



Public Disclosure of Student Learning Form

Institution:	SBS Swiss Business School
Academic Year:	2014-2015

Outcomes Assessment Results SBS Swiss Business School

For Academic Year: 2014-2015

Section I: Student Learning Assessment

Mission of the SBS Swiss Business School
<p>SBS Swiss Business School was founded as a profit-making institution dedicated to foster academic excellence and student achievement in business and management. Its mission therefore is to provide students with a strong academic foundation with access to various specialized knowledge bases and prepare them to become productive, competent professionals, and responsible citizens in a diverse, dynamic global arena. It defines higher education from its beginning as the experience of thinking internationally. To do this it maintains a multi-cultural student body on its home campus along with its international centers.</p> <p>For SBS the international component is of paramount importance. It is designed to accommodate significant changes in the curriculum and variations in the student body in response to global shifts in social, political and economic conditions.</p> <p>The result is a singular learning experience gained from a cross-cultural, highly European, international perspective. In addition to its cross-cultural intent, it provides students with an interactive educational environment with a dynamic mix of innovative and traditional strategies. We foster enhanced teaching, professional developments and service.</p>

Student Learning Assessment for Bachelor of Business Administration (BBA)

General Program Intended Student Learning Outcomes (Program ISLOs)
1. <i>Students will demonstrate knowledge of principles of business administration.</i>
Intended Student Learning Outcomes: <i>International Management</i> (ISLO's identical for the Bachelor in Business Administration in International Management, Accelerated Adult Education BBA(AAE))
1. <i>Students will demonstrate writing skills necessary for effective management in an international environment. (Students understand how to use formal as well as informal communication tools and have technical writing skills necessary for clear message transmission such as vocabulary, grammar, and punctuation.</i>
2. <i>Students can identify and use appropriate quantitative skills necessary for decision-making in daily business situations.</i>
3. <i>Students will demonstrate effective interpersonal skills essential for working with and managing a team.</i>
Intended Student Learning Outcomes: <i>Marketing</i>
1. <i>Students will demonstrate understanding of how industry trends and developments affect current and future marketing practices.</i>
2. <i>Students will demonstrate understanding of how external and global forces influence marketing decisions.</i>

3. <i>Students will demonstrate ability to communicate effectively both in writing and orally.</i>	
Intended Student Learning Outcomes: <i>Entrepreneurship</i>	
1. <i>Students will demonstrate the ability to identify and evaluate the feasibility of an attractive market for a unique idea.</i>	
2. <i>Students will be able to articulate their ideas through development and delivery of an effective elevator pitch.</i>	
3. <i>Students will demonstrate ability to communicate idea effectively through development of a business plan.</i>	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. <i>End-of-Program Comprehensive Examination</i> General Program ISLOs Assessed by this Measure: 1 International Management ISLOs Assessed by this Measure: 1, 2, 3	<i>At least 80% of the BBA/International Management senior students will score at least 70% on each management section (accounting, finance, management) of the comprehensive examination and at least 60% on all other sections.</i>
1. <i>End-of-Program Comprehensive Examination</i> General Program ISLOs Assessed by this Measure: 1 Marketing ISLOs Assessed by this Measure: 1, 2, 3	<i>At least 80% of the BBA/Marketing senior students will score at least 70% on each marketing section of the comprehensive examination and at least 60% on all other sections.</i>
1. <i>End-of-Program Comprehensive Examination</i> General Program ISLOs Assessed by this Measure: 1 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3	<i>At least 80% of the BBA/Entrepreneurship senior students will score at least 70% on each marketing of the comprehensive examination and at least 60% on all other sections.</i>
2. <i>Senior Capstone Project (Thesis)</i> General Program ISLOs Assessed by this Measure: 1 International Management ISLOs Assessed by this Measure: 1, 2, 3	<i>At least 80% of of BBA/International Management senior students will achieve a performance rating of ‘proficient’ or higher on each learning-outcome-related evaluation criterion of their thesis.</i>
2. <i>Senior Capstone Project (Marketing Plan)</i> General Program ISLOs Assessed by this Measure: 1	<i>At least 80% of of BBA/Marketing senior students will achieve a performance rating of ‘proficient’ or higher on each learning-outcome-related evaluation criterion of their marketing plan.</i>

Marketing ISLOs Assessed by this Measure: 1, 2, 3	
<p>2. <i>Senior Capstone Project (Business Plan)</i></p> <p>General Program ISLOs Assessed by this Measure: 1 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3</p>	<p><i>At least 80% of of BBA/Entrepreneurship senior students will achieve a performance rating of ‘proficient’ or higher on each learning-outcome-related evaluation criterion of their business plan.</i></p>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>
<p>1. <i>Student Satisfaction Survey</i></p> <p>General Program ISLOs Assessed by this Measure: 1 International Management ISLOs Assessed by this Measure: 1, 2, 3 Marketing ISLOs Assessed by this Measure: 1, 2, 3 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3</p>	<p><i>At least 90% of graduating seniors in each BBA major will indicate that they “Agree” or “Strongly Agree” with their learning experience specific to the SLO’s and the students’ abilities to apply within their professions.</i></p>
<p>2. <i>Alumni Survey</i></p> <p><i>(Planned for 2016)</i></p> <p>General Program ISLOs Assessed by this Measure: 1 International Management ISLOs Assessed by this Measure: 1, 2, 3 Marketing ISLOs Assessed by this Measure: 1, 2, 3 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3</p>	<p><i>At least 80% of third-year alumni in each BBA major will indicate that they were very well equipped for employment in the business sector, specific to the SLOs.</i></p>

Assessment of Learning Results: Bachelor of Business Administration (BBA) with major in International Management and BBA(AAE)

Summary of Results from Implementing Direct Measures of Student Learning:

1. *End-of-Program Comprehensive Examination*

Number of students achieving 70% on each management section (accounting, finance, management) of the comprehensive examination and at least 60% on all other sections on the Core ISLO and Int. Mgmt. related questions:

Accounting (Core ISLO 1, Int. Management ISLO 2)	10 (83.3% of total)
Finance (Core ISLO 1, Int. Management ISLO 2)	8 (66.6 % of total)
Economics (Core ISLO 1)	9 (75% of total)
Social environment (Core ISLO 1)	8 (66.6% of total)
Legal environment (Int. Management ISLO 3)	8 (66.6% of total)
Management (Core ISLO 1, Int. Management ISLO 2)	11(91.6% of total)
International business (Core ISLO 1)	9 (75% of total)
Marketing (Core ISLO 1)	10 (83.3% of total)

Total number of students with major in International Management: 12

2. *Senior Capstone Project (Thesis)*

Number of students achieving a rating of ‘proficient’ or higher on Core and Int. Mgmt. related ISLO-related criteria:

Problem Statement (Core ISLO 1, Int. Management ISLO 1)	9 (75% of total)
Content (Core ISLO 1, Int. Management ISLO 2)	10 (83.3% of total)
Writing Skills (formal) (Core ISLO 1, Int. Management ISLO 1)	8 (66.6 % of total)
Communication Skills (Core ISLO 1, Int. Management ISLO 1, 3)	10 (83.3% of total)
Teamwork/Collaboration (Core ISLO 1, Int. Management ISLO 3)	11 (91.6% of total)

Total number of students with major in International Management: 12

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Student Satisfaction Survey (conducted anonymously, no separation by major possible)*

Number of graduating seniors who indicated “Agree” or “Strongly Agree” to their learning experiences related to ISLO-related criteria:

Analytical skills (Core ISLO 1)	17 (94.4% of total)
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Critical thinking (Core ISLO 1)	18 (100% of total)
Ethical sensitivity (Core ISLO 1)	17 (94.4% of total)
Communication skills(written and oral) (Core ISLO 1)	18 (100% of total)
Entrepreneurial skills (Core ISLO 1)	18 (100% of total)
Team working skills (Core ISLO 1)	17 (94.4% of total)
Total number of graduating BBA surveyed: 18	
New student satisfaction survey more specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.	

2. *Alumni Survey (conducted anonymously, no separation by major possible)*

Number of third-year BBA alumni who indicated "Agree" or "Strongly Agree" on following questions:

What I gained from my degree program helped me to obtain, keep or advance in employment	15 (93.8% of total)
The education I received in my degree program enabled me to achieve my professional goals	15 (93.8% of total)
My current position is directly related to my degree program	14 (87.5% of total)

Total number of third-year alumni BBA students surveyed: 16

New alumni survey **specific to the Core ISLO 's and Concentration ISLO's** will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

General Program Intended Student Learning Outcomes	End-of-Program Comprehensive Examination			Senior Capstone Project (Thesis)			Student Satisfaction Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate</i>		X			X		X					X

<i>knowledge of principles of business administration.</i>												
Intended Student Learning Outcomes: International Management	<i>End-of-Program Comprehensive Examination</i>			<i>Senior Capstone Project (Thesis)</i>			<i>Student Satisfaction Survey</i>			<i>Alumni Survey</i>		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate writing skills necessary for effective management in an international environment. (Students understand how to use formal as well as informal communication tools and have technical writing skills necessary for clear message transmission such as vocabulary, grammar, and punctuation.</i>			X		X				X			X
2. <i>Students can identify and use appropriate quantitative skills necessary for decision-making in daily business situations.</i>	X			X					X			X
3. <i>Students will demonstrate effective interpersonal skills essential for working with and managing a team.</i>		X		X					X			X

Assessment of Learning Results: Bachelor of Business Administration (BBA) with major in Marketing

Summary of Results from Implementing Direct Measures of Student Learning:

1. *End-of-Program Comprehensive Examination*

Number of students achieving 70% on each marketing section of the comprehensive examination and at least 60% on all other sections on the Core-ISLO and Marketing Related ISLO Set of examination questions:

Accounting (Core ISLO 1)	5 (83.3% of total)
Finance (Core ISLO 1)	4 (66.6% of total)
Economics (Core ISLO 1)	4 (66.6% of total)
Social environment (Core ISLO 1)	6 (100% of total)
Legal environment (Marketing ISLO 1, 2, 3)	3 (50% of total)
Management (Core ISLO 1)	5 (83.3% of total)
International business (Core ISLO 1)	5 (83.3% of total)
Marketing (Core ISLO 1, Marketing ISLO 1, 2, 3)	5 (83.3% of total)

Total number of students with major Marketing: 6

2. *Senior Capstone Project (Marketing Plan)*

Number of students achieving a rating of 'proficient' or higher on Core and Marketing related ISLO-related criteria:

Problem Statement (Core ISLO 1, Marketing ISLO 1, 2, 3)	4 (66.6% of total)
Content (Core ISLO 1, Marketing ISLO 1, 2, 3)	4 (66.6% of total)
Writing Skills (formal) (Core ISLO 1, Marketing ISLO 3)	3 (50 % of total)
Communication Skills (Core ISLO 1, Marketing ISLO 1, 3)	5 (83.3% of total)
Teamwork/Collaboration (Core ISLO 1)	5 (83.3% of total)

Total number of students with major Marketing: 6

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Student Satisfaction Survey (conducted anonymously, no separation by major possible)*

Number of graduating seniors who indicated "Agree" or "Strongly Agree" to their learning experiences related to SLO-related criteria:

Analytical skills (Core ISLO 1)	17 (94.4% of total)
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Critical thinking (Core ISLO 1)	18 (100% of total)
Ethical sensitivity (Core ISLO 1)	17 (94.4% of total)
Communication skills(written and oral) (Core ISLO 1)	18 (100% of total)
Entrepreneurial skills (Core ISLO 1)	18 (100% of total)
Team working skills (Core ISLO 1)	17 (94.4% of total)
Total number of graduating BBA students surveyed: 18	
New student satisfaction survey more specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.	

