
Learning Outcomes

BUSINESS, ECONOMICS, AND ENTERPRISE SCIENCES

2018-2022

A solid red horizontal bar at the bottom of the page.

Contents

- Undergraduate
- MBA
- MAcc
- PennWest integration notes

Undergraduate

Program Goals and Objectives

Capstone Internal Assessment

G01: Integrate business concepts across the spectrum of business disciplines

LO1: Demonstrate proficiency in all functional business areas

CLO1 Choose reasonable options to answer foundational and strategic business, economics, management, and organizational problems.

LO2: Demonstrate appropriate information technology and information literacy skills

CLO2 Assess the usefulness and reliability of various sources of information about businesses, industries, and markets.

LO3: Demonstrate appropriate quantitative skills

CLO3 Generate and execute strategic alternatives for three simulated businesses encompassing national and international markets in different sectors through quantitative and qualitative means and report findings visually, orally, and in writing.

LO4: Demonstrate appropriate qualitative skills

CLO3 Generate and execute strategic alternatives for three simulated businesses encompassing national and international markets in different sectors through quantitative and qualitative means and report findings visually, orally, and in writing.

G02: Critically analyze ambiguous, inter-connected situations and communicate findings

LO5: Analyze complex business situations in order to make sound recommendations.

CLO5 Assess the strategic viability of a publicly traded company through a structured written report.

LO6: Communicate business findings and solutions through effective writing, oral presentations, and graphical illustrations.

G03: Balance competing values and needs of different constituencies when crafting business solutions

LO7: Discern ethical choices and critically evaluate the ethical choices of others.

CLO4 Judge ethical and socio-cultural impacts of strategic decisions made by executives doing business both domestically and internationally.

LO8: Evaluate socio-cultural and international diversity variables in decision making.

G04: Demonstrate personal and interpersonal skills needed to lead and manage organizations

LO9: Work collaboratively with and provide feedback to others in a team setting.

CLO6 Provide feedback to others when working collaboratively to find strategic solutions.

LO10: Reflect on personal leadership growth and potential.

CLO7 Develop a plan that includes personal and interpersonal skills needed to lead and manage organizations.

External Direct Assessment

LO1: DEMONSTRATE PROFICIENCY IN ALL FUNCTIONAL BUSINESS AREAS

LO2: DEMONSTRATE APPROPRIATE INFORMATION TECHNOLOGY AND INFORMATION LITERACY SKILLS

LO3: DEMONSTRATE APPROPRIATE QUANTITATIVE SKILLS

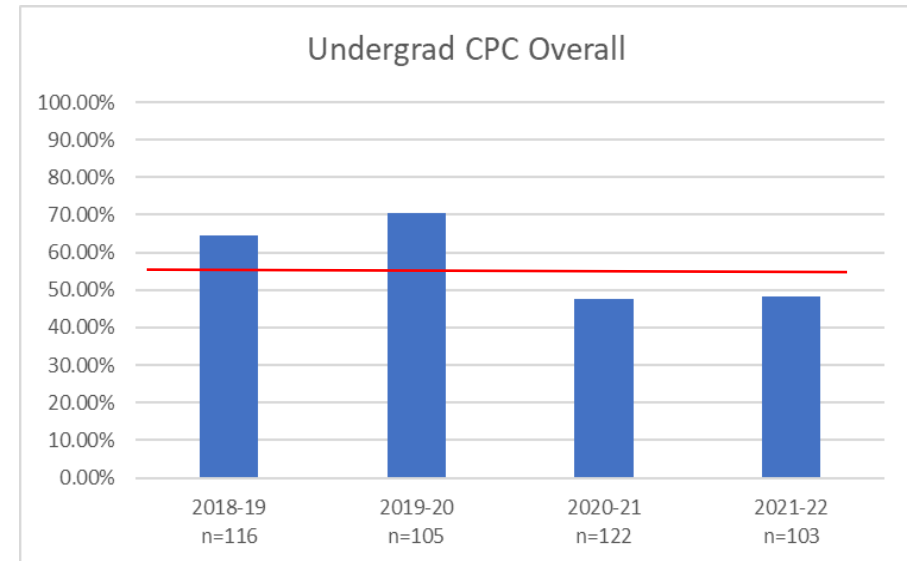
LO4: DEMONSTRATE APPROPRIATE QUALITATIVE SKILLS



LO1: Demonstrate proficiency in all functional business areas

Peregrine CPC undergrad exam

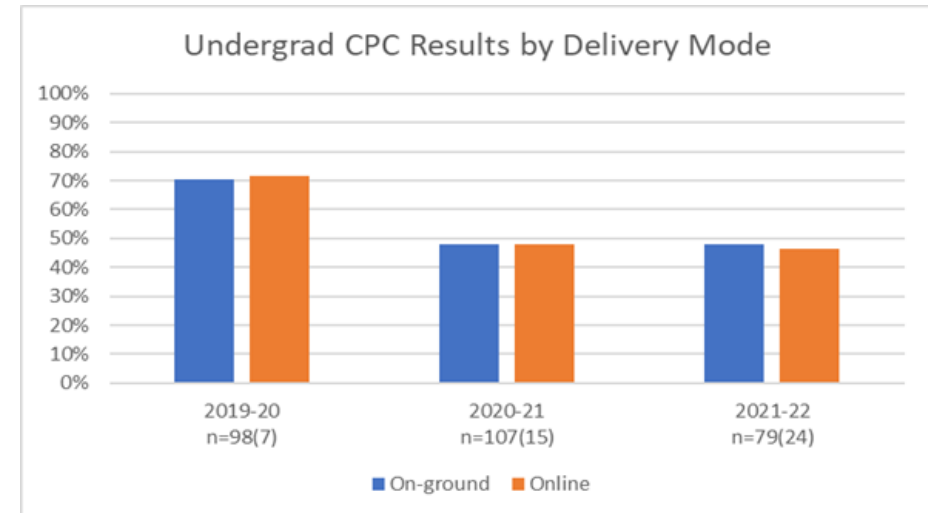
- Final exam in capstone course
- Foundational knowledge of business disciplines within 10% of benchmark
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO1: Online and On-ground Parity in Learning Outcomes

Peregrine CPC undergrad exam

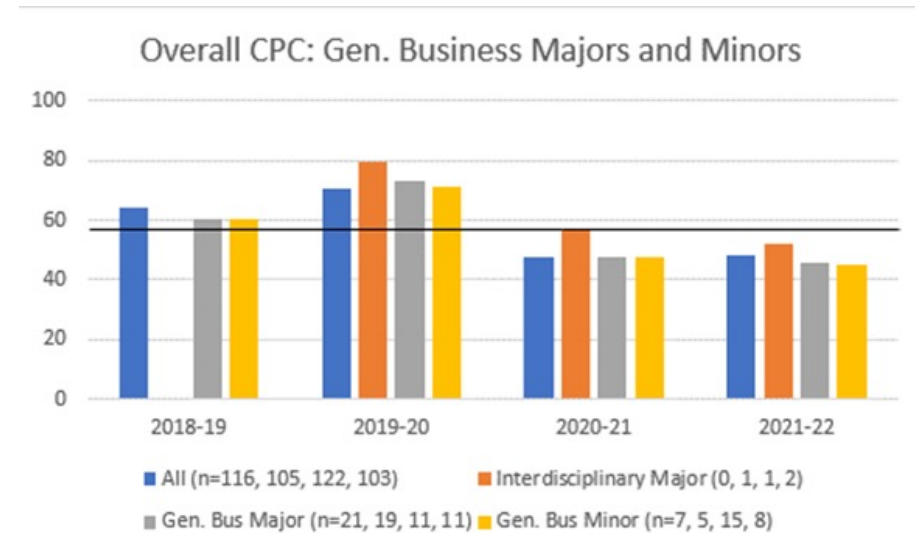
- Final exam in capstone course
- Foundational knowledge of business disciplines is similar regardless of delivery mode when proctoring is consistent
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO1: General and Interdisciplinary Outcomes

