



WASC Accreditation
Educational Effectiveness Review

Master in Business Administration
The program is currently offered in the following
Campuses: Mexicali, Tijuana and Ensenada

Last Program Review: 2004

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1. Introduction.

The Mission of the Master's in Business Administration Program is to contribute to developing business and community leaders in specialized fields of business management, in order to establish and manage businesses and organizations with sustainable strategies at the regional and national level.

Vision: The Cetys University master's in business administration program will be recognized as among the best in the nation and will contribute to the school's vision of developing moral and intellectual character of our students.

Background: The program was first started in 1986 with a graduate business program developed in order to assist recent undergraduates earn graduate level credits to obtain their undergraduate degree under one of the options available at the time. The master's program was created in 1992 after the need was felt in the community for a high-quality program that could allow access to instructors and educational resources to continue the learning process for working professionals. The program was tailor made for this market by scheduling sessions during nights and weekends and recruiting instructors with not only the appropriate degrees, but also real-world experience that would better translate into applicable knowledge, skills and know-how to our students.

Revisions: The program was formally last reviewed in 2004. A new emphasis in agribusiness has been included in 2007 and the program will go through a complete revision during the 2008-2009 academic period.

Graduates: The program currently has 377 students who have successfully completed their program and received the master's degree.

Program Accomplishments: The Masters in Business Administration Program was recognized by the Mexican business magazine EXPANSION (Mexican version of BusinessWeek), as among the top ten programs in the country for 2007.

We also have the acceptance of our program as a graduate degree option for local business where the employer covers most if not all the tuition and fees if they join our program. Among the largest participants in this plan are Paccar (Truck manufacturing) with over 60 students, Honeywell with over 70, Skyworks with over 50, Gulfstream 60, URBI (Homebuilding) 35, CFE (National power company) 50, EEMSA (Electronic Assembly) 25.

Our program is a main recruiting ground for companies, both Mexican and foreign (American, Japanese, French, Korean).

We have an alliance with the Economic Development Institute at the University of Oklahoma where Cetys is the only authorized party to organize EDI seminars in Mexico. Over 600 participants have attended the seminars including the first two Mexican members to achieve accreditation as Certified Economic Developers (CEcD).

2. Denomination and description of the academic program.

The Master's of Business Administration Program is structured in four segments: CORE, EMPHASIS, ELECTIVES and APPLIED RESEARCH:

- a) CORE: (4-6 Courses) This provides students with fundamental topics and knowledge that will form the basis for further study in their specific field.
- b) EMPHASIS: (4-7 Courses) Focused on two areas of knowledge defined by the college of engineering:
 - BUSINESS ADMINISTRATION: Finance, Strategy, Marketing, Human Resources, International Business.
 - PROCESS MANAGEMENT: IT Management, Quality Management, Supply Chain Management.
- c) ELECTIVES: (2-3 Courses) Students may consider any course from any graduate program.
- d) APPLIED RESEARCH: (1 Course) Applied Research Project.

The master's in business administration is focused on applied knowledge and abilities and is not research intensive. All instructors have at least a master's degree with approximately 35% having doctoral degrees. The share of courses taught by instructors with doctoral degrees has been increasing year on year with the objective of having at least 50%.

The program currently has 388 students in its Mexicali campus, 213 in its Tijuana campus and 52 in its Ensenada campus. The program has 377 graduates as of the fall 2007 period.

The masters in business program was last revised and updated in 2004 when courses were added to include more current and relevant topics, some courses were eliminated due to lack of relevance or interest shown on the part of our students.

The program structure was overhauled to allow more choices and be able to decide which ones that will provide the most benefit to their learning experience, including a smaller core course schedule (down to 6 from 10 courses), a larger emphasis in their desired field of study, and an elective block that allows for students to tailor their program to their specific needs.

The Applied Research Project was retained, which is the only course that must be taken by all students since it's an opportunity to develop basic but essential research and presentation abilities which also provide the best evidence of student learning.

The program has no full time professors, it operates with the full time faculty of the college of business administration, that for the graduate college are considered associates, and it is this group of professors that support the development and evolution of the program. Given the lack of local instructors with doctoral degrees in the management fields we currently hire most of our faculty from outside the university and also from outside of the region.

The program has a statewide coordinator that is in charge of the quality of the program via the selection of the professors and close communication with them for course follow up. The program coordinator also has close communication with students via personal interviews and e-mail. The program coordinator is supported by the associate professors of the institution for student academic follow up in each of the campuses.

The list of supporting faculty members by emphasis area can be consulted in section 5.

