

# Program Review

## Cook School of Business

Date: November 1, 2023  
 Program: Business Administration  
 Review Year: 2022-23  
 Dean: Amy DuBois, Ph.D.

The mission of CIU: We educate from a biblical worldview to impact the nations with the message of Christ.

### Program Student Learning Outcomes (SLOs)

Program Student Learning Outcomes	Course/component Target Result	Results and Interpretation	Conclusion about Outcome and Recommendations
Demonstrate a comprehensive understanding of business functions.	Business Plan Project in BUS 3710  <b>Target:</b> Class average of 85%	The 6 student grades were between 90-96	This outcome was met.
Develop a personal business ethic based on a biblical worldview.	When God Shows Up at Work Paper in BUS 1100  <b>Target:</b> Class average of 85%	Class average of 41 students was 79.78. However, adjusted to exclude 0's from 3 students that did not submit the assignment, the class average was 87.	At face value this was not met, but when the average was adjusted to remove the papers that received a 0 for not being turned in, the average exceeded the target.
Execute analytical and decision-making skills in organizational leadership.	Business Evaluation project in BUS 4700  <b>Target:</b> Class average of 80%	Class average of 13 students was 77.31	This outcome was not met. The project has been modified to include more specific instruction/support to ensure student understanding and success.

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**Program Student Learning Outcomes (SLOs)**

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Analyze and apply principles of best practices of interprofessional business and organizational leadership in various healthcare settings	HCA 4020 Healthcare Administration Capstone/ Project: Comprehensive Capstone Portfolio	HCA 4020: Healthcare Administration Capstone Portfolio  Target Result: 80% of students will achieve at least 3.0 rating (Good) on a 4.0 Scale	Best principles and practices of interprofessional business and organization leadership in various healthcare settings will be introduced in HCA 1110, with concept reinforcement throughout the program, as evidenced by various outcome deliverables included in the Capstone Portfolio.
Evaluate and apply high-quality, ethical leadership best practices personally and in the healthcare administration profession.	HCA 2410 Healthcare Ethics and Medical Law/ Project: Malpractice in Healthcare Paper	HCA 2410: Malpractice in Healthcare Paper  Target Result: 80% of students will achieve at least 3.0 rating (Good) on a 4.0 Scale	This outcome measure requires the student to survey ethical and legal best practice concepts individually and within the healthcare administration profession to develop a comprehensive understand of malpractice issues in healthcare.
Formulate an ethical personal leadership philosophy for a diverse and multicultural 21st-century workforce based on foundational healthcare principles and a Christian worldview.	HCA 4020 Healthcare Administration Capstone/ Project: Capstone Comprehensive Portfolio	HCA 4010: HR Best Practices Paper  Target Result: 80% of students will achieve at least 3.0 rating (Good) on a 4.0 Scale	This outcome measure requires that the student has a thorough knowledge and understanding of human resource management best practices in various healthcare settings.
Formulate solutions to operational questions and problems within a diverse array of healthcare organizational settings.	HCA 4020 Healthcare Administration Capstone/ Project: Capstone Comprehensive Portfolio	HCA 4020: Healthcare Administration Capstone Portfolio  Target Result: 80% of students will achieve at least 3.0 rating (Good) on a 4.0 Scale	Development of an ethical personal leadership philosophy will be introduced in HCA 1110, with concept reinforcement throughout the program, as evidenced by various outcome deliverables included in the Capstone Portfolio.

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Articulate a personal biblically based philosophy of sport management	Personal Sport Ethic Project in SPT 2300  <b>Target:</b> Class average of 85%	The 16 student grades averaged to 88.14%	This outcome was met.
Exemplify effective service and leadership in sport and sport management-related activities both in the United States as well as in cross-cultural contexts	Professional Sport Internship Experience in SPT 4930  <b>Target:</b> 100% of students successfully complete internship experience	100% of students taking SPT 4930 were able to successfully complete their internship experience.	This outcome was met.
Demonstrate best practices of management and leadership within sport management settings.	Board Room Presentation Project in SPT 4600  <b>Target:</b> Class average of 85%	Class average was 88.67%	This outcome was met.