2. *Alumni Survey (conducted anonymously, no separation by major possible)*

Number of third-year BBA alumni who indicated "Agree" or "Strongly Agree" on following questions:

What I gained from my degree program helped me to obtain, keep or advance in employment	15 (93.8% of total)
The education I received in my degree program enabled me to achieve my professional goals	15 (93.8% of total)
My current position is directly related to my degree program	14 (87.5% of total)

Total number of third-year alumni BBA students surveyed: 16

New alumni survey **specific to the Core ISLO 's and Concentration ISLO's** will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

General Program Intended Student Learning Outcomes	End-of-Program Comprehensive Examination			Senior Capstone Project (Marketing plan)			Student Satisfaction Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate</i>		X			X		X					X

<i>knowledge of principles of business administration.</i>												
Intended Student Learning Outcomes: Marketing	<i>End-of-Program Comprehensive Examination</i>			<i>Senior Capstone Project (Marketing plan)</i>			<i>Student Satisfaction Survey</i>			<i>Alumni Survey</i>		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate understanding of how industry trends and developments affect current and future marketing practices.</i>		X			X				X			X
2. <i>Students will demonstrate understanding of how external and global forces influence marketing decisions.</i>		X			X				X			X
3. <i>Students will demonstrate ability to communicate effectively both in writing and orally.</i>		X			X				X			X

No results for BBA with major in Entrepreneurship, Academic Year 2014-2015

**Bachelor of Business Administration (BBA)
Business Administration in International Management (Accelerated Adult Education)**

Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met

Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:

1. Core ISLO 1

The performance target for this marketing ISLO dealing with knowledge of principles of business administration were not met on the end of program comprehensive examination and senior capstone project for both BBA majors. The faculty members will be reviewing the business core curriculum to improve our student's performance. In addition, we will be supplementing extra courses with more in-depth coverage of finance and economics. A mandatory introduction MOOC for business math will help to overcome the problem in the Finance section of the comprehensive examination for students.

2. International Management ISLO 1, 2, 3

The overall conclusion is that the SLO's were slightly missed because of the Legal Environment and Writing Skills sections in the end of program comprehensive exam and the senior capstone project. The faculty will be discussing these two points and we will possibly add a separate course for Writing Skills and adjust the curricula to implement more legal aspects of business.

3. Marketing ISLO 1, 2, 3

The overall conclusion is that the SLO's were slightly missed because of the Legal Environment and Writing Skills sections in the end of program comprehensive exam and the senior capstone project. The faculty will be discussing these two points and we will possibly add a separate course for Writing Skills and adjust the curricula to implement more legal aspects of business.

Student Learning Assessment for Master of Business Administration (MBA)
General Program Intended Student Learning Outcomes (Program ISLOs)
1. <i>Students will demonstrate an understanding of leadership and the nature of management within organizations operating in a multi-cultural environment.</i>
Intended Student Learning Outcomes: <i>International Management</i> (ISO's identical for online MBA, EMBA, Flex MBA, and Global Master of Business Administration)
1. <i>Students will demonstrate an understanding of how capital markets function and be able to perform valuation of assets and capital structure.</i>
2. <i>Students will demonstrate an ability to perform ratio analysis, develop cash flow statements and use general accounting principles to help manage organizations.</i>
Intended Student Learning Outcomes: <i>Marketing</i> (ISOs identical for online MBA.)
1. <i>Students will be able to develop strategic plans that reflect the dynamic international business environment.</i>
2. <i>Students will demonstrate how to effectively develop and use marketing plans for strategic positioning.</i>
Intended Student Learning Outcomes: <i>Entrepreneurship</i> (ISOs identical for online MBA.)
1. <i>Students will demonstrate the ability to identify and evaluate the feasibility of an attractive market for a unique idea.</i>
2. <i>Students will be able to articulate their ideas through development and delivery of an effective elevator pitch.</i>
3. <i>Students will demonstrate ability to communicate idea effectively through development of a business plan.</i>
Intended Student Learning Outcomes: <i>Global Finance and Banking</i> (ISOs identical for online MBA.)
1. <i>Students will be able to manage large volumes of numerical data and extract and manipulate relevant data to analyze and solve valuation and investment problems.</i>
2. <i>Students will be able to use financial data for purposes of problem-solving both individually as well as with a team.</i>
Intended Student Learning Outcomes: <i>Human Resource Management</i> (ISOs identical for online MBA.)
1. <i>Students will be able to use HR Management practices for purposes of managing change within an organization.</i>
2. <i>Students will use recognized business and legal practices to ensure organizational compliance, growth and sustainability.</i>
Intended Student Learning Outcomes: <i>International Tourism Management</i>
1. <i>Students will be able to identify sustainable and feasible solutions for current challenges facing tourism institutions.</i>

2. <i>Students will be able to demonstrate the practical, theoretical, and personal skills required of senior management within a variety of international hotel and tourism organizations.</i>	
3. <i>Students will be able to critically analyze multilateral institutions and transnational organizations with respect to evaluating their impact on international tourism and heritage tourism management.</i>	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
<p>1. <i>End-of-Program Comprehensive Examination (proprietary)</i></p> <p>General Program ISLOs Assessed by this Measure: 1 International Management ISLOs Assessed by this Measure: 1, 2 Marketing ISLOs Assessed by this Measure: 1, 2 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3 Global Finance and Banking ISLO Assessed by this Measure: 1, 2 HRM ISLOs Assessed by this Measure: 1, 2 International Tourism Mgmt. ISLOs Assessed by this Measure: 1, 2, 3</p>	<p><i>At least 90% of MBA students from each major in will score at least 70% on each section of the comprehensive examination.</i></p>
<p>2. <i>Senior Capstone Project (Thesis)</i></p> <p>General Program ISLOs Assessed by this Measure: 1 International Management ISLOs Assessed by this Measure: 1, 2</p>	<p><i>At least 90% of of MBA students who major in international management will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric on each learning-outcome-related criterion of their thesis.</i></p>
<p>2. <i>Senior Capstone Project (Marketing Plan)</i></p> <p>General Program ISLOs Assessed by this Measure: 1 Marketing ISLOs Assessed by this Measure: 1, 2</p>	<p><i>At least 90% of of MBA students who major in marketing will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric on each learning-outcome-related criterion of their marketing plan.</i></p>
<p>2. <i>Senior Capstone Project (Business Plan)</i></p> <p>General Program ISLOs Assessed by this Measure: 1 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3</p>	<p><i>At least 90% of of MBA students who major in entrepreneurship will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric on each learning-outcome-related criterion of their business plan.</i></p>

