



Master's of Science Administration in Organizational Management

Periodic Program Review 2011 Report

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Executive Summary

The periodic program review assessment process has shown that the MSA degree program is delivering on its promise of facilitating students in achieving and expressing the degree objectives and the learning outcomes. Students are progressing in their attainment of competencies and their ability to express the expected learning outcomes. Although it is apparent that students are less prepared to meet graduate level course assignment expectations that we would prefer. The student's capacity for improving over the in the MSA degree program bears out in improved results over their tenure in the MSA degree program. The periodic program review assessment process has also stimulated discussion and has suggested recommendations for improving the degree program's content delivery and in developing more marketable graduates.

Introduction

Since 199_ the Master's of Science Administration in Organizational Management (MSA) degree program has served early career professionals or those students who are planning to enter a new career field. In addition to their baccalaureate degrees the students in the degree programs have had a variety of career and life experiences and require a Master's level degree to further their career and life ambitions. The Department of Labor (2010) expects the field of management to grow at least seventeen percent in the next decade. Trinity's MSA degree program prepares professionals through its core courses to exercise leadership through initiative and decision making based on an understanding of the vision, mission, and the dynamics of an organization in a complex, turbulent, and changing global environment; Plan for and manage change, analyze financial statements, design and carryout research initiatives that lead to evidence based decision making; Value interpersonal differences, respect others, communicate effectively, and evaluate industry trends and issues for opportunity and for threats to organizational stability.

With the assistance of federal employment programs and initiatives many students in the MSA degree program are supervisors or managers who have positional authority with little operational management and leadership experience. Others are planning career changes and some are parents returning to the workforce. All are motivated to gain an advantage in a competitive workforce and career marketplace. These students are generally between 25 and 65 years of age, are predominantly African-American women, and a growing percentage of Latina and Caucasian women. Men make up less than 10% of the MSA degree population. There are currently 260 active adult students in the MSA degree programs in the spring 2011 semester courses.. The majority of the courses in the MSA degree program are offered in an accelerated course format, the eight week term, which is approximately half a traditional Trinity semester. The exceptions to this practice are the INT 601 Introduction to Research Design and Methods, and the ADMN 699 Capstone Project.

To meet the needs of these students the degree program provides them with instruction in the core competencies of management and leadership, plus a concentration in an industry area in the thirty-six credit degree program. Leadership with the Trinity difference begins with learning current theories of leadership and management in the modern organizational setting while improving the interpersonal skills, personnel strategies, and financial controls. Students in the MSA degree programs examine strengths and abilities; explore potential and possibilities in a thought provoking, creative, and nurturing environment. The five MSA core courses address management and leadership competencies. The five MSA concentration courses address the specific industry specific competencies prevalent in the Washington DC metropolitan area such as:

- Federal Programs Management,

- Human Resources Management,
- Non Profit Management,
- Organizational Development, and
- Public and Community Health Care Management

In addition to the MSA core and concentration courses students in this degree program develop and apply research, which strengthens their critical thinking and analytical problem solving competencies and leads to competency in analysis, synthesis, and evaluation, through the *Introduction to Research Design and Methodologies* course and the *Capstone Project*.

Program Level Competencies and Measuring Learning Outcomes

The MSA degree program was developed with the specific intent of facilitating the student's learning experience in a manner in which they attain the competencies identified by the degree program and are able to fully express the learning outcomes in an assessment that can be measured course to course and across the arc of the degree program. Program level and course level outcomes contribute to the student's academic and professional development. The program develops foundational leadership and management competencies and further develops these in the MSA concentrations. The MSA degree program makes use of three full-time faculty and one faculty administrator in the School of Professional Studies. All of these faculty are shared at least fifty percent with other degree programs or responsibilities within the School of Professional Studies.

