



Public Disclosure of Student Learning

Institution SBS Swiss Business School

Academic Year 2015-2016

Report of Student Learning and Achievement

SBS Swiss Business School

For Academic Year: 2015-2016

Mission of the SBS Swiss Business School

SBS Swiss Business School was founded as 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.

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.

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.

Student Learning Assessment for the Bachelor of Business Administration (BBA)

BBA and BBA (AAE)

Program Intended Student Learning Outcomes (Program ISLOs)

1. Students will be able to identify the principal concepts, theories, and practices in the functional areas of business. (Finance, Management, Marketing, Accounting).
2. Students will be able to apply business related quantitative methods and information technology in support of management decision making.
3. Students will be able to demonstrate critical thinking and effective reasoning skills to solve problems in the context of organizational decision making.
4. Students will be able to recognize legal and ethical principles in business and apply them to organizational decision making.
5. Students will be able to evaluate the social and economic environments of business and apply them to the development of managerial strategy.

6. Students will be able to evaluate the global dimensions of business.	
7. Students will be able to compose and present effective oral forms of communication.	
8. Students will demonstrate writing skills necessary for effective management in the business environment.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. End of program comprehensive exam (CBE) Program ISLOs Assessed by this Measure: 1, 4, 5, 6	At least 80% of the BBA senior students will score at least 70% on each subset of examination questions related to each of the program ISLOs assessed by this measure.
2. Thesis Program ISLOs Assessed by this Measure: 3, 7, 8	At least 80% of BBA senior students will score a minimum of 70% on each section of the thesis assessment rubric related to each of the program ISLOs assessed by this measure.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. Student Exit Survey Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8	On the exit survey instrument, at least 80% of graduating BBA will indicate that they were 'successful' or 'very successful' in achieving each of the program ISLOs assessed by this measure.
2. Alumni Survey (3rd year Alumni) Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8	On the alumni survey instrument, at least 80% of graduating BBA will indicate a performance rating of 'proficient' or 'excellent' on each of the program ISLOs assessed by this measure.
Assessment Results: BBA	
Summary of Results from Implementing Direct Measures of Student Learning:	
1. End of program comprehensive examination	
<u>Number of Students Achieving a Sub score of 70% or Higher on Each of the Program-ISLO-Related Set of Examination Questions:</u>	
Accounting (Program ISLO 1)	3 (38% of total)

Finance (Program ISLO 1)	3 (38% of total)
Economic Environment (Program ISLO 5)	3 (38% of total)
Social Environment (Program ISLO 5)	2 (25% of total)
Legal Environment (Program ISLO 4)	0 (0% of total)
Management (Program ISLO 1)	3 (38% of total)
International Business/Global Dimensions (Program ISLO 6)	5 (63% of total)
Marketing (Program ISLO 1)	4 (50% of total)

(Total Number of Students: 8)

2. Thesis

Number of Students Receiving a Score of 70% or Higher on Each Section of the Thesis Assessment Rubric on Each of the Program-ISLO-Related Criteria:

Applied Knowledge (Program ISLO 2, 3, 4)	6 (86% of total)
Written Assignments (Program ISLO 8)	6 (86% of total)
Presentations (Program ISLO 7)	7 (100% of total)

Total number of students: 7

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Student Exit Survey

Number of Students Rating Their Degree of Success in Achieving the Program ISLOs as “successful” or “very successful” :

Program ISLO 1 (knowledge of the functional areas of business)	8 (100% of total)
Program ISLO 2 (quantitative techniques and methods)	7 (88% of total)
Program ISLO 3 (critical thinking/problem-solving skills)	7 (88% of total)
Program ISLO 4 (legal and ethical obligations/responsibilities)	6 (75% of total)
Program ISLO 5 (social and economic environments of business)	7 (100% of total)
Program ISLO 6 (global dimensions of business)	7 (100% of total)
Program ISLO 7 (oral forms of communications)	8 (100% of total)
Program ISLO 8 (writing skills/written communication)	8 (100% of total)

