

Developing a Competency Model

An Iterative Process of Learning and Discovery

Department of Management, College of Business, Northern Illinois University

The Starting Point

The set of student learning outcomes (SLOs) were not compelling descriptions of what we expected our students to achieve in the Management Program. They were:

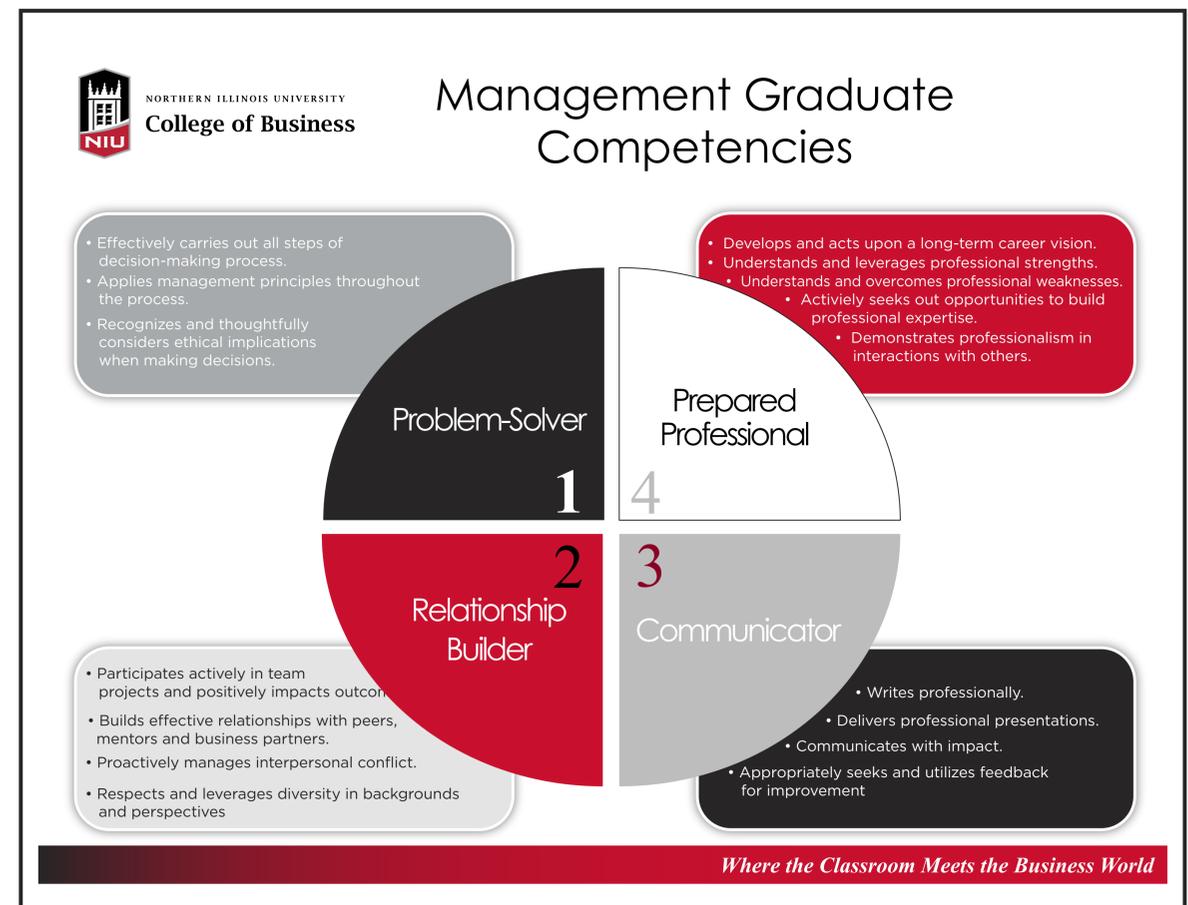
- ✓ Focused exclusively on course content.
- ✓ Did not measure professional behaviors necessary for post-graduate success.
- ✓ The measurement of the SLOs did not empower faculty and students to directly impact behavioral change.

Prior Student Learning Outcomes

Graduates will have demonstrated the following:

- ✓ A knowledge of human behavior within an organizational setting to identify and clarify the role of motivation, leadership and decision making and their impact on interpersonal group and organizational relationships.
- ✓ Identify basic human resource management principles, process and systems with an organization setting and to determine how they contribute to the goals and objectives of the organization.
- ✓ Apply the communication process to analyze business situations and respond appropriately in written form, content and format.

The Final Product



The Development Process

Faculty Discussion

- What do you want students to **know AND do** when they graduate?

Literature review

- What type of indicators have others used to assess these abilities and behaviors?

Refinement

- Developed a set of competency clusters and refined a set of items to serve as indicators for each.

External Validation with Advisory Board

- We asked:
- What do these competencies and indicators mean to you?
 - What is missing?
 - What is not necessary?

Execution

- Development of Professional Development Plan requirement for students.
- Multi-source feedback tool developed (360 degree).