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Engage and learn generally recognized principles, dynamics, and best practices of business and organizational development.	BUS 6050 Strategic Planning and Management: Assignment 6d: Spotify Cumulative Case Study	BUS 6050 Strategic Planning and Management: Spotify Cumulative Case Study Target Result: 80% of students will achieve at least 3.0 rating (Good) on a 4.0 Scale.	Engage and learn generally recognized principles, dynamics, and best practices of business and organizational development. The objective of the activity is for students to evaluate components of an organization’s strategy and to recognized principles, dynamics, and best practices of business and organizational development and to demonstrate an appreciation of how an organization must change strategy when faced with a crisis. Students investigate key elements of strategy, competitive advantage, business models, value chain, conduct a SWOT analysis, understand growth strategy and evaluate how to achieve a stronger position and sustain growth. The measure is based upon the final cast study. Students have completed case studies relative to the learning outcomes across the modules. The final case provides feedback on the student learning outcome.

Program Student Learning Outcomes	Course/component Target Result	Results and Interpretation	Conclusion about Outcome and Recommendations
Formulate a personal philosophy of effective and ethical business and leadership practices and strategies, well-grounded in a biblically based Christian worldview.	BUS 5020 Organizational Leadership and Ethics: Assignment 4c: Leadership Philosophy Paper	BUS 5020 Organizational Leadership and Ethics: Leadership Philosophy Paper. Target Result: 80% of students will achieve at least 3.0 rating (Good) on a 4.0 Scale.	Formulate a personal philosophy of effective and ethical business and leadership practices and strategies, well-grounded in a biblically based Christian worldview. Assignment provides students the opportunity to assess the level of ethics involved in a decision and to apply ethics in the decision-making process. Based on a Christian worldview, this assignment is designed to help individual student to formulate a personal philosophy of effective and ethical business and leadership practices and strategies using by use of a summative course documentation that brings all principles together.
Within for-profit and not-for-profit organizations and for the overall benefit of the organizations' owners, donors, and stakeholders, demonstrate the ability to effectively and ethically lead people.	BUS 5020 Organizational Leadership and Ethics: Assignment 6d: Capstone Case Study	BUS 5020 Organizational Leadership and Ethics: Assignment 6d: Capstone Case Study Target Result: 80% of students will achieve at least 3.0 rating (Good) on a 4.0 Scale.	Within for-profit and not-for-profit organizations and for the overall benefit of the organizations' owners, donors, and stakeholders, demonstrate the ability to effectively and ethically lead people. The final paper provides an opportunity for students to demonstrate mastery of the principles of organizational behavior and the ability to effectively and ethically lead people.

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Analyze and apply principles of: <ul style="list-style-type: none"> <li>○ effective organizational leadership</li> <li>○ personal leadership development</li> <li>○ foundational theories of leadership, leadership research, cultural/sociological/psychological dynamics, and alternative models for understanding and leading individuals and teams in business and organizations around the world</li> </ul>	Data forthcoming		
Evaluate and implement high-quality organizational leadership best practices in the core disciplines of: <ul style="list-style-type: none"> <li>○ strategic planning</li> <li>○ team building</li> <li>○ change management</li> <li>○ finance</li> <li>○ human resources</li> </ul>	Data forthcoming		
Using the practical ingredients of effective organizational leadership which address issues of organizational systems and activities, formulate solutions to organizational questions and problems	Data forthcoming		

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within a diverse array of global organizations to improve the organization.			
Articulate an ethical personal leadership philosophy for a diverse and multicultural 21st-century workforce based upon a Christian worldview. Based upon a synthesis of organizational leadership knowledge, demonstrate strong critical thinking, decision-making, presentation, and writing skills.	Data forthcoming		

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Evaluate and synthesize advanced theoretical and applied research in business, management, strategic planning, innovative thinking, leveraging strategic assets, business analytics, decision making, and problem solving.	Course currently in development		
Apply the principles of current and emerging business theory to solve complex, real world problems in the areas of business administration, management, leadership, real world research methods, and business analytics.	Course currently in development		
Practice leadership, management, and entrepreneurship from a diverse, multicultural perspective.	BUS9600 - Assignment 8c: Capstone Paper	BUS9600 - Assignment 8c: Capstone Paper  Target Result: 100% of students will achieve at least 3.5 rating (Above Average) on a 4.0 Scale.	The measure is the score that student receives on the capstone paper. The target result is set at achieving a rating of at least 3.5 (Above Average) on a 4.0 scale and quantifies the level of achievement of the student in developing and defending a human resource diversity strategy aligned with their Christian worldview.  The assignment requires students to define terms, articulate Christian worldview, provide a balanced overview, list areas of impact, develop a human resources diversity strategy, use credible sources and proper formatting, and to