3. Educational Objectives of the academic program.

The Educational Objectives that the Graduate Programs Academic Council has established for the Master's of Business Administration are the following:

- Graduates from this program will develop and lead projects involving continuous improvement and innovation within their organizations applying management and leadership abilities, as well as knowledge and skills in finance, strategy, marketing, human resources, international business, process improvement and economic development.
- Graduates from this program will conduct consulting projects involving the areas of knowledge and emphasis that he or she chooses for local, regional and national organizations.
- Graduates from this program will obtain higher level job positions in their current organization or in a new one within 1 year of obtaining the degree.

These Educational Objectives will be the primary focus for alumni studies and follow up, which will be used for various purposes during the assessment cycle, as well as program review.

4. Learning outcomes of the program and metrics for assessment.

There are 2 Learning Outcomes for all Master's Programs that have been established by the Graduate College Academy, that describe knowledge, abilities and attitudes that every graduate student must achieve by the end of the academic program. These are:

The student of a CETYS University Master's Program will...

- **MPLO1:** ... develop applied research projects using the correct quantitative and qualitative methodologies, as well as information technologies, primarily data bases and information systems, for the solution of problems related to his or her area of specialization.
- **MPLO2:** ... develop personal and professional competencies with a focus on specialization, for direct application in his or her work.

There is 1 Learning Outcome for the Master's of Business Administration Program that has been established by the College of Engineering and Graduate College Academy, that describes knowledge, abilities and attitudes that every graduate student from a Master's in Business Administration Program must achieve by the end of the academic program. The Learning Outcome is:

The student of a CETYS University Master's in Business Administration Program will...

- **MBALO:** ... Graduates from this program will be able to develop and lead projects involving continuous improvement and innovation within their organizations applying management and leadership abilities, as well as knowledge and skills in finance, strategy, marketing, human resources, international business, process improvement and economic development.

The Learning Outcomes that the College of Business and Management and the Graduate College Academy have established for each of the Master's in Business Administration Emphasis Areas describe knowledge, abilities and attitudes that every graduate student from a Master's in Business Administration Program with a specific Emphasis Area must achieve by the end of the academic program. These are:

BUSINESS ADMINISTRATION:

The student of a CETYS University Master's in Business Administration Program with an Emphasis in Finance will...

- **EFLO1:** Will develop and lead improvement projects within organizations within the context of financial management applying knowledge related to working capital, financial theories, capital markets, financial engineering and analysis, corporate and international finance and risk management.

The student of a CETYS University Master's in Business Administration Program with an Emphasis in Marketing will...

- **EMLO1:** Will develop and lead improvement projects within organizations within the context of marketing applying knowledge related to market research, publicity, sales management, consumer behavior, product development and international marketing.

The student of a CETYS University Master's in Business Administration Program with an Emphasis in Strategy will...

- **ESLO1:** Will develop and lead improvement projects within organizations within the context of strategy applying knowledge related to project management, consulting, strategy and policy, entrepreneurship, business plan development, decision-making, leadership and sustainable development.

The student of a CETYS University Master's in Business Administration Program with an Emphasis in Human Resources will...

- **EHRLO1:** ... develop and lead improvement projects within organizations within the context of human resources applying knowledge related to personnel integration, training and development, productivity and labor quality, labor relations, organizational development, compensation, business communication, labor competitiveness, occupational health, organizational psychology and multicultural management.

The student of a CETYS University Master's in Business Administration Program with an Emphasis in International Business will...

- **EIBLO1:** ... develop and lead improvement projects within organizations within the context of international business applying knowledge related to international management, international accounting, multicultural management, international finance, foreign trade and customs, international logistics, and global markets.

PROCESS MANAGEMENT:

The student of a CETYS University Master's in Business Administration Program with an Emphasis in IT Management will...

- **EITLO1:** ... analyze and solve manufacturing and processes problems with a focus on the use of information technologies and strategies relying on database management, decision strategies, internet and e-business strategies as well as decision support systems.

The student of a CETYS University Master's in Business Administration Program with an Emphasis in Supply Chain Management will...

- **ESCLO1:** ... analyze and solve problems in the context of supply chain management applying abilities from operations management, logistics and distribution, international logistics, and lean manufacturing.

The student of a CETYS University Master's in Business Administration Program with an Emphasis in Quality Management will...

- **EQMLO1:** ... analyze and solve problems in the context of quality management applying manufacturing strategies, total quality control management, quality engineering, production systems, quality systems and norms.

The above student learning outcomes are a work in progress and are a part of the assessment cycle and program review, however we are just beginning to understand and develop tools to measure them.