<p>2. <i>Senior Capstone Project (Financial Plan)</i> General Program ISLOs Assessed by this Measure: 1 Global Finance and Banking ISLOs Assessed by this Measure: 1, 2</p>	<p><i>At least 90% of of MBA students who major in Global Finance and Banking will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric on each learning-outcome-related criterion of their financial plan.</i></p>
<p>2. <i>Senior Capstone Project (HRM Research Paper)</i> General Program ISLOs Assessed by this Measure: 1 Human Resource Management ISLOs Assessed by this Measure: 1, 2</p>	<p><i>At least 90% of of MBA students who major in Human Resource Management will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric on each learning-outcome-related criterion of their research paper.</i></p>
<p>2. <i>Senior Capstone Project (Thesis)</i> General Program ISLOs Assessed by this Measure: 1 International Tourism Mgmt. ISLOs Assessed by this Measure: 1, 2, 3</p>	<p><i>At least 90% of of MBA students who major in International Tourism Management will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric on each learning-outcome-related criterion of their thesis.</i></p>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>
<p>1. <i>Employer Survey</i> (Planned for 2016) General Program ISLOs Assessed by this Measure: 1 International Management ISLOs Assessed by this Measure: 1, 2 Marketing ISLOs Assessed by this Measure: 1, 2 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3 Global Finance and Banking ISLO Assessed by this Measure: 1, 2 HRM ISLOs Assessed by this Measure: 1, 2 International Tourism Mgmt. ISLOs Assessed by this Measure: 1, 2, 3</p>	<p><i>At least 80% of employers will rate their satisfaction with graduates with a minimum of 4 on a 1(unknowledge) to 7(very knowledgeable) scale, in terms of functional, decision-making, and collaboration knowledge and skills related to the SLOs.</i></p>
<p>2. <i>Alumni Survey</i> (Planned for 2016)</p>	<p><i>At least 80% of third-year alumni will indicate that they were very well equipped for employment in the business sector.</i></p>

General Program ISLOs Assessed by this Measure: 1
 International Management ISLOs Assessed by this Measure: 1, 2
 Marketing ISLOs Assessed by this Measure: 1, 2
 Entrepreneurship ISLOs Assessed by this Measure: 1, 2, 3
 Global Finance and Banking ISLO Assessed by this Measure: 1, 2
 HRM ISLOs Assessed by this Measure: 1, 2
 International Tourism Mgmt. ISLOs Assessed by this Measure: 1, 2, 3

Assessment of Learning Results: Master of Business Administration (MBA) with major in International Management (Int. Mgmt.)

Summary of Results from Implementing Direct Measures of Student Learning:

1. *End-of-Program Comprehensive Examination (proprietary)*

Number of students achieving 70% on each section of the comprehensive examination on Core and Int. Mgmt. related ISLO-related criteria:

Marketing (Core ISLO 1, Int. Mgmt. ISLO 1, 2)	25 (86.2% of total)
Management (Core ISLO 1, Int. Mgmt. ISLO 1, 2)	26 (89.7% of total)
Finance (Core ISLO 1, Int. Mgmt. ISLO 1, 2)	28 (96.6% of total)
Managerial Accounting (Core ISLO 1, Int. Mgmt. ISLO 1, 2)	29 (100% of total)
Strategic Integration (Core ISLO 1, Int. Mgmt. ISLO 1, 2)	27 (93.1% of total)

Total number of students: 29

2. *Senior Capstone Project (Thesis)*

Number of students achieving a rating of 'proficient' or higher on Core and Int. Mgmt. related ISLO-related criteria:

Problem Statement Content (Core ISLO 1, Int. Mgmt. ISLO 1, 2)	28 (96.6% of total)
Writing Skills (formal) (Core ISLO 1)	27 (93.1% of total)
Communication Skills (Core ISLO 1)	27 (93.1% of total)
Teamwork/Collaboration(Core ISLO 1)	27 (93.1% of total)

Total number of students rated: 29

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Employer Survey (conducted anonymously, no separation by major possible)

Number of employers who rated their MBA employees with a minimum of 4 on a 1(unknowledgable) to 7(very knowledgeable) scale related to SLO-related criteria:

Analytical / Quantitative (Core ISLO 1)	12 (80% of total)
Decision Making (Core ISLO 1)	14 (93.3% of total)
Written Communication (Core ISLO 1)	14 (93.3% of total)
Oral Communication (Core ISLO 1)	11 (73.3% of total)
Entrepreneurial / Initiative (Core ISLO 1)	14 (93.3% of total)
Leadership / Interpersonal (Core ISLO 1)	14 (93.3% of total)
Negotiation / Conflict Resolution (Core ISLO 1)	13 (86.6% of total)
Planning and Organizing (Core ISLO 1)	12 (80% of total)
Team Building (Core ISLO 1)	13 (86.6% of total)

Total number of employers surveyed: 15

New employer survey more specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

2. Alumni Survey (conducted anonymously, no separation by major possible)

Number of third-year BBA alumni who indicated "Agree" or "Strongly Agree" on the following questions:

What I gained from my degree program helped me to obtain, keep or advance in employment	22 (100% of total)
The education I received in my degree program enabled me to achieve my professional goals	22 (100% of total)
My current position is directly related to my degree program	20 (91% of total)

Total number of third-year MBA alumni surveyed: 22

New alumni survey specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

Extent of Accomplishment of Intended Student Learning Outcomes:												
Master of Business Administration (MBA) with major in International Management												
Intended Student Learning Outcomes	Learning Assessment Measures											
General Program Intended Student Learning Outcomes	End-of-Program Comprehensive Examination			Senior Capstone Project (Thesis)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate an understanding of leadership and the nature of management within organizations operating in a multi-cultural environment.</i>		X		X				X				X
Intended Student Learning Outcomes: International Management	End-of-Program Comprehensive Examination			Senior Capstone Project (Thesis)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate an understanding of how capital markets function and be able to perform valuation of assets and capital structure.</i>		X		X				X				X
2. <i>Students will demonstrate an ability to perform ratio analysis, develop cash flow statements and use general accounting principles to help manage organizations.</i>		X		X				X				X

