: \_\_\_\_\_  
 (e.g. BSIT, MBA)

|  |
|--|
| <p><b>Annual Review of Goals and Outcomes for Academic Year 2005-2006</b></p> <p>Institutional Mission: To develop leaders through innovative and agile programs embracing theory and practice.</p> <p>Unit Mission: To improve the quality of organizational life tomorrow by developing strategic managers and visionary leaders today.</p> <p>Unit Objectives/Strategies: 1) Provide our students with convenient learning centers, enhanced personal services, innovative programs, and alternate modes of instruction. 2) Provide our faculty, administrators, and staff with growth and development opportunities. 3) Provide our alumni, donors, and industry neighbors with networking and training opportunities.</p> |
|--|

| <b>Unit Objective</b><br><i>(State if program outcome / student learning outcome / effectiveness measure)</i> | <b>Desired Outcome/Result</b><br><i>(Cite measurable criteria for success)</i> | <b>Means of Assessment</b><br><i>(Evaluation tool)</i> | <b>Actual Outcome/Result</b><br><i>(Cite data findings)</i> | <b>Use of Results</b><br><i>(Strategies to improve or continue success)</i> |
|---|--|--|---|---|
|   |  |  |   |   |
|   |  |  |   |   |
|   |  |  |   |   |
|   |  |  |   |   |