

Appendix 1
Inter-rater reliability

Inter-rater reliability: Critical Thinking	
Artifacts	% reliability
MSD 117: Assignment A	100%
MSD 101: Assignment 2	100%
MSD 101: Assignment 3	100%
Inter-rater reliability: Cultural Awareness	
Artifacts	% reliability
MSD 117: Assignment B	100%
MSD 101: Assignment 1	100%
MSD 101: Assignment 4	100%

Appendix 2A
Results: College Core Outcome compared to Benchmark (2016-2017)

Cultural Awareness	Student achievement of Emerging: Level 3 & above		SAC determined Benchmark for Emerging: Level 3
MSD 117	10/16	63%	75%
MSD 101	7/20	35%	75%
Critical Thinking	Student achievement of Emerging: Level 2 & above		SAC determined Benchmark for Emerging: Level 3
MSD 117	15/19	79%	75%
MSD 101	3/19	16%	75%

Results: College Core Outcome compared to Benchmark (2015-2016)

Cultural Awareness	Student achievement of Emerging: Level 3 & above		SAC determined Benchmark for Emerging: Level 3
MSD 117	14/22	64%	75%
MSD 101	6/10	60%	75%
Critical Thinking	Student achievement of Emerging: Level 2 & above		SAC determined Benchmark for Emerging: Level 3
MSD 117	25/41	61%	75%
MSD 101	9/22	41%	75%

Appendix 2B

Results: Program Outcome compared to Benchmark

Program Outcome 4	Student achievement of Emerging: Level 3 & above		SAC determined Benchmark for Emerging: Level 3
MSD 101: As. 2 (CT)	3/7	48%	75%
MSD 101: As. 3 (CT)	0/12	0%	75%
MSD 101: As. 1 (CA)	2/9	22%	75%
MSD 101: As. 4 (CA)	5/11	45%	75%
	10/40	25%	75%
Program Outcome 6			
MSD 117: As. A (CT)	15/19	79%	75%
MSD 117: As. B (CA)	10/16	63%	75%
	25/35	72%	75%

Appendix 3

Results: Artifacts and levels achieved

Cultural Awareness Total Student Artifacts	Mastery: Level 4	Emerging: Level 3	Basic: Level 2	Static: Level 1	Inter-rater disagreement
36	10	7	11	8	0
Critical Thinking Total Student Artifacts	Mastery: Level 4	Emerging Level 3	Basic Level 2	Static: Level 1	Inter-rater disagreement
38	10	8	8	12	0

Appendix 4

Collecting Artifacts for 2015-2016

We collected 100% of assignments for each class. A small percentage of students did not complete the assignments. Class enrollment is based on the number of students who completed the class.

PCC Core Outcome	CRN, name & Assignment ID	Class enrollment	# Artifacts collected Fall term	# of Artifacts collected Winter term	Total % of students assessed
Critical Thinking	11186 MSD 101 As. 2	8		7	88%
Critical Thinking	42538 MSD 101 As. 3	14	12		86%
Critical Thinking	10389 MSD 116 As. A	19		19	100%
Cultural Awareness	11186 MSD 101 As. 1	8		9	112%*
Cultural Awareness	42538 MSD 101 As. 4	14	11		79%
Cultural Awareness	10389 MSD 116 As. B	19		16	84%

*The percentage reflects a student completed the assignment, did not complete the class.

