

**Fermanian School of Business
Management Major PLO #F1 Assessment
2024-2025**

Learning Outcome:

Management Major PLO #F1: Exhibit an in-depth knowledge of management theory.

Outcome Measure:

Management Major-Specific Exit Exam Results

Criteria for Success:

Score at or above 50 on the Management Major-Specific Exit Exam.

Aligned with DQP Learning Areas (circle one or more but not all five):

1. Specialized Knowledge
2. Broad Integrative Knowledge
3. Intellectual Skills/Core Competencies
4. Applied and Collaborative Learning, and
5. Civic and Global Learning

Longitudinal Data:

Management Major-Specific Exit Exam - Average Student Score:

Semester	N ¹	Score
Spring 2018	9	50
Spring 2019	21	47.4
Spring 2021	17	47.4
Spring 2022	23	49.2
Spring 2023	21	50.1
Spring 2024	13	51.8
Spring 2025	34	51.14

¹ Number of Students Taking Test

Conclusions Drawn from Data:

The Management Major-specific exit exam criteria for success were changed to 50, effective AY 21-22.

No data was collected in Spring 2020 due to Covid.

The criteria for success were met in four of the seven periods, with the most recent three trending upward and meeting the criteria.

Changes to be Made Based on Data:

Over the past three semesters, the criteria for success have been met. As of now, this data will continue to be collected and monitored. No changes will be made.

**Fermanian School of Business
Management Major PLO #F2 Assessment
2024-2025**

Learning Outcome:

Management Major PLO #F2: Assess the competitive advantage of a business based on management concepts.

Outcome Measure:

MGT4084 – Comparative Operational Analysis

Criteria for Success:

The average score for each criterion of the Management Major PLO #F2 Rubric will be a 3.0 or higher out of 4.0.

Aligned with DQP Learning Areas (circle one or more but not all five):

1. Specialized Knowledge
2. Broad Integrative Knowledge
3. Intellectual Skills/Core Competencies
4. Applied and Collaborative Learning, and
5. Civic and Global Learning

Longitudinal Data:

Management Major PLO #F2 Rubric – Average Student Score:

Semester	# of Assessments	Development	Application	Evaluation	Recommendation	Total
Spring 2018	14	3.31	3.38	3.44	3.19	3.33
Spring 2019	40	2.83	3.03	2.95	3.03	2.96
Spring 2020	40	2.60	2.53	2.20	1.68	2.25
Spring 2021	40	3.68	3.58	3.50	3.48	3.56
Spring 2022	40	3.90	3.85	3.78	2.75	3.57
Spring 2023	40	3.73	3.83	3.75	3.63	3.73
Spring 2024	26	3.77	3.77	3.81	3.81	3.79
Spring 2025	40	4.00	3.60	3.95	3.30	3.71

Conclusions Drawn from Data:

In Spring 2024, the instructor revised the assignment from a paper to an executive summary and a Tableau dashboard. The rubric was revised, but major categories were kept. This change reflects an update to the type of work students will be expected to produce in the working environment. All criteria for success were met in Spring 2024 and Spring 2025.

The criteria for success (average of 3.0 or higher out of 4.0) have been met since Spring 2021 in the areas of Development, Application, and Evaluation. It has been met in the area of Recommendation since

Spring 2023. Given that Spring 2020 is significantly lower than prior periods (especially in Evaluation and Recommendation), the Spring 2020 data may be an outlier.

Changes to be Made Based on Data:

During the AY 19-20 assessment process, a need was identified to improve the clarity of the assigned instructions, especially in the Recommendation area. In addition, a need for a sample paper was recognized. Both of these changes were implemented in AY 20-21. All scores increased in Spring 21; three of the four scores (all but Recommendation) further increased in Spring 2022; and all scores were above the criteria for success in Spring 2023, including recommendations.

The assignment for this assessment was revised in Spring 2024 in response to market changes. It includes adding Tableau, a data visualization tool, and an executive summary of the conclusions drawn from the data. Rubric categories are the same. It is important to note that scores for the first few years of this may fluctuate, and it will take some time to establish a reasonable pattern and criteria for success.

No changes recommended at this time. Continue to collect and monitor.



MANAGEMENT MAJOR PLO #F2 RUBRIC

Point Loma Nazarene University Management Major Learning Outcome #F2. Assess the competitive advantage of a business based on management concepts.