#	Student Learning Outcomes	Metrics to evaluate student performance	Evidence of achieved learning
1	MPLO1	Currently the system that is in place to evaluate student performance is a scale of 0 to 10, where a grade above 8 is considered as "passing" and below as "failing". Rubrics for the Master's Programs are being developed to evaluate these learning outcomes. The rubrics are being developed by the Graduate Programs Academic Council	Student Work and Final Projects from selected courses, as well as the Applied Research Project
2	MPLO2		
3	MCIPLO		
4	EFLO1 EMLO1 EHRLO1 ESLO1 EIBLO1 EITLO1 EQMLO1 ESCLO1		

The Graduate College Academy has the following members:

Name of the Academy or Faculty Coop: Graduate College Academy				
#	Name	Degree	Area of knowledge	Campus
1	Isaac Azuz	Doctoral	Life Sciences	Ensenada
2	Alberto Gárate	Doctoral	Education	Mexicali
3	Héctor Maymi	Doctoral	Social Sciences	Mexicali
4	Rosa María Lamadrid	Masters	Education	Mexicali
5	Miguel Salinas	Masters	Computer Sciences	Mexicali
6	Mario Dipp	Masters	Economics and Finance	Mexicali
7	José Gpe. Hernandez	Doctoral	Psychology	Tijuana
8	Teresa Mercado	Masters	Administration	Tijuana
9	Moises Sánchez	Doctoral	Electronics	Tijuana

The Graduate College Academy was created with the purpose of maintaining homogeneity between the different master's programs and their operation. The Academy defines, supervises and reviews admission criteria, academic conflicts, degree obtainment, etc. Each program in particular has a group of professors affiliated to the institution that supervise the development and evolution of the academic program.

The list of supporting faculty members by emphasis area can be consulted in section 5.

5. Curriculum and faculty resources.

The Master's in Business Administration program operates under the following structure. Students must complete 84 credits, equivalent to 14 courses. Students must comply with the adequate number of courses in each of the segments (Core, Emphasis, Electives, Applied Research). In order to take emphasis courses they must first take the corresponding core course in the topic. There is no specific time schedule under which they must complete their credits. Students have flexibility regarding which courses to take from each segment, and also when to take them. Academic coordinators provide guidance regarding what courses a student should take, considering their specific needs and objectives.

The Faculty resources are presented by emphasis area in the following table:

Master's in Business Administration Program Coordinator: Mario Dipp MBA		
First Segment (4-6 courses)	Professors affiliated with the institution	Professors from other institutions and industry
COMMON, emphasis in: Statistics Financial Management Strategic Management Marketing Management Macroeconomics Accounting Human Resource Management Operations Management	Rosa LaMadrid MBA Pablo Valenzuela MBA Carlos Castellanos MBA Carmina Contreras MBA Mario Dipp MBA Jaime Alvarez MBA Monica Acosta MBA Cesar Barraza MS	Luis Rivas PhD Mariela Quiroga MBA Jose Salzar PhD Marco Macedo MBA Marcos Quiroz MS
Second segment (4-7 courses)	Professors affiliated with the institution	Professors from other institutions and industry
Finance emphasis: Working Capital Corporate Finance International Finance Financial Engineering Capital Investment Projects Financial Statement Analysis Risk Management Capital Markets Academic Coordinator: Mario Dipp MBA	Mario Dipp MBA Pablo Valenzuela MBA	Ernesto Delgado PhD Raymundo Rodriguez PhD Mel Jameson PhD Jaime Florez PhD Marco Ortega MBA Fernando Fabre MBA Enrique Almaraz MBA
Strategy emphasis: Top Management Consulting Leadership and Sustainable Development Entrepreneurship Ethics and Corporate Values Project Management Business Plan Development Family Businesses Academic Coordinator: Carlos Castellanos MBA	Carlos Castellanos MBA Victor Mercader PhD Victor Mercader PhD Cesar Barraza MS	Juan Alonso MBA Jose Vega PhD Jose Mercader MBA Larry Loughnane PhD Sol Perez PhD
Marketing emphasis:	Professors affiliated with the institution	Professors from other institutions and industry