Appendix 5: MSD Courses Mapped to Program Outcomes and PCC Core Outcomes

MSD Program Outcomes	MSD Program Objectives	PCC Core Outcomes	MSD 3 Credit Core Classes
1. Enhance an organization's ability to thrive in a diverse, rapidly changing, and increasingly global business environment by carrying out supervisory or managerial responsibilities in a manner that reflects professional standards and ethics, sustainability, and social responsibility.	Clearly summarizes key supervisory/managerial responsibilities. Identifies integral relationships essential to a global environment. <i>Key words: Managerial skills, techniques, responsibilities Global economy</i>	<ul style="list-style-type: none"> ➤ Community & Environmental Responsibility ➤ Critical Thinking ➤ Cultural Awareness ➤ Professional Competence 	MSD 101 Principles of Management MSD 107 Organizations & People MSD 115 Improving Work Relations MSD 117 Customer Relations MSD 200 Orgs & Social Respons. MSD 222 Human Resource Mgt.
2. Innovate change as a change-leader to assist an organization in coping with new, more challenging workplace by using an understanding of what causes change initiatives to fail and how to manage the human and technological challenges of change.	Identifies and implements key leadership strategies in coping with a more flexible and challenging workplace. <i>Key words: Effective leadership, Management strategies Technology Diverse workplace</i>	<ul style="list-style-type: none"> ➤ Communication ➤ Critical Thinking ➤ Cultural Awareness 	MSD 105 Workplace Comm. Skills MSD 107 Organizations & People MSD 111 Workplace Correspond. MSD 115 Improving Work Relations MSD 117 Customer Relations MSD 121 Leadership Skills
3. Strengthen organizational effectiveness by facilitating effective work relationships and resolving conflicts in a diverse workplace with skillful application of a broad range of communication skills.	Analyzes and demonstrates techniques in facilitating effective relationships focusing on resolving conflicts in a diverse workplace. <i>Key words: Conflict resolution Facilitating effective work relationships</i>	<ul style="list-style-type: none"> ➤ Communication ➤ Critical Thinking ➤ Cultural Awareness 	MSD 105 Workplace Comm. Skills MSD 111 Workplace Correspond. MSD 117 Customer Relations MSD 121 Leadership Skills MSD 206 Troubled Employee
4. Build enterprise value by developing, leading, and motivating diverse teams to continuously improve processes in a rapidly changing marketplace.	Applies key strategies in developing, motivating, and leading teams in a diverse workplace. <i>Key words: Quality teams Team building strategies focus on diverse workplace</i>	<ul style="list-style-type: none"> ➤ Communication ➤ Critical Thinking ➤ Cultural Awareness 	MSD 101 Principles of Management MSD 107 Organizations & People MSD 115 Improving Work Relations MSD 121 Leadership Skill Level.
5. Strengthen an organization by developing goals, objectives, and flexible plans to manage and monitor project scope, resources, time schedules, and budgets for dynamic projects in alignment with company goals.	Developed goals, objectives, and plans that will enhance productivity, quality, and cost control. <i>Key words: Goal setting Productivity Quality assurance Cost control</i>	<ul style="list-style-type: none"> ➤ Critical Thinking ➤ Communication 	MSD 101 Principles of Management MSD 121 Leadership Skills MSD 279 Project Management

MSD Program Outcomes	MSD Program Objectives	PCC Core Outcomes	MSD 3 Credit Core Classes
<p>6. Respond to diverse customer needs in an increasingly global environment by applying problem solving skills with a variety of customer service strategies to identify, assess, predict, and achieve customer expectations.</p>	<p>Compares and contrasts past and present customer service initiatives in an increasingly global environment. Applies problem-solving skills using a variety of strategies to identify and meet customer expectations.</p> <p><i>Key words:</i> Meeting diverse customer expectations Skills Strategies Techniques</p>	<ul style="list-style-type: none"> ➤ Critical Thinking ➤ Communication ➤ Cultural Awareness 	<p>MSD 105 Workplace Comm. Skills MSD 107 Organizations & People MSD 111 Workplace Correspond. MSD 117 Customer Relations MSD 200 Orgs & Social Respons. MSD 279 Project Management</p>
<p>7. Support the primary mission of an organization by using an understanding of the history, current practices, and legal aspects of human resources standards to make effective on-the-job supervisory and managerial decisions.</p>	<p>Critiques and interprets (analyzes) current practices and considers legal aspects of HR standards to make effective supervisory/managerial decisions.</p> <p><i>Key words:</i> HR standards, practices and roles Effective Managerial decision making</p>	<ul style="list-style-type: none"> ➤ Critical Thinking ➤ Communication ➤ Cultural Awareness ➤ Professional Competence 	<p>MSD 101 Principles of Management MSD 200 Orgs & Social Respons. MSD 206 Troubled Employee MSD 222 HR: Personnel MSD 223 HR: Performance & Compensation</p>
<p>8. Actively build skills by identifying, assessing, and taking advantage of learning opportunities that contribute to personal and professional growth in a supervisory or managerial role.</p> <p><i>(also MSD Certificate Outcome)</i></p>	<p>Identifies and assesses learning opportunities that contribute to personal and professional growth in supervisory or managerial role.</p> <p><i>Key words:</i> Professional growth Career attainment in supervisory/management</p>	<ul style="list-style-type: none"> ➤ Professional Competence ➤ Self-Reflection 	<p>MSD 101 Principle of Management MSD 105 Workplace Comm. Skills MSD 111 Workplace Correspond. MSD 115 Improving Work Relation. MSD 222 HR: Personnel MSD 279 Project Management</p>