Assessment of Learning Results: Master of Business Administration (MBA) with major in Marketing

Summary of Results from Implementing Direct Measures of Student Learning:

1. *End-of-Program Comprehensive Examination (proprietary)*

Number of students achieving 70% on each section of the comprehensive examination on Core and Marketing related ISLO-related criteria:

Marketing (Core ISLO 1, Marketing ISLO 1, 2)	14 (100% of total)
Management (Core ISLO 1)	14 (100% of total)
Finance (Core ISLO 1, Marketing ISLO 1, 2)	13 (92.9% of total)
Managerial Accounting (Core ISLO 1)	12 (85.7% of total)
Strategic Integration (Core ISLO 1, Marketing ISLO 1, 2)	13 (92.9% of total)

Total number of students: 14

2. *Senior Capstone Project (Marketing plan)*

Number of students achieving a rating of 'proficient' or higher on Core and Marketing related ISLO-related criteria:

Project Definition(Core ISLO 1, Marketing ISLO 1, 2)	13 (92.9% of total)
Writing Skills (formal) (Core ISLO 1, Marketing ISLO 1)	13 (92.9% of total)
Communication Skills (Core ISLO 1, Marketing ISLO 1)	13 (92.9% of total)
Teamwork/Collaboration(Core ISLO 1)	14 (100% of total)

Total number of students rated: 14

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Employer Survey (conducted anonymously, no separation by major possible)

Number of employers who rated their MBA employees with a minimum of 4 on a 1(unknowlegable) to 7(very knowledgeable) scale, related to SLO-related criteria:

Analytical / Quantitative (Core ISLO 1)	12 (80% of total)
Decision Making (Core ISLO 1)	14 (93.3% of total)
Written Communication (Core ISLO 1)	14 (93.3% of total)
Oral Communication (Core ISLO 1)	11 (73.3% of total)
Entrepreneurial / Initiative (Core ISLO 1)	14 (93.3% of total)
Leadership / Interpersonal (Core ISLO 1)	14 (93.3% of total)
Negotiation / Conflict Resolution (Core ISLO 1)	13 (86.6% of total)
Planning and Organizing (Core ISLO 1)	12 (80% of total)
Team Building (Core ISLO 1)	13 (86.6% of total)

Total number of employers surveyed: 15

New employer survey more specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

2. Alumni Survey (conducted anonymously, no separation by major possible)

Number of third-year BBA alumni who indicated "Agree" or "Strongly Agree" on the following questions:

What I gained from my degree program helped me to obtain, keep or advance in employment	22 (100% of total)
The education I received in my degree program enabled me to achieve my professional goals	22 (100% of total)
My current position is directly related to my degree program	20 (91% of total)

Total number of third-year MBA alumni surveyed: 22

New alumni survey specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

Master of Business Administration (MBA) with major in Marketing												
Intended Student Learning Outcomes	Learning Assessment Measures											
General Program Intended Student Learning Outcomes	End-of-Program Comprehensive Examination			Senior Capstone Project (Marketing plan)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate an understanding of leadership and the nature of management within organizations operating in a multi-cultural environment.</i>		X		X				X				X
Intended Student Learning Outcomes: Marketing	End-of-Program Comprehensive Examination			Senior Capstone Project (Marketing plan)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will be able to develop strategic plans that reflect the dynamic international business environment.</i>	X			X					X			X
2. <i>Students will demonstrate how to effectively develop and use marketing plans for strategic positioning.</i>	X			X					X			X

Assessment of Learning Results: Master of Business Administration (MBA) with major in Entrepreneurship

Summary of Results from Implementing Direct Measures of Student Learning:

1. *End-of-Program Comprehensive Examination (proprietary)*

Number of students achieving 70% on each section of the comprehensive examination on Core and Entrepreneurship related ISLO-related criteria:

Marketing (Core ISLO 1, Entrepreneurship ISLO 1, 2, 3)	5 (100% of total)
Management (Core ISLO 1, Entrepreneurship ISLO 1, 2, 3)	5 (100% of total)
Finance (Core ISLO 1)	4 (80% of total)
Managerial Accounting (Core ISLO 1)	4 (80% of total)
Strategic Integration (Core ISLO 1, Entrepreneurship ISLO 1, 2, 3)	5 (100% of total)

Total number of students: 5

2. *Senior Capstone Project (business plan)*

Number of students achieving a rating of 'proficient' or higher on Core and Entrepreneurship related ISLO-related criteria:

Project Definition(Core ISLO 1, Entrepreneurship ISLO 1, 2, 3)	5 (100% of total)
Writing Skills (formal) (Core ISLO 1, Entrepreneurship ISLO 2, 3)	5 (100% of total)
Communication Skills (Core ISLO 1, Entrepreneurship ISLO 2, 3)	5 (100% of total)
Teamwork/Collaboration(Core ISLO 1)	5 (100% of total)

Total number of students rated: 5

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Employer Survey (conducted anonymously, no separation by major possible)*

Number of employers who rated their MBA employees with a minimum of 4 on a 1(unknowlegable) to 7(very knowledgeable) scale, related to SLO-related criteria:

Analytical / Quantitative (Core ISLO 1)	12 (80% of total)
Decision Making (Core ISLO 1)	14 (93.3% of total)
Written Communication (Core ISLO 1)	14 (93.3% of total)

Oral Communication (Core ISLO 1)	11 (73.3% of total)
Entrepreneurial / Initiative (Core ISLO 1)	14 (93.3% of total)
Leadership / Interpersonal (Core ISLO 1)	14 (93.3% of total)
Negotiation / Conflict Resolution (Core ISLO 1)	13 (86.6% of total)
Planning and Organizing (Core ISLO)	12 (80% of total)
Team Building (Core ISLO 1)	13 (86.6% of total)

Total number of employers surveyed: 15

New employer survey more specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

2. *Alumni Survey (conducted anonymously, no separation by major possible)*

Number of third-year BBA alumni who indicated "Agree" or "Strongly Agree" on the following questions:

What I gained from my degree program helped me to obtain, keep or advance in employment	22 (100% of total)
The education I received in my degree program enabled me to achieve my professional goals	22 (100% of total)
My current position is directly related to my degree program	20 (91% of total)