<p>International Marketing Consumer Behavior Advertising New Product Development Market Research Sales Management Services Marketing Seminar in Marketing</p> <p>Academic Coordinator: Carmina Contreras MBA</p>	<p>Jorge Espejo MBA</p>	<p>Consuelo Garcia PhD Sijun Wang PhD</p> <p>Susan Peters PhD Omar Rodriguez MBA</p> <p>Marcos Reyes MBA Susan Peters MBA</p>
<p>Human Resources emphasis:</p> <p>Integration Compensation Training and Development Labor Relations Productivity and Labor Quality Mexican Psychology Organizational Psychology Organizational Development Multicultural Management</p> <p>Academic Coordinator: Monica Acosta MBA</p>	<p>Professors affiliated with the institution</p> <hr/> <p>Patricia Valdes PhD</p> <p>Patricia Valdes PhD Marco Carrillo PhD Marco Macedo MBA</p> <hr/> <p>Raul Delgado PhD</p>	<p>Professors from other institutions and industry</p> <hr/> <p>Sergio Madero PhD</p> <hr/> <p>Mauro Rodriguez PhD Rebeca del Pino PhD Olivia Villalba PhD</p>
<p>APPLIED RESEARCH (1 course) Application Project</p>	<p>Professors affiliated with the institution</p> <hr/> <p>Isaac Azuz PhD Héctor Maymi PhD</p>	<p>Professors from other institutions and industry</p> <hr/> <p>Dr. Arnoldo Díaz Sergio Madera PhD</p>

6. Curricular mapping.

Legend for levels used for curricular mapping:

SU ("SUFICIENTE") = SUFFICIENT.

ME ("MEJORABLE") = IMPROVABLE.

SO ("SOBRASALIENTE") = OUTSTANDING.

Curricular mapping																
Course information and co-curricular efforts		Institutional learning outcomes				Academic Program Learning Outcomes			FINANCE	MKT	STRATEGY	HR	INT BUS	IT MGT	SUPPLY CHAIN	QUALITY
Code	Course	ILO 1	ILO 2	ILO 3	ILO 4	M PL O1	M PL O2	MB AP LO	O FL O1	O ML O1	OA DL O1	ORHLO1	ON ILO1	OATL O1	OC SLO 1	OC LO 1
CORE COURSES:																
AD 500	Strategic Mgt								ME	ME						
CB 500	Accounting								ME	ME						
EC 500	Macroeconomics								ME	ME						
FZ 501	Financial Management								ME	ME						
II 500	Operations Management								ME	ME						
MA500	Statistics								ME	ME						
MK 500	Marketing Management								ME	ME						
RI 505	Human Resources Management								ME	ME						
APPLIED RESEARCH PROJECTS:																
CS501	Applied Research								SO	SO	SO	SO	SO	SO	SO	SO
EMPHASIS IN FINANCE																
CB 501	Working Capital								ME	ME	ME					
CB 502	International Accounting								ME	ME	ME					
EC 501	Microeconomics								ME	ME	ME					
FZ 502	Capital Markets								ME	ME	ME					
FZ 503	Financial Statements								ME	ME	ME					
FZ 504	Investment Projects								SO	SO	SO					
FZ 505	Financial Enginee								ME	ME	ME					

	ring												
FZ 506	Corporate Finance							ME	ME	ME			
FZ 507	International Finance							ME	ME	ME			
FZ 508	Risk Management							ME	ME	ME			
IM 512	Corporate Tax Policy							ME	ME	ME			
EMPHASIS IN MARKETING													
MK 501	Market Research							ME	ME		ME		
MK 502	International Marketing							ME	ME		ME		
MK 503	Advertising							ME	ME		ME		
MK 504	Sales Management							ME	ME		ME		
MK 505	Consumer Behavior							ME	ME		ME		
MK 507	New Product Development							ME	ME		ME		
MK 508	Service Marketing							ME	ME		ME		
MK 509	Social Marketing							ME	ME		ME		
MK 510	Political Marketing							ME	ME		ME		
MK 511	Marketing Seminar							SO	SO		SO		
SI 501	e-Business							ME	ME		ME		
EMPHASIS IN STRATEGY													
AD 503	Top Management							SO	SO		SO		
AD 504	Business Plans							ME	ME		ME		
AD 505	Leadership							ME	ME		ME		
AD 506	Family Businesses							ME	ME		ME		
AD 507	Entrepreneurship							ME	ME		ME		
AD 508	Consulting							SO	SO		SO		
AD 509	Project Management							SO	SO		SO		
CS 504	Ethics and Corporate Values							ME	ME		ME		
DE 501	Corporate							M	ME		ME		