In this section I will present the MSA core leadership and management competencies and their related learning outcomes, along with a course that develops the competency and an assessment that measures the learning outcome. Then, in a similar fashion, I will present the competencies and their related learning outcomes for the research, synthesis and evaluation competencies. Finally, I will present the competencies and their related learning outcomes for the MSA concentrations.

MSA Core Competencies and Outcomes: Trinity's MSA degree programs prepare professionals through its core courses to exercise leadership through initiative and decision making based on an understanding of the vision, mission, and the dynamics of an organization in a complex, turbulent, and changing global environment. Plan for and manage change, analyze financial statements, design and carryout research initiatives that lead to evidence based decision making, value interpersonal differences, respect others, communicate effectively, and evaluate industry trends and issues for opportunity and for threats to organizational stability.

- Describe and define the artifacts of organizational culture; analyze and assess how the organization and its leadership embed organizational culture; evaluate organizational development initiatives fit with organizational culture

- ADMN 601 Excellence in Managing Contemporary Organizations
 - Four frame analysis of an organization: 8-10 page research paper in APA 6th format complete with citations and references
- Assess and analyze leaders expression of emotional intelligence; evaluate leader strategies for successfully meeting organizational goals in relation to theories of leadership; test and implement new attitudes and behaviors to improve practice as a leader
 - ADMN 603 Excellence in Leadership: Theory and Practice
 - Leadership Research Paper: APA 6th with full citations and references: Group presentation
- Analyze and assess group norms, attitudes, and behaviors in relation to theories of group behavior; test and implement strategies for establishing norms, attitudes, and behaviors that promote respectful relationships and engender trust
 - ADMN 605 Group Dynamics and Team Building
 - Group Presentation and Final Exam
- Describe and define organizational status and profitability using the language of finance and accounting; develop and analyze budgets, determine costs and pricing, plan and implement capital investments using quantitative methods
 - ADMN 607 Financial Management for Non Financial Managers
 - Weekly Assignments and Final Exam
- Define and describe Human Resource's role in achieving organizational strategies; Assess and analyze human resource strategies for hiring, training & development, performance evaluation, and compensation in sustaining the organization in meeting its goals
 - ADMN 677 Effective Human Resources Strategies
 - Case studies and Analytical Paper in APA 6th with full citations and references

Research, Evaluation, and Synthesis Competencies: Leaders often are aware of advantages and opportunities synthesized from information gathered through their complex social connections. Before committing resources to a course of action successful leaders often gather data through empirical methods. The research, evaluation, and synthesis competency is designed to develop the MSA student's ability to analyze and evaluate data gathered by empirical methods in research projects and in developing evidence based predictions and conclusions based on evidence.

- Design and implement qualitative and quantitative research initiatives that inform and impact evidence based conclusions and decision making
- Implement empirical methodology in defining and describing organizational problems; analyze and assess organizational problems either or both quantitative and

qualitative research paradigms; analyze and evaluate empirically gathered data, make recommendations; base proposals, and make decisions based on evidenced gathered empirically

- INT 601 Introduction to Research Design and Methodology
 - Research Proposal in APA 6th with full citations and references
- Analyze, evaluate, and synthesize qualitative or quantitative research data to inform and impact evidence based conclusions and decision making in an original research project (Basic, Applied, or Evaluation)
- Implement empirical methodology in defining and describing organizational problems; analyze and assess organizational problems either or both quantitative and qualitative research paradigms; analyze and evaluate empirically gathered data, make recommendations; base proposals, and make decisions based on evidenced gathered empirically
- ADMN 699 Capstone Project
 - Research paper in APA 6th with full citations and references

MSA Professional Competencies

Federal Programs Management: The professional competencies in the Master's of Science Administration in Federal Program Management (MSA FPM) program prepares federal program managers to analyze and evaluate the modern computer systems that integrate all government agencies, Federal or local, assess and apply standards, analyze contracts, manage vendor relationships, plan, budget and implement projects, and evaluate program effectiveness.