Peregrine CPC undergrad exam

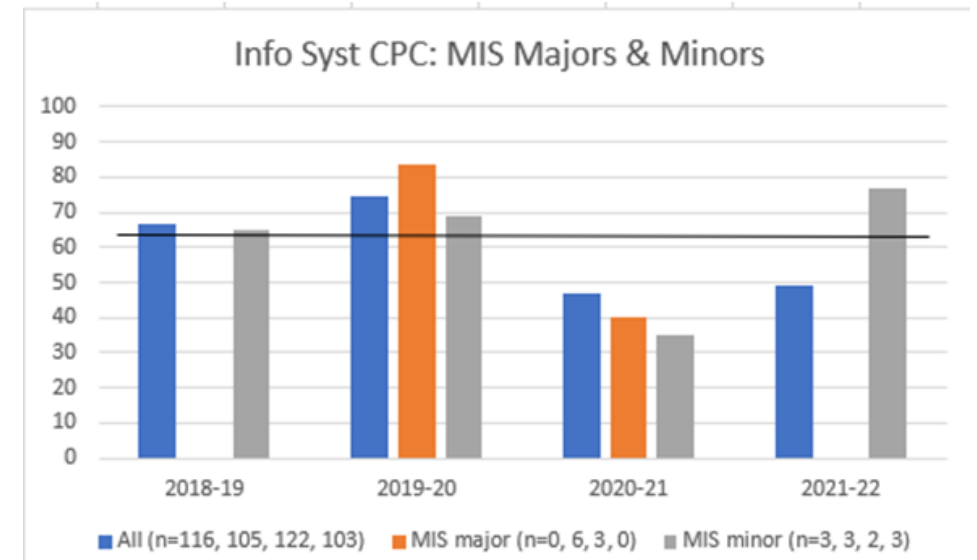
- Final exam in capstone course
- Foundational knowledge of business disciplines is similar regardless major
- New Interdisciplinary (ISBC) majors achieve higher scores regardless of proctoring practices
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO2: Management Information Systems

Peregrine CPC undergrad exam

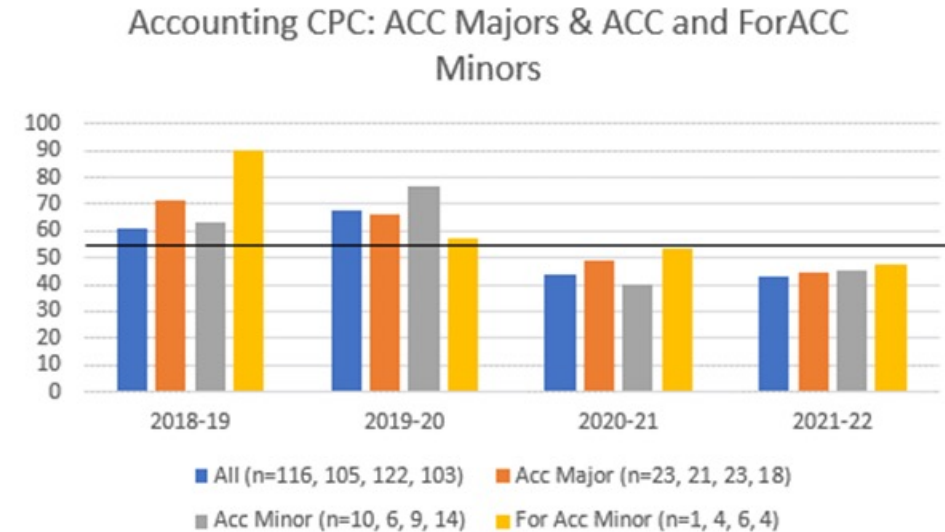
- Final exam in capstone course
- MIS majors difficult to assess due to small numbers. MIS minors outperform others in foundational information systems knowledge
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO3: Quantitative skills-Accounting

Peregrine CPC undergrad exam

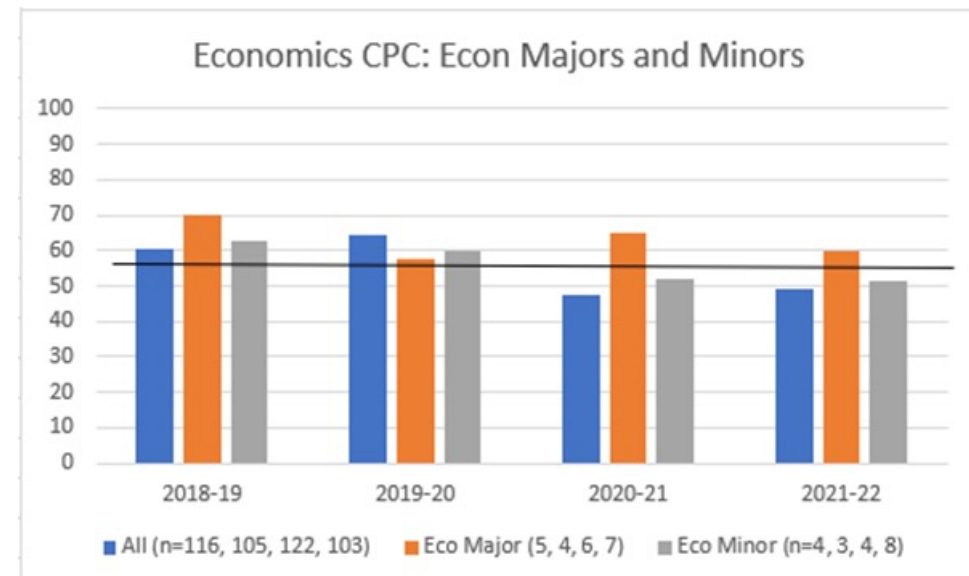
- Final exam in capstone course
- Accounting students outperform others in foundational accounting knowledge
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO3: Quantitative Skills-Economics

Peregrine CPC undergrad exam

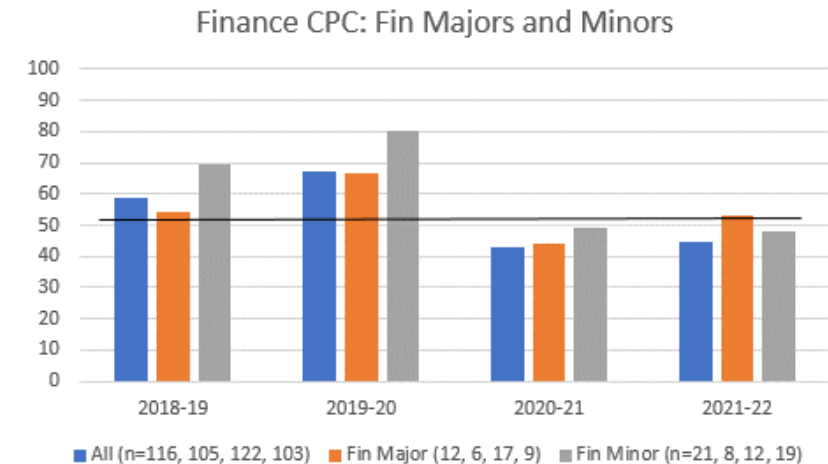
- Final exam in capstone course
- Economics students outperform others in foundational economics knowledge regardless of proctoring practices
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO3: Quantitative Skills-Finance