Criteria	Excellent 4	Meets Expectations 3	Needs Improvement 2	Does Not Meet Expectations 1
Development of Operational Topics	The data report clearly connects the data visualization to the operational problem uncovered with the statistical analysis in each visualization for each of the 5 prompts.	The data report clearly connects the data visualization to the operational problem uncovered with the statistical analysis in each visualization for 4 of the questions.	The data report clearly connects the data visualization to the operational problem uncovered with the statistical analysis in each visualization for 3 of the questions.	The data report clearly connects the data visualization to the operational problem uncovered with the statistical analysis in each visualization less than 3 of the questions.
Application of Operational Topics	Paper consistently applies operational topics such as value-stream analysis, process improvement, and lean theories to the data in order to understand opportunities for improvement in each response for all case prompts.	Paper consistently applies operational topics such as value-stream analysis, process improvement, and lean theories to the data in order to understand opportunities for improvement in each response for 4 case prompts.	Paper consistently applies operational topics such as value-stream analysis, process improvement, and lean theories to the data in order to understand opportunities for improvement in each response for 3 case prompts.	Paper consistently applies operational topics such as value-stream analysis, process improvement, and lean theories to the data in order to understand opportunities for improvement in each response for less than 3 case prompts.
Evaluation of Operational Topics	Paper shows all operational topics in the 5 prompts using data visualizations and short text evaluations of the visualization so the reader clearly sees improvement areas.	Paper shows 4 operational topics requested in the prompt using data visualizations and short text evaluations of the visualization so the reader clearly sees improvement areas.	Paper shows 3 operational topics requested in the prompt using data visualizations and short text evaluations of the visualization so the reader clearly sees improvement areas.	Paper shows less than 3 operational topics requested in the prompt using data visualizations and short text evaluations of the visualization so the reader clearly sees improvement areas.
Recommendation for Superior Operational System	Recommendations for the improvements use evidence-based arguments which focuses upon theoretical application of information and data-driven decision-making for all 5 questions.	Recommendations for the improvements use evidence-based arguments which focuses upon the theoretical application of information and data-driven decision-making for 4 questions.	Recommendations for the improvements use evidence-based arguments which focuses upon theoretical application of information and data-driven decision-making for all 3 questions.	Recommendations for the improvements use evidence-based arguments which focuses upon theoretical application of information and data-driven decision-making for less than 3 questions.

*Operational Topics Include Process Improvement, Value Stream Waste Management, Kaizen Improvement Efforts, Process Analytics, Data Visualizations, Descriptive Analytics, Diagnostic Analytics, Root Cause Analysis, Bottleneck Management and Lean Systems.

Average Score: _____ (Total/# of criteria)

Note 1: All criteria are weighted equally

**Fermanian School of Business
Management Major Entrepreneurship Concentration PLO #F3 Assessment
2024-2025**

Learning Outcome:

Management Major PLO #F3: Analyze a startup pitch based on entrepreneurship knowledge and concepts.

Outcome Measure:

MGT3082 – Startup Pitch Analysis

Criteria for Success:

The average score for each criterion of the Management Major PLO #F3 Rubric will be a 3.0 or higher out of 4.0.

Aligned with DQP Learning Areas (circle one or more but not all five):

1. Specialized Knowledge
2. Broad Integrative Knowledge
3. Intellectual Skills/Core Competencies
4. Applied and Collaborative Learning, and
5. Civic and Global Learning

Longitudinal Data:

Management Major PLO #F3 Rubric – Average Student Score:

Semester	# of Assessments	Assessment of Founders	Identify Problem and Solution	Analysis of Start-Up Strategy	Total
Spring 2019	40	3.28	3.28	3.20	3.25
Spring 2020	40	3.10	3.33	3.28	3.23
Spring 2021	40	2.98	3.10	2.95	3.01
Spring 2022	40	2.98	3.05	2.30	2.78
Spring 2023	40	3.13	3.35	3.00	3.16
Spring 2024	40	2.68	2.98	3.10	2.92
Spring 2025	40	3.10	3.05	3.20	3.12

Conclusions Drawn from Data:

The criteria for success (average of 3.0 or higher out of 4.0) were met in all areas of the rubric in Spring 2025.

Changes to be Made Based on Data:

In AY 24-25, a task force of management faculty was created to evaluate the management curriculum. This assessment data was brought to them as they consider curricular changes. The task force continues to meet and work on a revision to the management curriculum to keep up with changing industry demand. No changes are recommended at this time. Data will continue to be collected and monitored in future semesters.



ENTREPRENEURSHIP CONCENTRATION PLO #F3 RUBRIC

Point Loma Nazarene University Entrepreneurship Concentration Learning Outcome #F3: Analyze a startup pitch based on entrepreneurship knowledge and concepts.

Criteria	Excellent 4	Meets Expectations 3	Needs Improvement 2	Does Not Meet Expectations 1
Assessment of Founders	Response includes an excellent assessment of the founders’ ability to build a successful and scalable venture by addressing all of the following considerations: the founders’ passion, experience, traits, and skill sets.	Response includes a good assessment of the founders’ ability to build a successful and scalable venture by addressing most of the following considerations: the founders’ passion, experience, traits, and skill sets.	Response includes an adequate assessment of the founders’ ability to build a successful and scalable venture by addressing several of the following considerations: the founders’ passion, experience, traits, and skill sets.	Response includes a poor assessment of the founders’ ability to build a successful and scalable venture and does not address the following considerations: the founders’ passion, experience, traits, and skill sets.
Identification of Problem & Solution	Response does an excellent job addressing whether or not a need/problem is identified AND a viable solution is recommended in the form of a strong value proposition.	Response does a good job addressing whether or not a need/problem is identified AND a viable solution is recommended in the form of a strong value proposition.	Response does a fine job addressing whether or not a need/problem is identified AND a viable solution is recommended in the form of a strong value proposition.	Response does a poor job addressing whether or not a need/problem is identified AND a viable solution is recommended in the form of a strong value proposition.
Analysis of Start-Up Strategy	Decision to invest or not to invest in venture is clearly justified by looking at strengths or deficiencies in marketing plan, distribution plan, and scalability.	Decision to invest or not to invest in venture is often justified by looking at strengths or deficiencies in marketing plan, distribution plan, and scalability.	Decision to invest or not to invest in venture is somewhat justified by looking at strengths or deficiencies in marketing plan, distribution plan, and scalability.	Decision to invest or not to invest in venture is not justified by looking at strengths or deficiencies in marketing plan, distribution plan, and scalability.