- Analyze and evaluate the integrated and automated government agency specific management information systems
 - ADMN 620 Electronic Government
 - Analysis Papers and a Literature Review in APA 6th with full citations and references
- Survey and assess the unique and demanding environment of public service
 - ADMN 621 Public Administration
 - Case Analysis and Research Paper
- Assess, enforce, and manage vendor relationships through effective contracts and detailed acquisition and procurement processes
 - ADMN 627 Federal Acquisition Management
 - Journal Article Critique and Research Paper Analysis Papers and a Literature Review in APA 6th with full citations and references
- Develop effective and productive sustainable contractual relationships with vendors
 - ADMN 627 Federal Acquisition Management

- Journal Article Critique and Research Paper Analysis Papers and a Literature Review in APA 6th with full citations and references
- Develop and analyze budgets, evaluate and assess financial statements, and the ethical handling and reporting of public funds
 - ADMN 622 Public Finance
 - Case Budget Analysis
- Plan, budget, implement, and evaluate the effectiveness of projects, large and small
 - ADMN 628 Project Management
 - Detailed Project Plan and two exams

Human Resources Management: The professional competencies in the Master's of Science Administration in Human Resources Management (MSA HRM) program prepares Human Resources professionals to analyze and assess organizational strategies, align staff recruiting, retention, development, performance management, and compensation strategies to organizational objectives, while valuing diversity, building trusting and respectful relationships.

- Develop strategic plans to align the organization's human capital with the vision, mission, and strategic goals of the organization
 - ADMN 672 Organizational Staffing
 - Final Exam and Research Paper in APA 6th with full citations and references
- Survey legislation and legal precedence and analyze Human Resources policy for compliance
 - ADMN 673 Key Legal Issues in Human Resources Management
 - Quizzes and Final Exam
- Plan and implement recruitment, retention and development initiatives and training opportunities that align with the vision, mission, and strategic goals of the organization
 - ADMN 675 Staff Development & Training
 - Needs Assessment and Training Proposal
- Analyze, develop, and evaluate strategies for maximizing performance and improving the employee to organizational fit
 - ADMN 671 Performance Management
 - Case Study and a Final Exam
- Analyze, develop, and evaluate incentive strategies to improve retention and motivation
 - ADMN 676 Compensation & Benefits
 - Compensation Analysis and Proposal

- Develop and apply initiative that prevent or resolve conflict that engender trust, maintain respect, and sustain high performance
 - ADMN 678 Conflict Resolution in the Workplace
 - Research Paper in APA 6th with full citations and references
- Develop awareness of and value for difference to enhance performance, drive creativity, and maintain sustainable organizational relationships
 - ADMN 679 Diversity in the Workplace
 - Research Paper in APA 6th with full citations and references
- Plan and implement recruitment, retention and development initiatives and training opportunities that align with the vision, mission, and strategic goals of the organization
 - ADMN 675 Staff Development & Training
 - Needs Assessment and Training Proposal

Non Profit Management: The professional competencies in the Master's of Science Administration in Non Profit Management (MSA NPM) program prepares you to be an effective and knowledgeable member of the largest not for profit community in the nation. NPM professionals analyze and assess trends and issues in the non profit environment, evaluate markets for services and implement public relations initiatives, assess and evaluate services and service delivery programs, develop resources, develop and manage grant proposals, improve and maintain board relations while valuing volunteers and those you serve.