Peregrine CPC undergrad exam

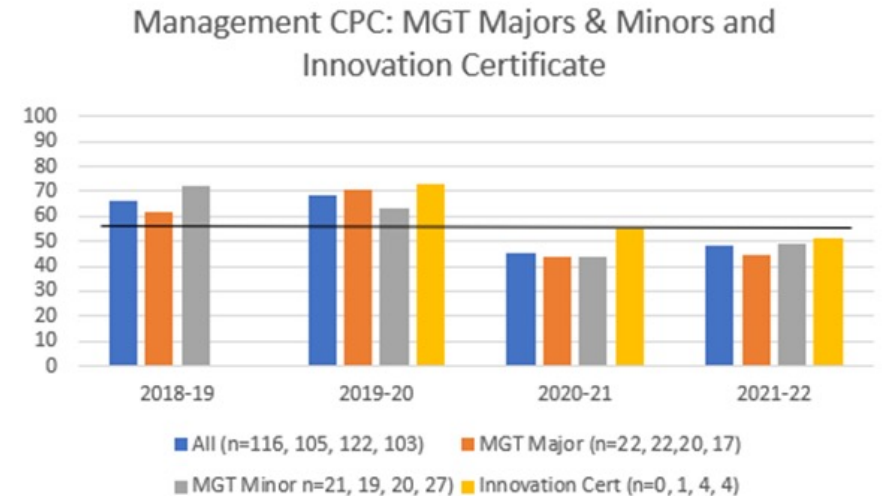
- Final exam in capstone course
- Finance students outperform others in foundational finance knowledge
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO4: Qualitative Skills-Management

Peregrine CPC undergrad exam

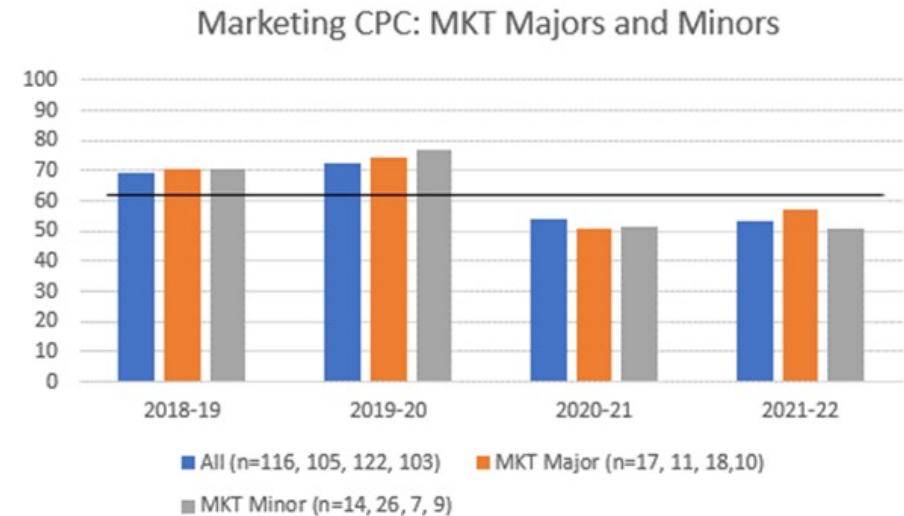
- Final exam in capstone course
- Management majors generally underperform management minors and innovation certificate students in foundational management knowledge
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO4: Qualitative Skills-Marketing

Peregrine CPC undergrad exam

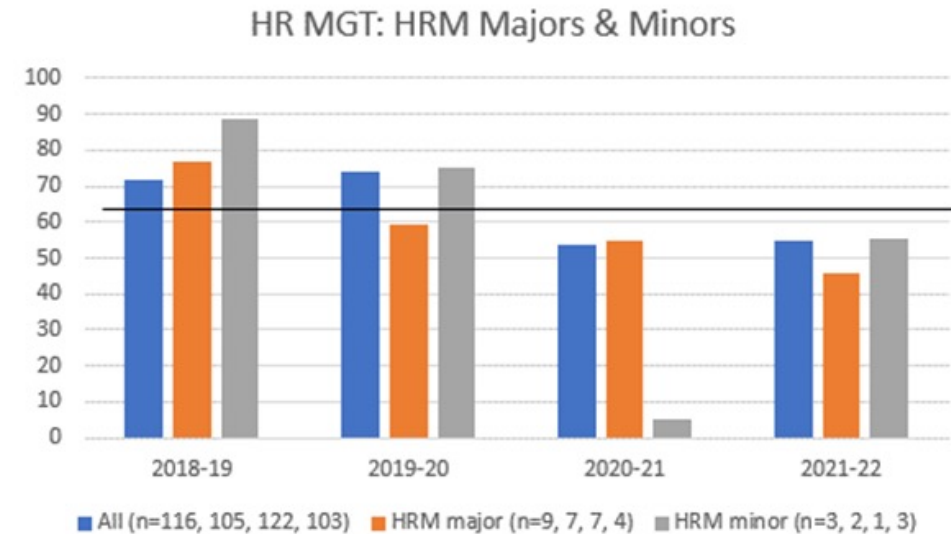
- Final exam in capstone course
- Marketing students generally outperform others in foundational marketing knowledge
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



LO4: Qualitative Skills-HR Management

Peregrine CPC undergrad exam

- Final exam in capstone course: HR Sub-topic
- HRM minors generally outperform others in foundational HRM knowledge. HRM major results vary
- Implemented full proctoring in online as well as on-ground courses fall 2020
 - Decrease in achievement anticipated due to proctoring
 - Covid-related stress noted in internal and external assessments in 2020-21 and 2021-22



Internal Direct Assessment

LO5: ANALYZE COMPLEX BUSINESS SITUATIONS IN ORDER TO MAKE SOUND RECOMMENDATIONS

LO6: COMMUNICATE BUSINESS FINDINGS AND SOLUTIONS

LO7: DISCERN ETHICAL CHOICES AND CRITICALLY EVALUATE THE ETHICAL CHOICES OF OTHERS

LO8: EVALUATE SOCIO-CULTURAL AND INTERNATIONAL DIVERSITY VARIABLES IN DECISION MAKING

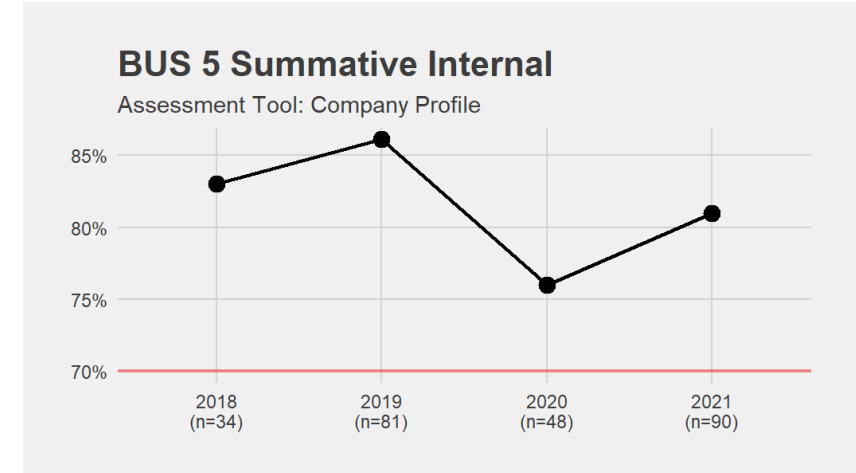


LO5: Analyze Complex Situations

Company profile project

- Capstone course
- Writing-intensive
- Rubric-graded

- Final paper in capstone course
 - Team and instructor editing support
- More than 70% of students achieve a basic level of proficiency
 - Covid-related stress noted for on-ground students who unexpectedly had to take capstone online