Average Score: _____ (Total/# of criteria)

Note 1: All criteria are weighted equally

**Fermanian School of Business
Management Major Supply Chain Concentration PLO #F4 Assessment
2024-2025**

Learning Outcome:

Management Major PLO #F4: Analyze the essential elements of a supply chain.

Outcome Measure:

MGT3062 - Final Exercise

Criteria for Success:

The average score for each criterion of the Management Major PLO #F4 Rubric will be a 3.0 or higher out of 4.0.

Aligned with DQP Learning Areas (circle one or more but not all five):

1. Specialized Knowledge
2. Broad Integrative Knowledge
3. Intellectual Skills/Core Competencies
4. Applied and Collaborative Learning, and
5. Civic and Global Learning

Longitudinal Data:

Management Major PLO #F4 Rubric – Average Student Score:

Semester	# of Assessments	Historical Brief	Transportation and Technology Brief	Tour Analysis Brief	Total
Spring 2024	10	3.00	3.40	2.80	3.07

Semester	# of Assessments	Understanding of Content	Accuracy of Analysis	Organization & Clarity	Total
Spring 2025	28	3.54	3.54	3.39	3.49

Conclusions Drawn from Data:

The assessment assignment was revised in Spring 2025 to better reflect the program learning outcome. Criteria for success were met in all rubric categories in Spring 2025.

Changes to be Made Based on Data:

In AY 24-25, a task force of management faculty was created to evaluate the management curriculum. This assessment data was brought to them as they consider curricular changes. The task force continues to meet and work on a revision to the management curriculum to keep up with changing industry demand. They have decided that the supply chain concentration will no longer be offered starting AY 26-27 due to low enrollment. No changes to be made at this time.



SUPPLY CHAIN CONCENTRATION PLO #F4 RUBRIC

Point Loma Nazarene University Supply Chain Concentration Learning Outcome #F4: Analyze the essential elements of a supply chain.

Criteria	Excellent 4	Meets Expectations 3	Needs Improvement 2	Does Not Meet Expectations 1
Understanding of Content	Demonstrates a thorough and deep understanding of the 7Cs and their relevance to the video. Applies all aspects of the 7Cs framework clearly and correctly to the case, showing insight into complex logistics concepts like the bullwhip effect and last-mile complexity.	Demonstrates a solid understanding of the 7Cs, but may miss some details or require some clarification in their application to the video. Mentions important aspects like the bullwhip effect and last-mile complexity, but lacks full depth.	Shows some understanding of the 7Cs but with noticeable gaps or misinterpretations. Does not fully link the bullwhip effect or last-mile complexity to the video, and might miss key elements of logistics.	Shows minimal understanding of the 7Cs framework. Does not apply it properly or misspells key concepts. Fails to address bullwhip effect or last-mile delivery.
Accuracy of Analysis	Analysis is accurate and well-supported with specific examples from the video. Evaluates each of the 7Cs with clear, precise references to events or actions in the logistics chain (e.g., delays, communication issues, bottlenecks). Bullwhip effect and last-mile challenges are accurately identified and well-explained.	Analysis is mostly accurate, with minor errors or incomplete examples. Identifies most 7Cs but may lack some specific details or accurate application to the video. Bullwhip effect and last-mile issues are mentioned but not fully explored.	Analysis contains significant errors or incomplete examples. Fails to connect some of the 7Cs accurately to the video. The bullwhip effect and last-mile delivery are either misunderstood or poorly explained.	Analysis is inaccurate, with many misconceptions about the 7Cs and poor understanding of logistics principles. Bullwhip effect and last-mile complexity are either not mentioned or misunderstood.
Organization & Clarity	Response is exceptionally well-organized and easy to follow. Clear, logical flow from one point to the next. Each section is well-structured with distinct paragraphs for each of the 7Cs. Writing is concise and free from errors.	Response is clear and generally well-organized but may have slight issues with transitions or flow. Points are logically presented, but some sections may need more development. Few minor errors in writing.	Response is somewhat disorganized or difficult to follow. Sections may feel jumbled or lack clear transitions. Some points are unclear or vague. Several grammar or spelling errors.	Response is poorly organized or unclear. The writing is difficult to follow, lacking a logical structure. Multiple grammar/spelling issues detract from readability.

Average Score: _____ (Total/# of criteria)

Note 1: All criteria are weighted equally