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# Assessing Integrative Learning in the College of Business Administration

Jifeng Yu

*University of Nebraska-Lincoln*, [jifeng.yu@unl.edu](mailto:jifeng.yu@unl.edu)

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# Assessing Integrative Learning in the College of Business Administration

MNGT475 Business Policy and Strategy  
Jifeng Yu, Assistant Professor

## THE COURSE

Formulation and application of business policies and strategies; analysis of cases using knowledge acquired in basic courses in accounting, economics, finance, human resources, information systems, marketing, and operations. The "C" complexity of business problems and the interrelationship of business functions.

## THE OUTCOMES

Generate a creative or scholarly product that requires broad knowledge, appropriate technical proficiency, information collection, synthesis, interpretation, presentation, and reflection.

## THE QUESTIONS

- To what extent do students demonstrate their abilities to analyze situations facing economic organizations and isolate important sources of competitive advantage and disadvantage?
- To what extent do students demonstrate their abilities to apply analytical techniques from the fields of accounting, economics, finance, management science, marketing, organization theory, organization behavior and related disciplines?
- To what extent do students demonstrate their abilities to communicate analytical conclusions persuasively, both verbally and in writing?

## METHOD OF ANALYSIS

The written case project consists of strategic analysis of a public or private sector organization four parts:

- examining the organization's mission, goals and objectives and current strategies
- describing and analyzing the organization's current and anticipated external trends, issues, industry forces, opportunities and threats, and identifying internal resources, distinctive competencies, competitive advantages, strengths and weaknesses, and critical success factors
- analyzing, proposing, and explaining potential options/alternatives for the organization by synthesizing and applying theories from the business core coursework in management, marketing, economics, finance and accounting
- developing and explaining a detailed implementation plan for the organization, including a schedule of recommended actions, and a contingency plan for the organization