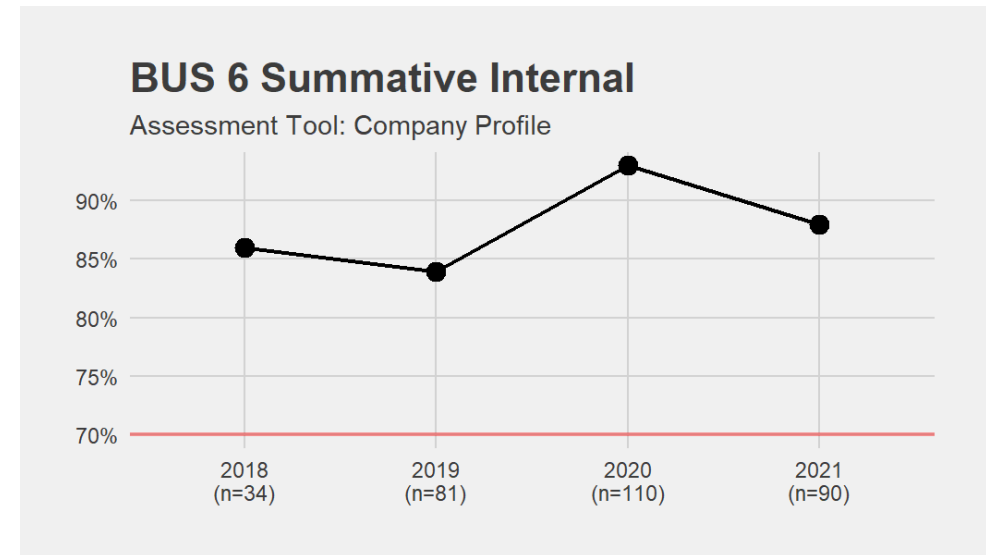


LO6: Communicate Findings

Company profile project

- Capstone course
- Writing-intensive
- Rubric-graded

- Final paper in capstone course
 - Tables and graphs
 - Writing
- More than 70% of students achieve a basic level of proficiency
 - Covid-related stress noted for on-ground students who unexpectedly had to take capstone online

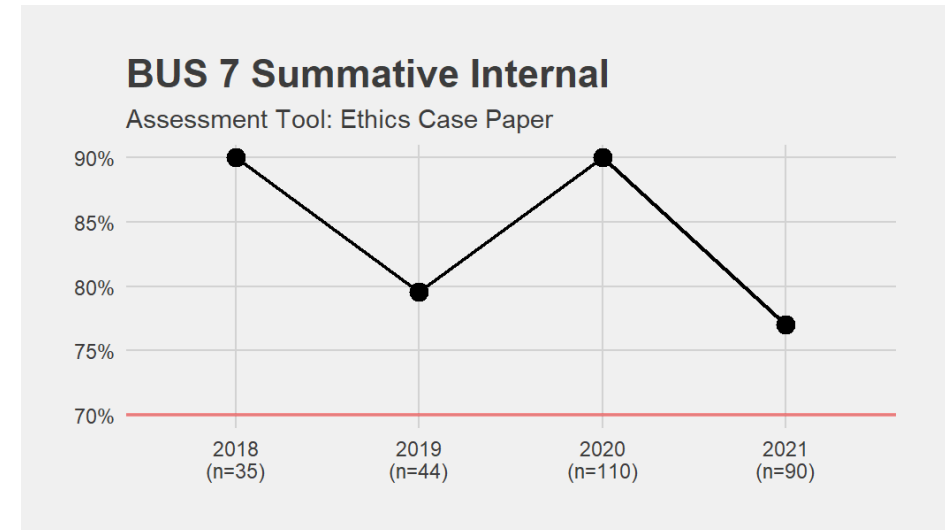


LO7: Ethical Discernment

Ethics Case

- Capstone course
- Writing-intensive
- Rubric-graded

- Final paper in capstone course
 - Ethical discernment
- More than 70% of students achieve a basic level of proficiency
 - Covid-related stress noted for on-ground students who unexpectedly had to take capstone online

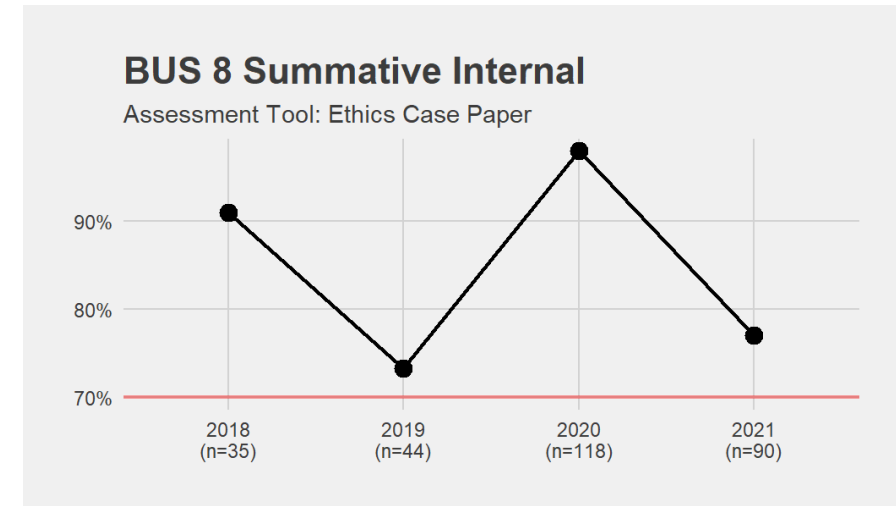


LO8: Socio-cultural and International Variables

Ethics Case

- Capstone course
- Writing-intensive
- Rubric-graded

- Final paper in capstone course
 - Socio-cultural sensitivity
 - International variables
- More than 70% of students achieve a basic level of proficiency
 - Covid-related stress noted for on-ground students who unexpectedly had to take capstone online