Total number of third-year MBA alumni surveyed: 22

New alumni survey specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

Intended Student Learning Outcomes	Learning Assessment Measures											
	End-of-Program Comprehensive Examination			Senior Capstone Project (Business plan)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
General Program Intended Student Learning Outcomes	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will demonstrate an understanding of leadership and the nature of management within organizations operating in a multi-cultural environment.		X		X				X				X
Intended Student Learning Outcomes: Entrepreneurship	End-of-Program Comprehensive Examination			Senior Capstone Project (Business plan)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will demonstrate the ability to identify and evaluate the feasibility of an attractive market for a unique idea.	X			X					X			X
2. Students will be able to articulate their ideas through development and delivery of an effective elevator pitch.	X			X					X			X
3. Students will demonstrate ability to communicate idea effectively through development of a business plan.	X			X					X			X

Assessment of Learning Results: Master of Business Administration (MBA) with major in Global Finance and Banking (GFB)

Summary of Results from Implementing Direct Measures of Student Learning:

1. *End-of-Program Comprehensive Examination (proprietary)*

Number of students achieving 70% on each section of the comprehensive examination on Core and GFB related ISLO-related criteria:

Marketing (Core ISLO 1)	2 (80% of total)
Management (Core ISLO 1)	3 (100% of total)
Finance (Core ISLO 1, GFB ISLO 1, 2)	3 (100% of total)
Managerial Accounting (Core ISLO 1, GFB ISLO 1, 2)	3 (100% of total)
Strategic Integration (Core ISLO 1)	3 (100% of total)

Total number of students: 3

2. *Senior Capstone Project (financial plan)*

Number of students achieving a rating of 'proficient' or higher on Core and GFB related ISLO-related criteria:

Project Definition(Core ISLO 1, GFB ISLO 1, 2)	3 (100% of total)
Writing Skills (formal) (Core ISLO 1)	3 (100% of total)
Communication Skills (Core ISLO 1)	3 (100% of total)
Teamwork/Collaboration(Core ISLO 1, GFB ISLO 2)	3 (100% of total)

Total number of students rated: 3

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Employer Survey (conducted anonymously, no separation by major possible)*

Number of employers who rated their MBA employees with a minimum of 4 on a 1(unknowledgable) to 7(very knowledgeable) scale, related to SLO-related criteria:

Analytical / Quantitative (Core ISLO 1)	12 (80% of total)
Decision Making (Core ISLO 1)	14 (93.3% of total)
Written Communication (Core ISLO 1)	14 (93.3% of total)
Oral Communication (Core ISLO 1)	11 (73.3% of total)

Entrepreneurial / Initiative (Core ISLO 1)	14 (93.3% of total)
Leadership / Interpersonal (Core ISLO 1)	14 (93.3% of total)
Negotiation / Conflict Resolution (Core ISLO 1)	13 (86.6% of total)
Planning and Organizing (Core ISLO)	12 (80% of total)
Team Building (Core ISLO 1)	13 (86.6% of total)
Total number of employers surveyed: 15	
New employer survey more specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.	

2. *Alumni Survey (conducted anonymously, no separation by major possible)*

Number of third-year BBA alumni who indicated "Agree" or "Strongly Agree" on the following questions:

What I gained from my degree program helped me to obtain, keep or advance in employment	22 (100% of total)
The education I received in my degree program enabled me to achieve my professional goals	22 (100% of total)
My current position is directly related to my degree program	20 (91% of total)

Total number of third-year MBA alumni surveyed: 22

New alumni survey specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

Intended Student Learning Outcomes	Learning Assessment Measures											
	End-of-Program Comprehensive Examination			Senior Capstone Project (Financial plan)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate an understanding of leadership and</i>		X		X				X				X

<i>the nature of management within organizations operating in a multi-cultural environment.</i>												
Intended Student Learning Outcomes: Major, Concentration, Specialization, Emphasis, Option, or Track in Area 2	<i>End-of-Program Comprehensive Examination</i>			<i>Senior Capstone Project (Financial plan)</i>			<i>Employer Survey</i>			<i>Alumni Survey</i>		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will be able to manage large volumes of numerical data and extract and manipulate relevant data to analyze and solve valuation and investment problems.</i>	X			X					X			X
2. <i>Students will be able to use financial data for purposes of problem-solving both individually as well as with a team.</i>	X			X					X			X
No results for MBA with major in Human Resource Management, Academic Year 2014-2015												
No results for MBA with major in International Tourism Management, Academic Year 2014-2015												

Master of Business Administration (MBA)
(Online MBA, EMBA, Flex MBA, and Global Master of Business Administration)

Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:

1. The performance targets for the Core ISLO in the end of comprehension examination were generally met, except the parts dealing with the Marketing, Management, Finance and Accounting for students all concentrations. Although the business core curriculum already integrates these sections throughout the curriculum, the school will be evaluating the possibility of adding a separate course in Marketing or implementing a business mathematics MOOC to the core curriculum in order to provide more depth in the marketing, management and finance.
2. From the Employer survey we learned that our MBA students lack oral communication skills for practical business. We have now made it obligatory to have in 2/3 of the MBA classes oral presentations. Either research papers, short presentations, or case studies. All lecturers have been informed that the rapport between presenters and audience needs to improve. The head of faculty personally supervises this learning outcome.