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			<p>write reflectively.</p> <p>The desired outcome is for 100% of the students to attain a rating of at least 3.5 on their capstone paper. This outcome reflects the successful completion of the assignment and demonstrates the students' ability to develop and defend a human resource diversity strategy within the context of their Christian worldview.</p>
<p>Lead organizations using an ethical personal leadership philosophy based upon a Christian worldview.</p>	<p>BUS9200 - Assignment 4c: Ethical Personal Leadership Philosophy Paper</p>	<p>BUS9200 - Assignment 4c: Ethical Personal Leadership Philosophy Paper</p> <p>Target Result: 100% of students will achieve at least 3.5 rating (Above Average) on a 4.0 Scale.</p>	<p>The relationship between the measure and outcome is that the measure, Assignment 4c: Ethical Personal Leadership Philosophy Paper, is designed to assess the learning outcome of practice leadership, management, and entrepreneurship from a diverse, multicultural perspective.</p> <p>The assignment requires students to develop a personal leadership philosophy incorporating biblical and ethical principles, which aligns with the program's objective of preparing graduates as effective, ethical leaders who integrate faith and work to positively impact their organizations. By completing the assignment successfully and meeting the criteria outlined in the rubric, students can demonstrate their understanding and application of leadership principles from a diverse, multicultural perspective, thereby achieving the learning outcome.</p> <p>The assessment measure targets a</p>

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			<p>specific level of achievement, stating that 100% of students should achieve at least a 3.5 rating (Above Average) on a 4.0 scale for the Leadership Philosophy Paper. This indicates a high level of performance expected from students in relation to the learning outcome.</p>
<p>Demonstrate advanced critical thinking skills and written/oral communication skills appropriate for a career in academia or executive business leadership.</p>	<p>BUS9905 Applied Doctoral Research Project Defense and Presentation</p>	<p>BUS9905 Applied Doctoral Research Project Defense and Presentation</p> <p>Target Result: Final ADP submission, presentation, and passing of oral defense.</p>	<p>A final applied doctoral research project and presentation defense can serve as an effective assessment and measure of the learning outcome and provides an opportunity for students to showcase their ability to apply advanced critical thinking skills and effectively communicate their findings in both written and oral forms.</p> <p>The final applied doctoral research project involves conducting a comprehensive study on a relevant topic within the chosen field of study. Throughout the research process, students are required to analyze complex information, evaluate various perspectives, and develop innovative solutions to address the problem or opportunity of study. This demonstrates the student's critical thinking skills, as they are expected to critically analyze existing literature, identify gaps in practice, and propose novel solutions to solve the program or launch a new opportunity.</p> <p>Furthermore, students are required to communicate their research findings</p>

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			<p>through a written project. This document showcases their ability to present a cohesive argument, support it with evidence, and engage with existing scholarly literature. Effective written communication skills are essential for academic and executive business leadership careers, as they enable individuals to produce high-quality research papers, reports, and other written materials.</p> <p>In addition to the written component, students are required to defend their research findings through an oral presentation defense. This defense provides an opportunity for students to orally communicate their research methodology, results, and conclusions to an audience of faculty members, peers, and experts in the field. This aspect of the assessment measures their ability to effectively communicate complex ideas, respond to questions and critiques, and engage in scholarly discussions.</p>

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Principles of effective organizational leadership, foundational theories, research findings, cultural/sociological/psychological dynamics, and alternative models for understanding and leading individuals and teams in business and professional organizations around the world.	Data forthcoming		
High-quality organizational leadership best practices and dynamics in the core disciplines of strategic planning, governance, finance and development	Data forthcoming		
The components and processes of action research and action research interpretation which address issues of effective practices and provide solutions to organizational questions and problems within a diverse array of global organizations.	Data forthcoming		
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