Internal Indirect Assessment

LO9: WORK COLLABORATIVELY WITH AND PROVIDE FEEDBACK TO OTHERS

LO10: REFLECT ON PERSONAL LEADERSHIP GROWTH AND POTENTIAL

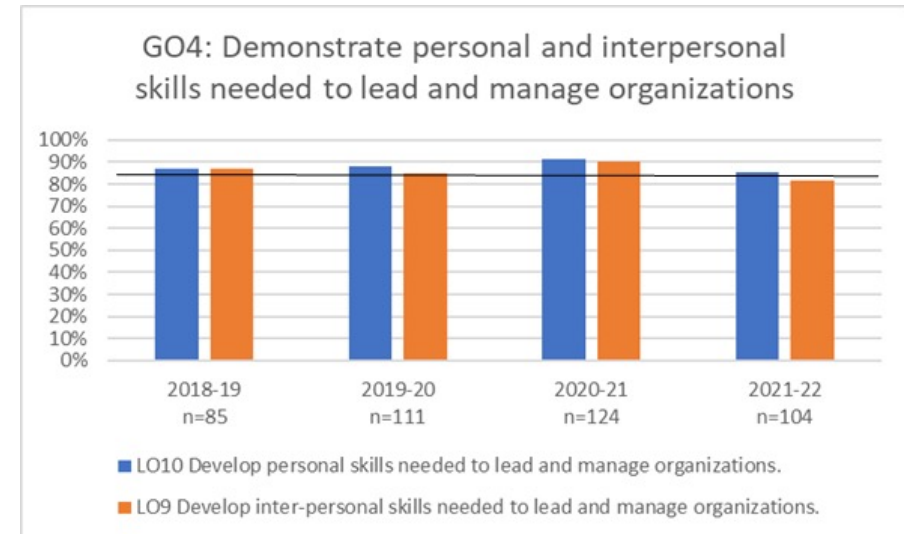


LO9: Work collaboratively with and provide feedback

LO10: Reflect on personal leadership growth and potential

Survey attached to Peregrine exam

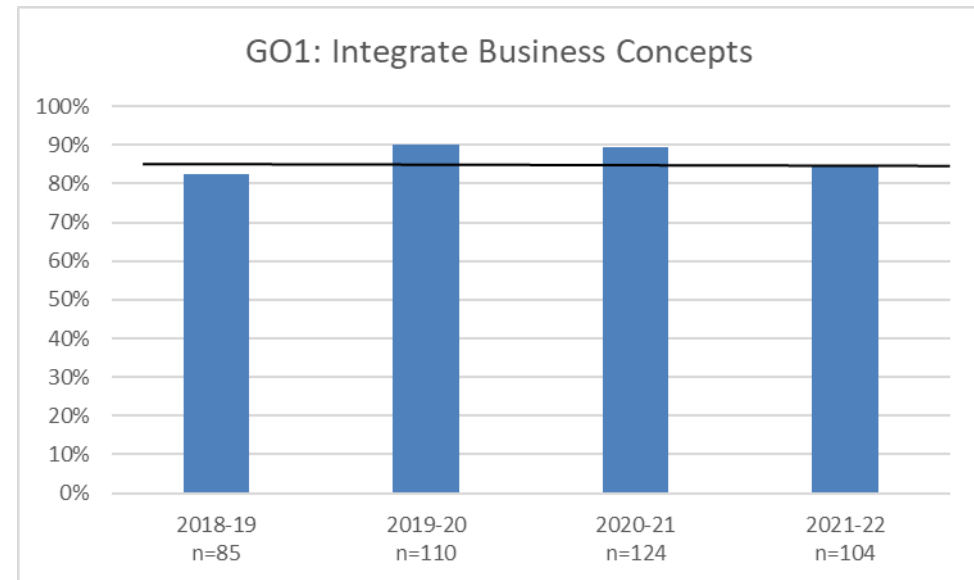
- Capstone course
- Goal: At least 85% strongly agree/agree that their program helped them develop
 - Interpersonal skills needed to lead and manage
 - Personal skills needed to lead and manage organizations
- Interpersonal skill development decreased for some students
- Covid-related stress noted for on-ground students who unexpectedly had to take capstone online



GO1: Integrate Business Concepts (LO1-4)

Survey attached to Peregrine exam

- Capstone course
- Goal: At least 85% strongly agree/agree that their program helped them develop integrate business concepts across the spectrum of business disciplines
- Covid-related stress noted for on-ground students who unexpectedly had to take capstone online



MBA

MBA Program Goals

MBA1: Integrate concepts within and across business disciplines to promote strategic goals and organizational success by applying theoretical and practical models.

MBA2: Manage projects using innovative leadership and communications skills through negotiating conflict and encouraging inclusive teamwork.

MBA3 Make ethical, evidence-based decisions to solve complex business problems leveraging a variety of quantitative, qualitative, and technological tools.

MBA Internal Assessment

1. Apply core disciplinary concepts to business problems (MBA1)
2. Reconcile the outcome of a simulated teamwork and leadership experience and recommend improvements for future interactions (MBA2, MBA3)
3. Reframe social responsibility dilemmas uncovered in a simulated business situation in order to identify tipping points and proactive qualitative and quantitative measures to mitigate risks and improve outcomes for all stakeholders (MBA1, MBA3)
4. Generate and execute strategic alternatives for a complex business model by leveraging concepts within and across business disciplines and assess the results (MBA1, MBA3)
5. Create a development plan that documents current leadership skills and identifies areas for future growth (MBA2)

External Assessment

MBA1

A solid red horizontal bar at the bottom of the slide.

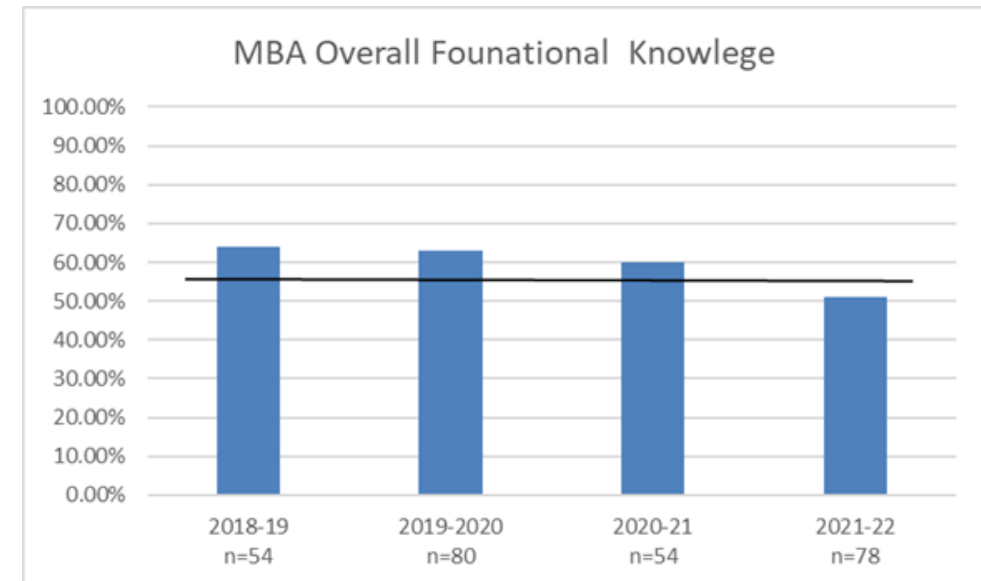
MBA1: Foundational Business Knowledge

Peregrine MBA exam

- Final exam in capstone course
- Full range of topics given
 - Emphasis on business communications, ethics, strategy, leadership, management, and quantitative topics for all students

Peregrine MBA exam

- Students will perform within 10% of benchmark norms
- Implemented full proctoring in exams fall 2021
 - Decrease in achievement anticipated due to proctoring