Intended Student Learning Outcomes: Master of Science(MSc.) in International Business	
General Program Intended Student Learning Outcomes (Program ISLOs)	
1. <i>Students will demonstrate knowledge of the fundamental principles in the functional areas of business.</i>	
Intended Student Learning Outcomes: <i>International Business</i>	
1. <i>Students will demonstrate an ability to incorporate diversity and multicultural perspectives when making business decisions.</i>	
2. <i>Students will be able to evaluate and integrate ethical considerations when making business decisions.</i>	
3. <i>Students will utilize qualitative and quantitative methods to investigate and solve critical business problems.</i>	
4. <i>Students will be able to communicate using the advanced oral and written communication skills necessary for success in the business environment.</i>	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. <i>End-of-Program Comprehensive Examination (proprietary)</i> General Program ISLOs Assessed by this Measure: 1 MSc. Int. Business ISLOs Assessed by this Measure: 1, 2, 3, 4	<i>At least 90% of masters students who major in international business will score at least 70% on each section of the comprehensive examination.</i>
2. <i>Senior Capstone Project (Global Business Project)</i> General Program ISLOs Assessed by this Measure: 1 MSc. Int. Business ISLOs Assessed by this Measure: 1, 2, 3, 4	<i>At least 90% of of MSc. in International Business students will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric on each learning-outcome-related criterion of their global business project.</i>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. <i>Employer Survey</i> General Program ISLOs Assessed by this Measure: 1 <i>(Planned 2016)</i>	<i>At least 80% of employers will rate their satisfaction with graduates with a minimum of 4 on a 1(unknowledge) to 7(very knowledgeable) scale, in terms of functional, decision-making, and collaboration knowledge and skills related to the SLOs.</i>

MSc. Int. Business ISLOs Assessed by this Measure: 1, 2, 3, 4	
<p>2. <i>Alumni Survey</i></p> <p><i>(Planned)</i></p> <p>General Program ISLOs Assessed by this Measure: 1</p> <p>MSc. Int. Business ISLOs Assessed by this Measure: 1, 2, 3, 4</p>	<p><i>At least 80% of third-year alumni will indicate that they were very well equipped for employment in the business sector.</i></p>

Assessment of Learning Results: Master of Science (MSc.) in International Business

Summary of Results from Implementing Direct Measures of Student Learning:

1. *End-of-Program Comprehensive Examination*

Number of students achieving 70% on each section of the comprehensive examination on Core and MSc. related ISLO-related criteria:

Accounting (Core ISLO 1, Int. Business ISLO 3)	3 (60% of total)
Finance (Core ISLO 1, Int. Business ISLO 1, 3)	4 (80% of total)
Economics (Core ISLO 1, 3)	2 (40% of total)
Social environment (Core ISLO 1, Int. Business ISLO 1, 2, 3)	3 (60% of total)
Legal environment (Int. Business ISLO 1, 2)	3 (60% of total)
Management (Core ISLO 1, Int. Business ISLO 1, 2)	4 (80% of total)
International business (Core ISLO 1, Int. Business ISLO 1, 2, 3, 4)	5 (100% of total)
Marketing (Core ISLO 1, 2, 4)	4 (80% of total)

Total number of students: 5

2. *Senior Capstone Project (Thesis)*

Number of students achieving a rating of 'proficient' or higher on Core and MSc. related ISLO-related criteria:

Problem Statement Content (Core ISLO 1, Int. Business ISLO 1, 2, 3, 4)	5 (100% of total)
Writing Skills (formal) (Core ISLO 1, Int. Business ISLO 4)	4 (80% of total)

Communication Skills (Core ISLO 1, Int. Business ISLO 4)	4 (80% of total)
Teamwork/Collaboration(Core ISLO 1)	5 (100% of total)
Total number of students rated: 5	

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Employer Survey (conducted anonymously)*

Number of employers who rated their MSc. employees with a minimum of 4 on a 1(unknowledgable) to 7(very knowledgeable) scale, related to SLO-related criteria:

Analytical / Quantitative (Core ISLO 1)	3 (100% of total)
Decision Making (Core ISLO 1)	3 (100% of total)
Written Communication (Core ISLO 1)	3 (100% of total)
Oral Communication (Core ISLO 1)	2 (66.6% of total)
Entrepreneurial / Initiative (Core ISLO 1)	2 (66.6% of total)
Leadership / Interpersonal (Core ISLO 1)	2 (66.6% of total)
Negotiation / Conflict Resolution (Core ISLO 1)	3 (100% of total)
Planning and Organizing (Core ISLO 1)	3 (100% of total)
Team Building (Core ISLO 1)	3 (100% of total)

Total number of employers surveyed: 3

New employer survey **more specific to the Core ISLO 's and Concentration ISLO's** will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.

Alumni Survey

Total number of third-year MSc. alumni surveyed: N/A

New alumni survey **specific to the Core ISLO 's and Concentration ISLO's** will be distributed as of 1st January 2016. The performance objectives will be adjusted accordingly.

Extent of Accomplishment of Intended Student Learning Outcomes:

Master of Science (MSc.) in International Business												
Intended Student Learning Outcomes	Learning Assessment Measures											
General Program Intended Student Learning Outcomes	End-of-Program Comprehensive Examination			Senior Capstone Project (Global Business Project)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate knowledge of the fundamental principles in the functional areas of business.</i>		X			X			X				X
Intended Student Learning Outcomes: Major, Concentration, Specialization, Emphasis, Option, or Track in Area 1	End-of-Program Comprehensive Examination			Senior Capstone Project (Global Business Project)			Employer Survey			Alumni Survey		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate an ability to incorporate diversity and multicultural perspectives when making business decisions.</i>		X		X				X				X
2. <i>Students will be able to evaluate and integrate ethical considerations when making business decisions.</i>		X		X				X				X
3. <i>Students will utilize qualitative and quantitative methods to investigate and solve critical business problems.</i>		X		X				X				X

4. <i>Students will be able to communicate using the advanced oral and written communication skills necessary for success in the business environment.</i>		X			X				X			X
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Master of Science (MSc.) in International Business
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:

1. End of comprehensive exam weaknesses: Quantitative skills.
 We have decided to change the form of evaluation of the students. We will introduce more multiple-choice exams and standardized cognitive test. A second major change, is that the research methods course will put more emphasis on inferential statistics. The research methods course will also be offered earlier in the program, so students can practice more their quantitative skills.
2. Global business project weakness: Writing skills.
 We will introduce more essay papers during our classes, to give the students the change to improve their writing skills. Under the supervision of Mrs. Budlong, there will be a periodical evaluation of essay papers, global business project, instead of evaluating all this at the end. If we can intervene more regularly and cut the projects in several pieces, we are sure to improve the general writing skills of our audience.
3. From the Employer survey we learned that our MSc. students also lack oral communication skills for practical business. We have now made it obligatory to have in 2/3 of the MSc. classes oral presentations. Either research papers, short presentations, or case studies. All lecturers have been informed that the rapport between presenters and audience needs to improve. The head of faculty personally supervises this learning outcome.