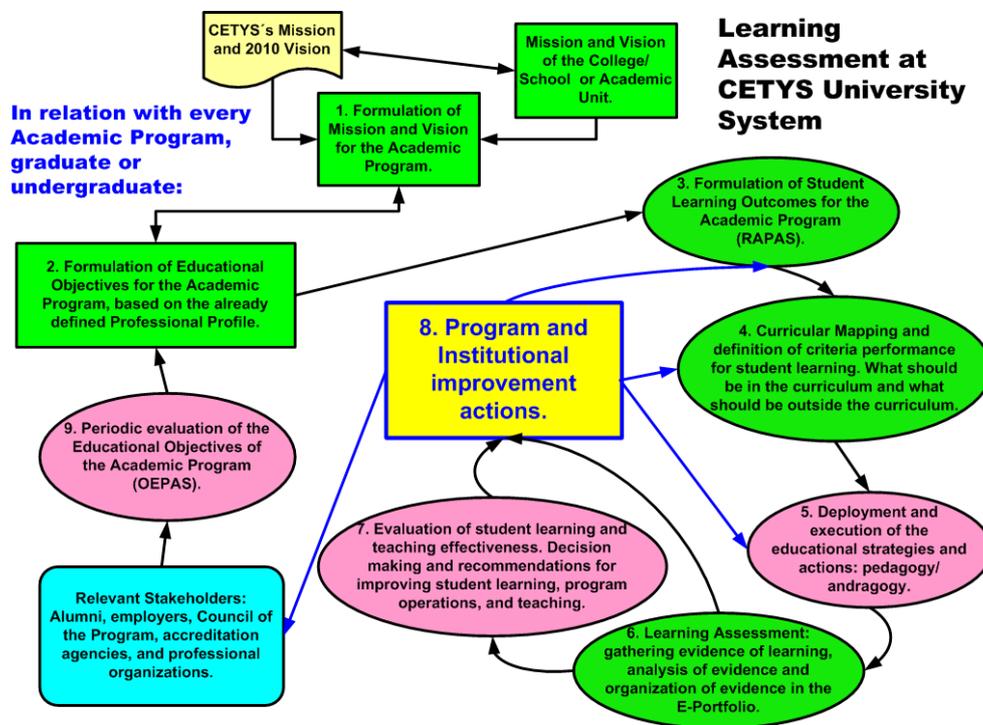
	te Law						E				
MA 501	Decision - Making Models						ME	ME		ME	
EMPHASIS IN HUMAN RESOURCES											
PS 533	Mexican Psychology						ME	ME		ME	
PS 534	Organizational Psychology						SO	SO		SO	
RI 506	Personnel Integration						ME	ME		ME	
RI 507	Training and Development						ME	ME		ME	
RI 508	Productivity and Labor Quality						ME	ME		ME	
RI 509	Labor Relations						ME	ME		ME	
RI 510	Organizational Development						SO	SO		SO	
RI 511	Compensation						ME	ME		ME	
RI 512	Business Communication						ME	ME		ME	
RI 513	Labor Competitiveness						ME	ME		ME	
RI 514	Occupational Health						ME	ME		ME	
RI 515	Multicultural Management						ME	ME		ME	
EMPHASIS IN INTERNATIONAL BUSINESS											
AD 501	International Business						SO	SO		SO	
AD 502	International Strategic Management						ME	ME		ME	
CB 502	International Accounting						ME	ME		ME	
DE 500	Foreign Trade						ME	ME		ME	
EC 502	Regional Economic Development						ME	ME		ME	
EC 503	Economic Geogra						ME	ME		ME	

	phy										
EC 504	Commercial Treaties						M E	ME		ME	
EC 505	Global Markets						M E	ME		ME	
FZ 507	International Finance						M E	ME		ME	
II 501	International Logistics						M E	ME		ME	
IM 513	International Fiscal Policy						M E	ME		ME	
RI 515	Multicultural Management						S O	SO		SO	

The emphasis in Quality management, IT Management, Supply Chain Management and Economic Development are provided by the College of Engineering and the Economic Development Institute respectively and all have an learning level as ME=Improvable.

7. Assessment plan.

Based on the Assessment Plan for CETYS University System:



Currently, the following actions have been done, with regards to the Master's in Business Administration Program, with the participation of faculty members from the Graduate College Academy and the College of Engineering:

- 1) Formulation of the Mission and Vision.
- 2) Formulation of the Educational Objectives.
- 3) Formulation of Student Learning Outcomes.
- 4) Curricular Mapping.
- 5) Identification of key courses where evidence of student learning can be gathered.

The assessment components that are currently in the process of being defined, but have not yet been developed and therefore have not been implemented are:

- a) Definition of assessment tools for student learning to be used in the assessment of the Student Learning Outcomes.
- b) Systematic gathering of evidence of learning and the analysis and organization of the evidence.