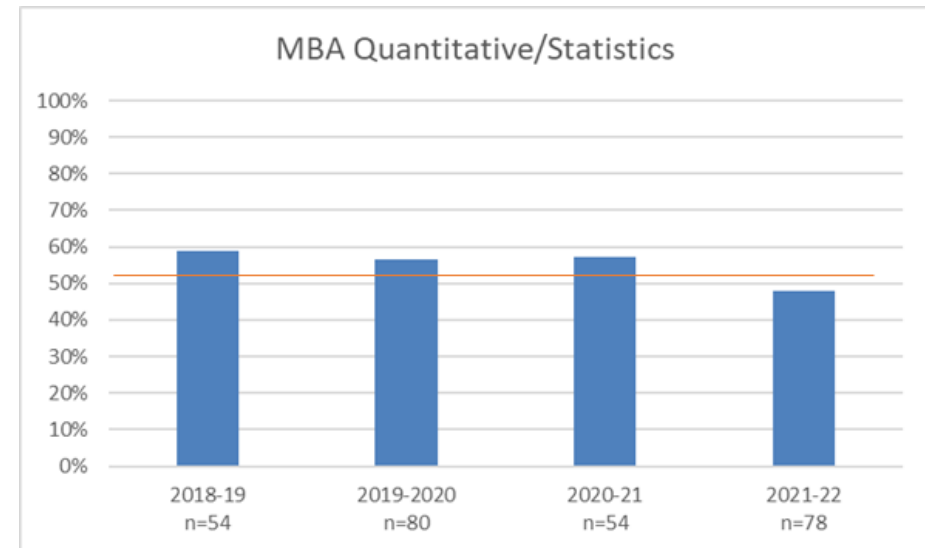
MBA1: Quantitative Applications

Peregrine MBA exam

- Final exam in capstone course
- Full range of topics given
 - Quantitative exemplar

Peregrine MBA exam

- Students will perform within 10% of benchmark norms
- Implemented full proctoring in exams fall 2021
 - Decrease in achievement anticipated due to proctoring



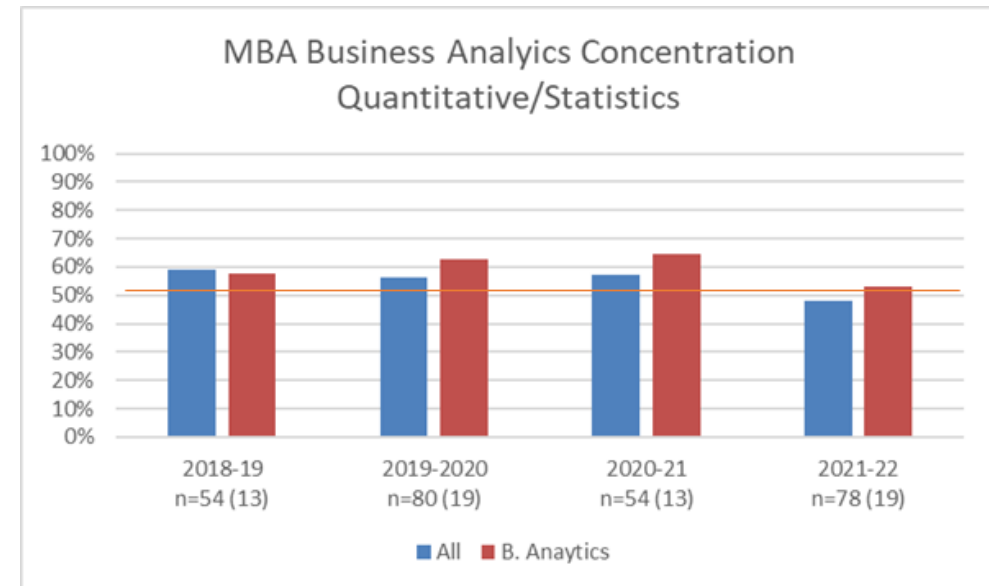
Business Analytics Concentration

Peregrine MBA exam

- Final exam in capstone course
- Full range of topics given
 - Quantitative exemplar

Peregrine MBA exam

- Business analytics students will meet or exceed benchmark in quantitative topics
- Business analytics students will outperform other MBA concentrations in quantitative topics
- Implemented full proctoring in exams fall 2021
 - Decrease in achievement anticipated due to proctoring



Internal Assessment

MBA1

MBA2

MBA3

A solid red horizontal bar at the bottom of the slide.

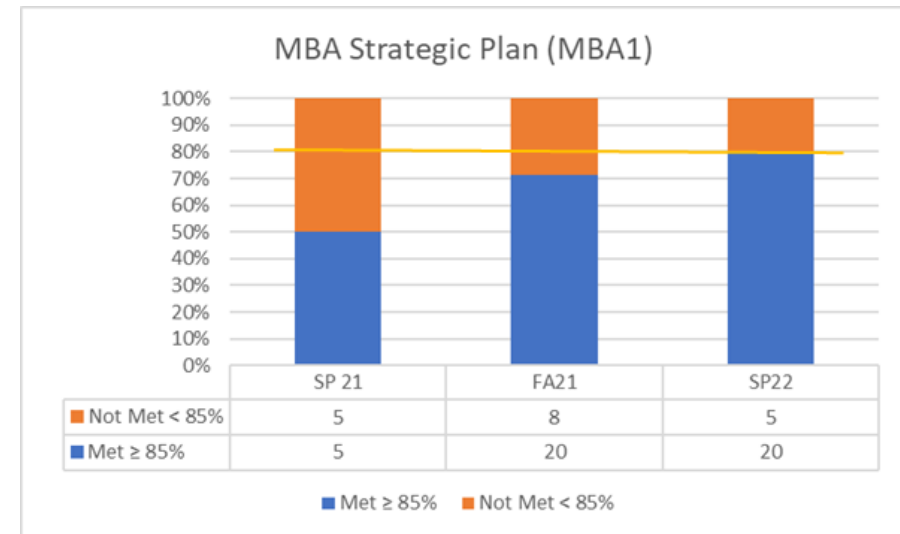
MBA1: Integrate Concepts

Capstone course-embedded

- Direct assessment
- Strategic plan
 - Individual research project
 - Rubric-graded

Students generate strategic alternatives for problems they specify.

- 80% of students will achieve a score of 85% or better on the plan
- Student taking the full spectrum of MBA courses after curriculum re-design in fall 2020 perform better than students from the prior curriculum



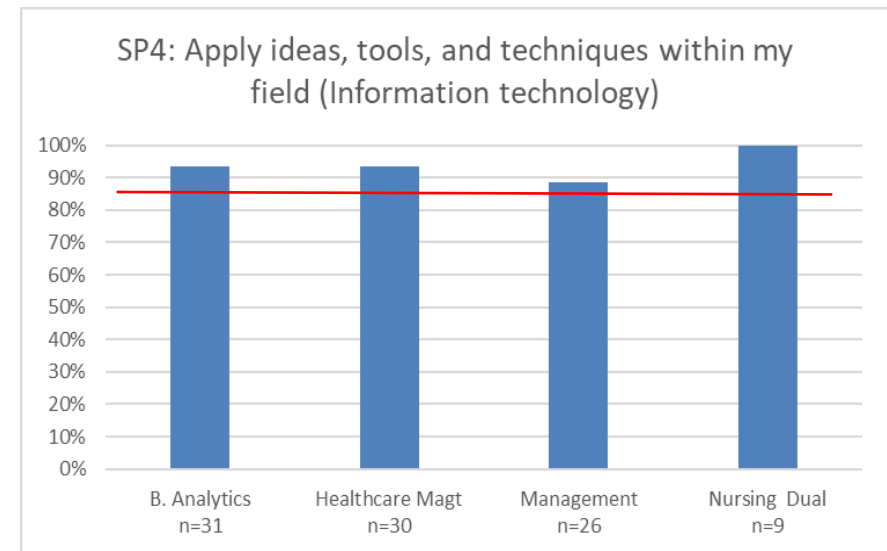
MBA1: Apply Tools and Techniques

Survey attached to Peregrine exam

- Indirect assessment
- Information technology exemplar

Goal: At least 85% strongly agree/agree that their program prepared them to make ethical, evidence-based decisions to solve complex problems.