**2016 Cultural Awareness
Rubric for MSD 117: Customer Relations**

6th Program Outcome Objective: Compares and contrasts past and present customer service initiatives in an increasingly global environment. Applies problem-solving skills using a variety of strategies to identify and meet customer expectations.

Key words: Meeting diverse customer expectations-skills, strategies, techniques

CCOG Intended Outcome	Mastery: Level 4	Emerging: Level 3	Basic: Level 2	Static: Level 1
Utilized a variety of organizational customer service strategies to identify, assess, predict and measure customer satisfaction in response to diverse customer needs.	Applied various service strategies by analyzing how various cultural systems, assumptions and theories impact relationships, overall. CULT	Applied various service strategies by analyzing how individuals of 2 or more cultures have been impacted by various social and/or economical events. CULT	Applied various service strategies by identifying one's own cultural perspectives, values & assumptions. CULT	Does not attempt to meet objective.

**2017 Cultural Awareness
Rubric for MSD 101: Principles of Management & Supervision**

4th Program Outcome Objective: Applies key strategies in developing, motivating, and leading teams in a diverse workplace.

Key words: Quality teams; Team building strategies focus on diverse workplace

CCOG Intended Outcome	Mastery: Level 4	Emerging: Level 3	Basic: Level 2	Static: Level 1
<p>Applied leadership techniques of employee motivation to lead a group of employees to perform effectively as a work team.</p>	<p>Applied leadership techniques analyzing how various cultural systems, assumptions and theories impact relationships, overall. CULT</p>	<p>Applied leadership techniques analyzing individuals of 2 or more cultures have been impacted by various social and/or economical events. CULT</p>	<p>Applied leadership techniques identifying one's own cultural perspectives, values & assumptions. CULT</p>	<p>Does not attempt to meet objective.</p>

Appendix 7–Activity instructions by class

MSD 117: Customer Relations (CRN#10389)

MSD Program Outcome #6: Compares and contrasts past and present customer service initiatives in an increasingly global environment. Applies problem-solving skills using a variety of strategies to identify and meet customer expectations.

MSD 117 Course Outcome: Utilized a variety of organizational customer service strategies to identify, assess, predict and measure customer satisfaction in response to diverse customer needs.

PCC Course Outcome: Critical Thinking

Assignment A

Instructions: Read the section in your text: "Managing Your Customers," pages 148-156. Next respond to the following Steps below. (Each response should be at least 1-2 paragraphs)

Step 1: Describe how you would get your customers to help you improve your current processes

Step 2: Describe what you would do to entice customers to talk with you about their complaints.

Step 3: Describe the value of using an online support forum (in your current business or use PCC) for information.

Step 4: Describe how you would “sell” the idea that developing a partnership with customers will be a benefit to your business.

MSD 117: Customer Relations (CRN#10389)

MSD Program Outcome #6: Compares and contrasts past and present customer service initiatives in an increasingly global environment. Applies problem-solving skills using a variety of strategies to identify and meet customer expectations.

MSD 117 Course Outcome: Utilized a variety of organizational customer service strategies to identify, assess, predict and measure customer satisfaction in response to diverse customer needs.

PCC Course Outcome: Cultural Awareness

Assignment B

Instructions: In the research study, [Culture and the Customer Service Experience](#) they discussed challenges of delivering customer service to global customers.

Describe several of the key elements in developing a global business landscape.

State at least two customer service dilemmas and describe what you can do to resolve each one.

List four of the universal expectations for service providers and provide at least one method for each one that ensures each expectation is met.

Describe the difference between formality and friendliness. Give an example of at least one country that falls into that category and describe how you would approach that person.

Recommended changes for instructor to consider: Add, “how various cultures are impacted” to instructions