- Survey the current state of nonprofit management to analyze and predict change and evaluate the environment for opportunities
 - ADMN 631 Trends and Issues in Nonprofit Management
 - Presentation and Research Paper in APA 6th with full citations and references
- Discover and assess the appropriate fit of multiple sources of potential funding and develop community partnerships that sustain nonprofit services
 - ADMN 639 Nonprofit Strategic Planning and Board Development
 - Presentation and Strategic Plan
- Analyze and assess funding relationships with appropriate government departments. Develop skill in writing and evaluating successful grant proposals
 - ADMN 635 Government Relations and Grant Writing
 - Grant Proposal: Group Project and Research Paper in APA 6th with full citations and references
- Analyze and evaluate creative and effective strategies for communicating the vision, mission and goals in the context of the service industry
 - ADMN 633 Nonprofit Marketing and Public Relations

- Marketing Audit, Assessment, and Proposal
- Develop and analyze budgets, evaluate and assess financial statements, and the ethical handling and reporting of nonprofit funds
 - ADMN 638 Nonprofit Financial Management and Budgeting
 - Presentation and Case Study Budget analysis and development
- Develop, implement, and evaluate the effectiveness of strategic planning initiatives while developing and sustaining positive board relationships
 - ADMN 639 Nonprofit Strategic Planning and Board Development
 - Presentation and Strategic Plan

Organizational Development: The professional competencies in the Master's of Science Administration in Organizational Development (MSA OD) program prepares Organizational Development Practitioners through the scholar practitioner model, merging theory and real world practice. In the MSA OD program students learn, apply, analyze, and evaluate tested and successful strategic change models derived from action research revealing the source of problems and encouraging client centered resolutions based in respect, inclusion, and collaboration

- Clarify and prioritize personal values
 - ADMN 661 Organizations and Individuals
 - Reflective Postings
- Identify personal biases and defensive routines
 - ADMN 661 Organizations and Individuals
 - 360 Degree Feedback
- Develop trusting relationships by soliciting feedback, listening, and collaborating with others
 - ADMN 661 Organizations and Individuals
 - Group Case Study Analysis and Presentation
- Contract to clarify and establish outcomes
 - ADMN 661 Organizations and Individuals
 - Group Case Study Analysis and Presentation
- Analyze and evaluate the human and organizational systems and processes in an organization
 - ADMN 663 Organizations as Sociotechnical Systems
 - Practical Application Paper and Research Paper with full citations and references
- Define an organization's positive core and sense of identity
 - ADMN 665 Organizational Strategy
 - Experiential Exercise and Case Study
- Evaluate evidence developed through action research

- ADMN 668 Diagnosis for Organizational Change
 - Case Study Analysis and Presentation
- Diagnose issues determined through analysis of data
 - ADMN 668 Diagnosis for Organizational Change
 - Case Study Analysis and Presentation
- Design strategic plans that apply accumulated theory and are informed by practice
 - ADMN 665 Organizational Strategy
 - Group Case Study Analysis and Presentation
- Design strategic interventions and which direct the organization toward its goals and promote continuous learning
 - ADMN 669 Organizational Interventions and Change Management
 - Experiential Exercise and Group Case Study Analysis and Presentation
- Determine appropriate follow up, continuous improvement, and sustaining practices
 - ADMN 665 Organizational Strategy
 - Group Case Study Analysis and Presentation

Public and Community Health Care Management: The professional competencies in the Master's of Science Administration in Public and Community Health Care Management (MSA PCH) program prepares Public and Community Health Care professionals will examine the trends and issues effecting health care and its delivery, plan and implement health care promotions and programs, assess and evaluate the prevention of epidemics and disease outbreaks, and evaluate strategic prevention programs with special attention and care for women and the trans-cultural populations as found the Washington DC Metro area.

- Survey and analyze the trends and issues effecting the management and administration of public and community health care systems
 - ADMN 641 Public and Community Health
 - Presentation and Research Paper with full citations and references
- Assess and evaluate health care systems for effective procedures, policy compliance, and alignment with strategic goals
 - ADMN 642 Health Care: Delivery Systems, Policies, and Procedures
 - Group Project and Final Exam
- Evaluate and apply behavioral change models to effect fundamental changes designed to prevent or mediate disease
 - ADMN 643 Fundamentals of Health and Behavior Change
 - Analysis Proposal and Research Paper with full citations and references