Students from all concentrations meet the goal.



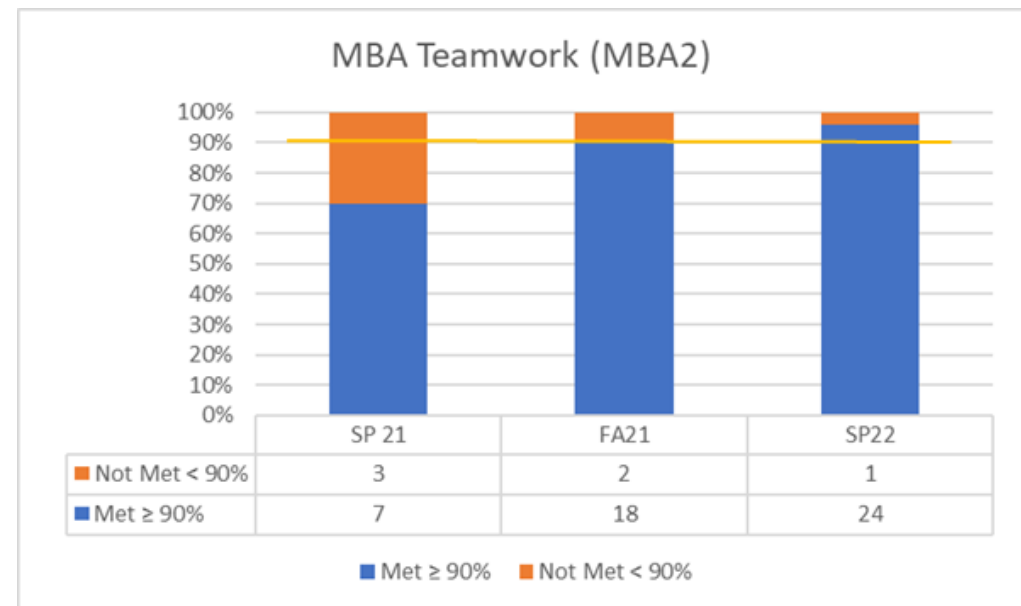
MBA2: Demonstrate Teamwork

Capstone course-embedded

- Series of 360° peer reviews
 - Administered after team assignments
 - Rubric-graded

Students generate strategic alternatives for problems they specify.

- 90% of students will achieve a score of 90% or better on the plan
- Student taking the full spectrum of MBA courses after curriculum re-design in fall 2020 perform better than students from the prior curriculum



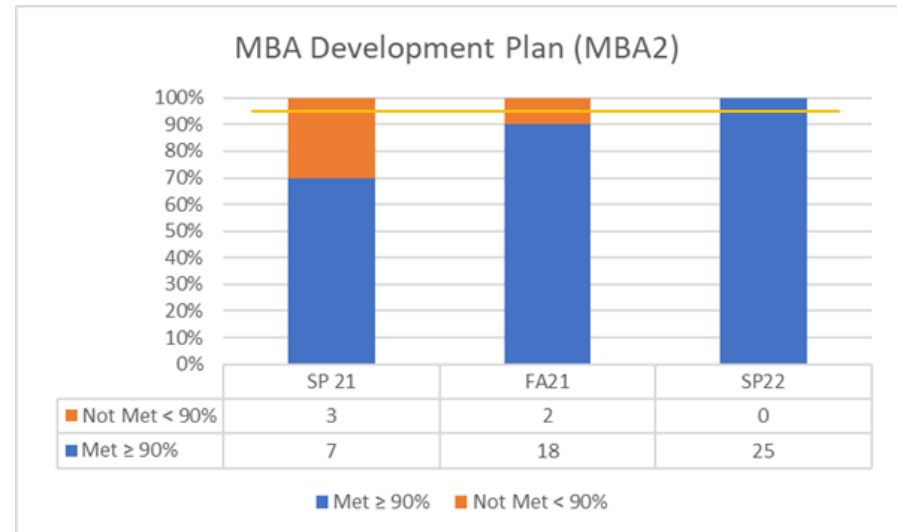
MBA2: Personal Development Planning

Capstone course-embedded

- Development plan
 - Series of reflections and activities
 - Followed by a personal plan
 - Rubric-graded

Students reflect on what they have learned in the program make short- and long-term plans for future career and leadership.

- 90% of students will achieve a score of 90% or better on the plan
- Student taking the full spectrum of MBA courses after curriculum re-design in fall 2020 perform better than students from the prior curriculum



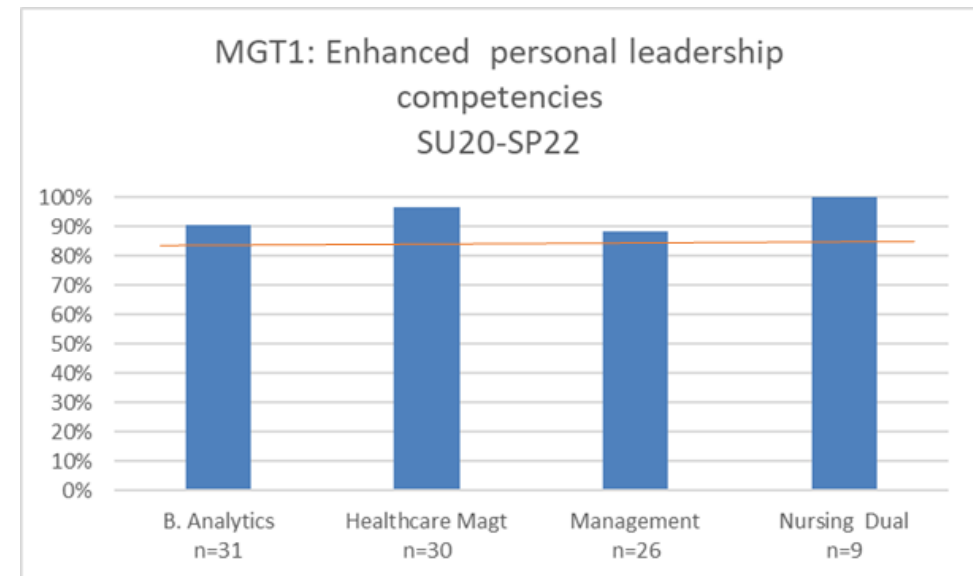
MBA2: Enhance Personal Leadership

Survey attached to Peregrine exam

- Indirect assessment

Goal: At least 85% strongly agree/agree that their program enhanced their personal leadership competencies.

Students from all concentrations meet the goal.