Assessment of Learning Results: Doctor of Business Administration (DBA)

Intended Student Learning Outcomes: Doctor of Business Administration (DBA)	
General Program Intended Student Learning Outcomes (Program ISLOs)	
1. <i>Students will demonstrate an understanding of the state-of-the-art knowledge in the field of the student’s research.</i>	
Intended Student Learning Outcomes: <i>International Management</i>	
1. <i>Students will apply research methods and skills to address complex problems in modern global business.</i>	
2. <i>Students will demonstrate independent and critical thinking ability and appreciate the ethical issues and concerns relevant to the discipline.</i>	
3. <i>Students will achieve a greater level of effectiveness as a professional practitioner in management, leadership and related organizational change.</i>	
4. <i>Students will adopt innovative and creative solutions to business problems and opportunities.</i>	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. <i>Written comprehensive exams (proprietary)</i> General Program ISLOs Assessed by this Measure: 1 DBA ISLOs Assessed by this Measure: 1, 2, 3, 4	<i>At least 90% of DBA students will score at least 70% on each section of the comprehensive examination.</i>
2. <i>Dissertation</i> General Program ISLOs Assessed by this Measure: 1 DBA ISLOs Assessed by this Measure: 1, 2, 3, 4	<i>At least 90% of DBA students will achieve a performance rating of ‘proficient’ or higher in the evaluation rubric of each learning-outcome-related criterion in their dissertation.</i>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. <i>Student satisfaction survey</i> General Program ISLOs Assessed by this Measure: 1 <i>(Planned 2016)</i> DBA ISLOs Assessed by this Measure: 1, 2, 3, 4	<i>At least 90% of graduating seniors in each BBA major will indicate that they “Agree” or “Strongly Agree” with their learning experience success related to the SLOs.</i>

<p>2. <i>Alumni Survey</i></p> <p><i>(Planned)</i></p> <p>General Program ISLOs Assessed by this Measure: 1</p> <p>DBA ISLOs Assessed by this Measure: 1, 2, 3, 4</p>	<p><i>At least 80% of third-year alumni will indicate that they were very well equipped for employment in the business sector.</i></p>
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Summary of Results from Implementing Direct Measures of Student Learning:

1. *Written comprehensive exams (proprietary)*

Number of students achieving 70% on each section of the comprehensive examination on Core and DBA related ISLO-related criteria:

Leadership Skills (Core ISLO 1, DBA ISLO 3, 4)	6 (100% of total)
Research Skills (Core ISLO 1 DBA ISLO 1, 2)	6 (100% of total)
Writing Skills (Core ISLO 1 DBA ISLO 1, 3)	6 (100% of total)

Total number of students: 6

2. *Senior Capstone Project (Thesis)*

Number of students achieving a rating of ‘proficient’ or higher on Core and DBA related ISLO-related criteria:

Research Skills (Core ISLO 1, DBA ISLO 1, 2)	6 (100% of total)
Contribution to Field (Core ISLO 1, DBA ISLO 1)	6 (100% of total)
Writing Skills (formal) (Core ISLO 1, DBA ISLO 1, 3)	6 (100% of total)
Managerial Accounting (Core ISLO 1, DBA ISLO 1, 4)	6 (100% of total)
Communication Skills (Core ISLO 1, DBA ISLO 1, 2)	6 (100% of total)

Total number of students rated: 6

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Student Satisfaction Survey (conducted anonymously, no separation by major possible)*

Number of graduating seniors who indicated “Agree” or “Strongly Agree” to their learning experiences on Core and DBA related ISLO-related criteria:

Analytical skills (Core ISLO 1)	6 (100% of total)
Critical thinking (Core ISLO 1)	6 (100% of total)
Ethical sensitivity (Core ISLO 1)	6 (100% of total)
Communication skills(written and oral) (Core ISLO 1)	6 (100% of total)
Entrepreneurial skills (Core ISLO 1)	6 (100% of total)
Team working skills (Core ISLO 1)	6 (100% of total)
Total number of students surveyed: 6	
New student satisfaction survey more specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.	

2. *Alumni Survey*

Number of third-year MBA alumni who indicated "Agree" or "Strongly Agree" on the following questions:

What I gained from my degree program helped me to obtain, keep or advance in employment	2 (66.6% of total)
The education I received in my degree program enabled me to achieve my professional goals	2 (66.6% of total)
My current position is directly related to my degree program	1 (33.3% of total)
Total number of third-year MBA alumni surveyed: 3	
New alumni survey specific to the Core ISLO 's and Concentration ISLO's will be distributed as of 1st January 2016. The performance objectives will be adjusted as of the next annual report.	

Extent of Accomplishment of Intended Student Learning Outcomes:

Doctor of Business Administration (DBA)				
Intended Student Learning Outcomes	Learning Assessment Measures			
General Program Intended Student Learning Outcomes	<i>End-of-Program Comprehensive Examination</i>	<i>Senior Capstone Project (Dissertation)</i>	<i>Student Satisfaction Survey</i>	<i>Alumni Survey</i>

	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will demonstrate an understanding of the state-of-the-art knowledge in the field of the student's research.</i>	X			X			X					X
Intended Student Learning Outcomes: Major, Concentration, Specialization, Emphasis, Option, or Track in Area 1	<i>End-of-Program Comprehensive Examination</i>			<i>Senior Capstone Project (Dissertation)</i>			<i>Student Satisfaction Survey</i>			<i>Alumni Survey</i>		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. <i>Students will apply research methods and skills to address complex problems in modern global business.</i>	X			X					X			X
2. <i>Students will demonstrate independent and critical thinking ability and appreciate the ethical issues and concerns relevant to the discipline.</i>	X			X					X			X
3. <i>Students will achieve a greater level of effectiveness as a professional practitioner in management, leadership and related organizational change.</i>	X			X					X			X
4. <i>Students will adopt innovative and creative solutions to business problems and opportunities.</i>	X			X					X			X

Doctor of Business Administration (DBA)

Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:

N/A