Total number of students surveyed: 8

2. Alumni Survey

Number of Alumni Rating Their Degree of Success in Achieving the Program ISLOs as “proficient” or “excellent” :

Program ISLO 1 (knowledge of the functional areas of business)	8 (89% of total)
Program ISLO 2 (quantitative techniques and methods)	8 (89% of total)
Program ISLO 3 (critical thinking/problem-solving skills)	8 (89% of total)
Program ISLO 4 (legal and ethical obligations/responsibilities)	9 (100% of total)
Program ISLO 5 (social and economic environments of business)	9 (100% of total)
Program ISLO 6 (global dimensions of business)	9 (100% of total)
Program ISLO 7 (oral communication skills)	8 (89% of total)
Program ISLO 8 (written communication skills)	8 (89% of total)

Total number of alumni surveyed: 9

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	End of Program Comprehensive Exam	Thesis	Direct Measure 3	Direct Measure 4	Student Exit Survey	Alumni Survey	Indirect Measure 3	Indirect Measure 4
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Students will be able to identify the principal concepts, theories, and practices in the functional areas of business. (Finance, Management, Marketing, Accounting).	Not Met	n/a			Met	Met		
2. Students will be able to apply	n/a	n/a			Met	Met		

business related quantitative methods and information technology in support of management decision making.								
3. Students will be able to demonstrate critical thinking and effective reasoning skills to solve problems in the context of organizational decision making.	n/a	Met			Met	Met		
4. Students will be able to recognize legal and ethical principles in business and apply them to organizational decision making.	Not Met	n/a			Not Met	Met		
5. Students will be able to evaluate the social and economic environments of business and apply them to the development of managerial strategy.	Not Met	n/a			Met	Met		
6. Students will be able to evaluate the global dimensions of business.	Not Met	n/a			Met	Met		
7. Students will be able to compose and present effective oral forms of communication.	n/a	Met			Met	Met		
8. Students will demonstrate writing skills necessary for effective management in the business environment.	n/a	Met			Met	Met		

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

1. Program ISLO 1, 4, 5, 6

Over the years, we have done more efforts to prepare the students for the CBE, and we always get worse results. We organized 3 preparatory seminars for the students and a trial exam on the PCs. After intensive discussion with the students, we did find out that they did not take the exam serious, since it was not reflected on their transcripts or it did not generate any credits. After several meetings of the Faculty Council, it was decided by majority that the CBE will become part of the final exam of the course: Business in a World Economy, like this students are obliged to take the exam serious and hopefully it improves our results.

Student Learning Assessment for Master of Science (MSc.) in International Business

Program Intended Student Learning Outcomes (Program ISLOs)

1. Students will be able to apply appropriate technological and quantitative methods and tools to the solution of practical management problems.
2. Students will be able to evaluate and integrate ethical considerations when making business decisions
3. Students will be able to demonstrate the ability to recognize and gather data, and to analyze and synthesize the information for problem solving of practical management.
4. Students will be able to integrate theory and practical application across business functional areas for the purpose of strategic analysis, planning, implementation, and control.
5. Students incorporate diversity and multicultural perspectives when making business decisions.
6. Students will be able to demonstrate effective teamwork skills essential for working with a team.
7. Students will be able to communicate using advanced oral communication skills necessary for success in the business environment.
8. Students will be able to communicate using advanced written communication skills necessary for success in the business environment.

**Assessment Instruments for Intended Student Learning Outcomes—
Direct Measures of Student Learning:**

Performance Objectives (Targets/Criteria) for Direct Measures:

1. End of program comprehensive exam
Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5

At least 90% of the MSc. students will score at least 70% on each subset of examination questions related to each of the program ISLOs assessed by this measure.

Total number of students: 10

2. Thesis
Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 7, 8

At least 90% of MSc. students will score a minimum of 70% on each section of the thesis assessment rubric related to each of the program ISLOs assessed by this measure.