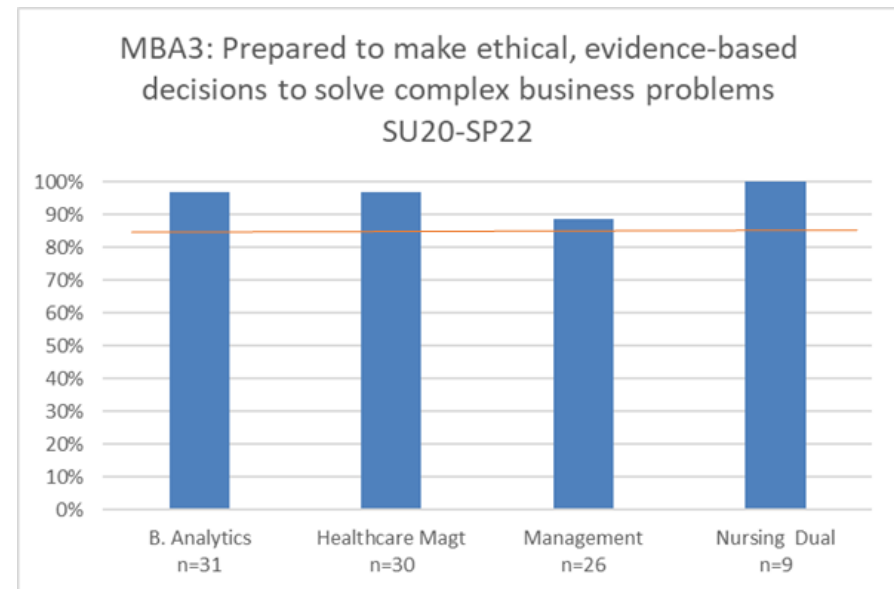
MBA3: Make Ethical, Evidence-based Decisions

Survey attached to Peregrine exam

- Indirect assessment

Goal: At least 85% strongly agree/agree that their program prepared them to make ethical, evidence-based decisions to solve complex problems.

Students from all concentrations meet the goal.



Master of Accountancy

M Acc Learning Objectives

MAcc1: Utilize relevant accounting technology to solve various accounting problems, both independently and as part of a team.

MAcc2: Calculate audit risk by applying relevant analytical procedures.

MAcc3: Conduct an audit in accordance with generally accepted auditing standards.

MAcc4: Identify reporting issues of multi-national companies.

MAcc5: Communicate the efficacy of implemented solutions to complex accounting problems.

MAcc6: Synthesize relevant regulations from the Internal Revenue Code.

Assessment Initial Report SP2022

LO1-6



LO1: Accounting Knowledge

External Direct Assessment

Peregrine Accounting exam

- Optional exit exam
- Full range of accounting topics given
 - Currently trying to find a benchmark product
 - Goal for students to perform within 10% of benchmark
 - Consider embedding the exam in a course so students are incentivized to do well on the exam

Topic	Score
Accounting and the Business Environment	53.3
Auditing	53.3
Business Ethics in Accounting	56.7
Financial Statements and Ratio Analysis	56.7
Internal Control and Cash	56.7
ACBSP Average	57.4

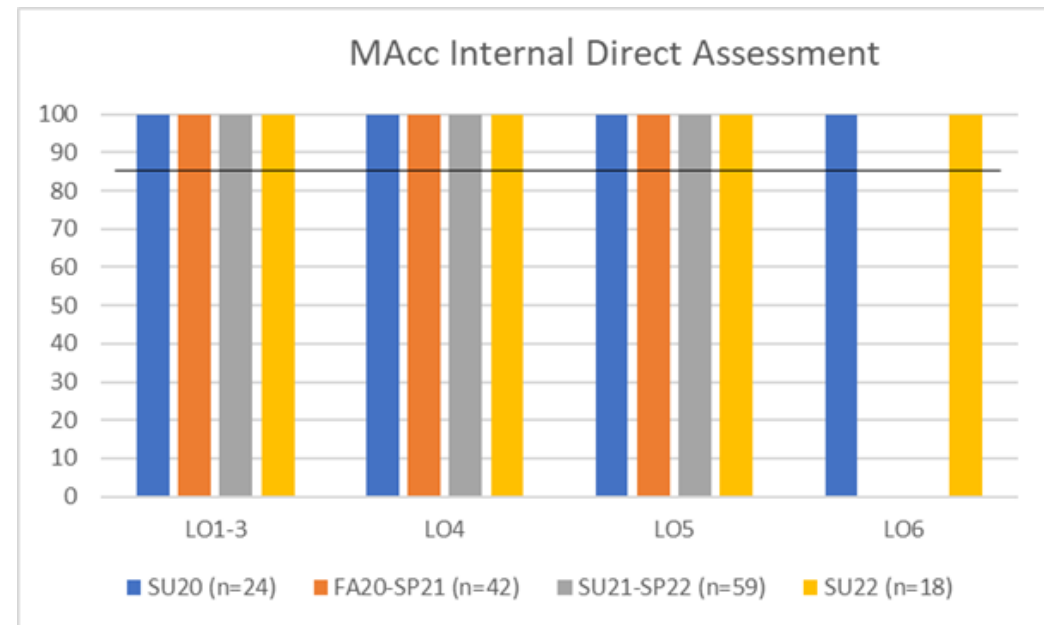
LO1-6 Course-embedded Assessment

Direct Internal Assessment

- Series of culminating course projects
 - Administered throughout the program
 - Rubric-graded

Students generate written and oral reports responding to a variety of accounting situations.

- 85% of students will achieve a score of 85% proficiency on each



LO1-6: Indirect Assessment

Survey attached to Peregrine exam

- Indirect assessment

Goal: At least 85% strongly agree/agree that their program prepared them to meet each of the six M Acc learning objectives.

Students meet four of six goals.

- One respondent was neutral on two goals

Learning Objective	SP2022 n=3
MAcc1: Utilize relevant accounting technology to solve various accounting problems, both independently and as part of a	100%
MAcc2: Calculate audit risk by applying relevant analytical procedures.	67%
MAcc3: Conduct an audit in accordance with generally accepted auditing standards.	100%
MAcc4: Identify reporting issues of multi-national companies.	67%
MAcc5: Communicate the efficacy of implemented solutions to complex accounting problems.	100%
MAcc6: Synthesize relevant regulations from the Internal Revenue Code.	100%

PennWest Integration Notes

LO1-6

A solid red horizontal bar spans the width of the slide at the bottom.

Transition to PennWest

- California University of Pennsylvania renamed Pennsylvania Western University (PennWest) July 1, 2022
 - Edinboro University (ACBSP) and Clarion University (AACSB) business students and teach-out plans assumed by PennWest July 1, 2022
- PennWest ACBSP programs accredited in 2018 continue ACBSP accreditation
 - AS Accounting and Master of Accountancy were *not* included in 2018 initial accreditation
- ACBSP merger letter extends ACBSP accreditation to new Edinboro and Clarion branches July 7, 2022
 - Includes AS General business (Edinboro), Master of Accounting (Clarion), and all MBA and BS/BSBA programs
 - AS accounting is the only program *not* covered in the merger letter
- PennWest consolidated ACBSP MBA and Master of Accounting commenced Fall 2022
- PennWest consolidated ACBSP undergraduate programs will commence Fall 2023
- PennWest ACBSP reaffirmation scheduled for 2028