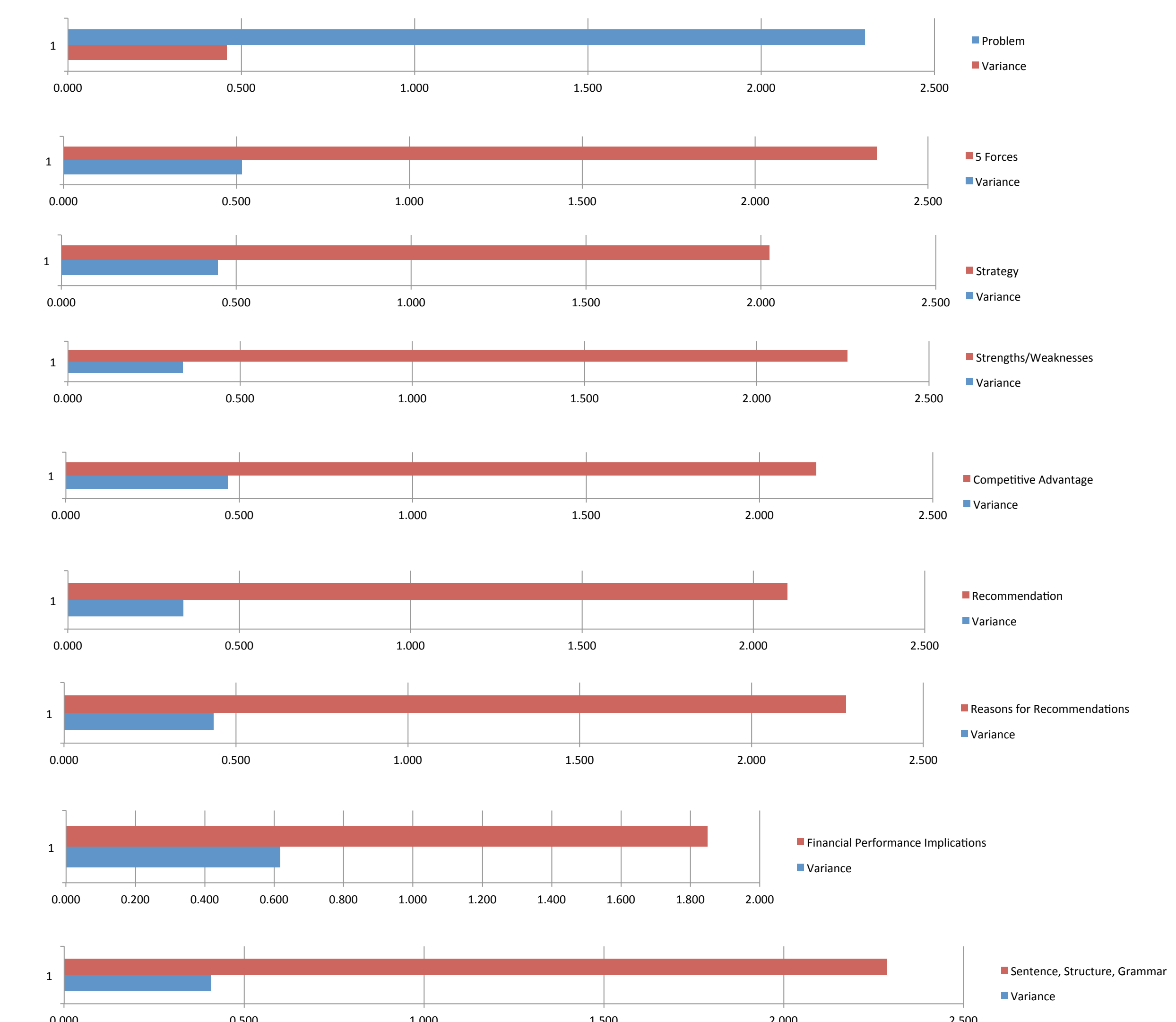
## GRADING RUBRIC

CRITERION	SCORE	Poor 1	Average 2	Excellent 3
What problem or issue is the central focus of this case?		Central issue/problem not stated.	Adequate, but vague statement of central issue/problem.	Clear, concise statement of central issue/problem.
How do the five forces apply to this case?		Superficial application of five forces model. Analysis fails to demonstrate mastery of the tool.	An adequate analysis of the competitive nature of the industry using the five forces model.	Complete analysis of the competitive nature of the industry using the five forces model.
What is the focal company's strategy?		Company's strategy is poorly defined or important aspects are missing. Statement may be confusing or poorly written.	Company's strategy is adequately defined, although some aspects may be missing. Description is adequately clear and written.	Company's strategy is concise and well-defined. All important aspects are included. Description is clear and well written.
What are the focal company's strengths and weaknesses?		Superficial or incomplete statement of strengths and weaknesses. May be missing supporting linkages to current situation or overlooking key factors.	Strengths and weaknesses may be properly identified, but with limited linkages to the current situation. Some minor factors may be overlooked.	Strengths and weaknesses are accurately and clearly identified and linked to current situation.
What is the focal company's competitive advantage?		Answer to question is missing or extremely superficial.	Answer to question presents some sense of company's value proposition(s). Competitive advantage compared to other firms may be missing or incomplete.	Answer to question shows insight into company's value proposition(s). Competitive advantage compared to other firms clearly and accurately presented.
What should the focal company do?		Recommendation(s) may be too vague or are inadequate to address the central issue/problem.	Recommendation(s) address central issue/problem but may be too vague, not clearly stated. There may be ambiguities that inhibit action.	Recommendation(s) clearly and concisely address central issue/problem and demonstrate real-world practicality.
What are the main reasons for your recommendations for what the company should do?		Reasons are vague or poorly stated. Reasons may be impractical or superficial.	Reasons are adequately stated. May be persuasive in a general way.	Reasons are specific and clearly stated. Reasons show sensitivity to real-world possibilities.
What are the financial performance implications for your recommendations?		Relation of current financial position to problem or issue is recognized.	Reasons recommendations will reduce focal firm's costs and/or improve its top line are adequately stated.	Specific financial statement references are provided.
Organization, sentence structure, grammar, punctuation, etc.		Poorly organized, hard to follow. Distracting number of errors in grammar, spelling, sentence structure, etc.	Reasonably organized, generally easy to follow. A few grammatical errors, but nothing too serious.	Well organized, easy to follow. No grammatical errors.

## FINDINGS

Students exhibit the abilities to

- integrate the subject matter from the business core courses to examine organizational challenges in dynamic environments.
- understand key business practices and theories.
- evaluate an organization's strategic decisions and assess their impact on the organization



## IMPROVING LEARNING

Given the student performance on learning objective 8 (average=1.85, out of 3), it is advisable that faculty teaching topics related to accounting and financial analysis provide additional focus on reinforcing and enhancing content tailored to address this learning objective.