**Assessment Instruments for Intended Student Learning Outcomes—
Indirect Measures of Student Learning:**

Performance Objectives (Targets/Criteria) for Indirect Measures:

1. Student Exit Survey
Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8

On the exit survey instrument, at least 90% of graduating MSc. students will indicate that they were 'successful' or 'very successful' in achieving each of the program ISLOs assessed by this measure.

<p>2. Alumni Survey</p> <p>Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8</p>	<p>On the alumni survey instrument, at least 90% of graduating MSc. students will indicate a performance rating of 'proficient' or 'excellent' on each of the program ISLOs assessed by this measure.</p>										
<p>Assessment Results: Master of Science in Int. Business</p>											
<p>Summary of Results from Implementing Direct Measures of Student Learning:</p>											
<p>1. End of program comprehensive exam</p> <p><u>Number of Students Achieving a Sub score of 70% or Higher on Each of the Program-ISLO-Related Set of Examination Questions:</u></p> <table data-bbox="151 662 1260 841"> <tr> <td>Quantitative methods and tools (Program ISLO 1)</td> <td>7 (70% of total)</td> </tr> <tr> <td>Ethical obligations/responsibilities (Program ISLO 2)</td> <td>9 (90 % of total)</td> </tr> <tr> <td>Analytical skills, problem-solving (Program ISLO 3)</td> <td>9 (90 % of total)</td> </tr> <tr> <td>Integrate theory into practice / Strategic analysis (Program ISLO 4)</td> <td>10 (100 % of total)</td> </tr> <tr> <td>Diversity / Multicultural perspectives (Program ISLO 5)</td> <td>7 (70% of total)</td> </tr> </table> <p>Total number of students: 10</p>		Quantitative methods and tools (Program ISLO 1)	7 (70% of total)	Ethical obligations/responsibilities (Program ISLO 2)	9 (90 % of total)	Analytical skills, problem-solving (Program ISLO 3)	9 (90 % of total)	Integrate theory into practice / Strategic analysis (Program ISLO 4)	10 (100 % of total)	Diversity / Multicultural perspectives (Program ISLO 5)	7 (70% of total)
Quantitative methods and tools (Program ISLO 1)	7 (70% of total)										
Ethical obligations/responsibilities (Program ISLO 2)	9 (90 % of total)										
Analytical skills, problem-solving (Program ISLO 3)	9 (90 % of total)										
Integrate theory into practice / Strategic analysis (Program ISLO 4)	10 (100 % of total)										
Diversity / Multicultural perspectives (Program ISLO 5)	7 (70% of total)										
<p>2. Thesis</p> <p><u>Number of Students Receiving a Score of 70% or Higher on Each Section of the Thesis Assessment Rubric on Each of the Program-ISLO-Related Criteria:</u></p> <table data-bbox="151 1149 1260 1252"> <tr> <td>Applied Knowledge (Program ISLO 1, 2, 3, 4, 5)</td> <td>9 (90% of total)</td> </tr> <tr> <td>Written Assignments (Program ISLO 8)</td> <td>9 (90% of total)</td> </tr> <tr> <td>Presentations (Program ISLO 7)</td> <td>10 (100% of total)</td> </tr> </table> <p>Total number of students: 10</p>		Applied Knowledge (Program ISLO 1, 2, 3, 4, 5)	9 (90% of total)	Written Assignments (Program ISLO 8)	9 (90% of total)	Presentations (Program ISLO 7)	10 (100% of total)				
Applied Knowledge (Program ISLO 1, 2, 3, 4, 5)	9 (90% of total)										
Written Assignments (Program ISLO 8)	9 (90% of total)										
Presentations (Program ISLO 7)	10 (100% of total)										
<p>Summary of Results from Implementing Indirect Measures of Student Learning:</p>											

1. Student Exit Survey

Number of Students Rating Their Degree of Success in Achieving the Program ISLOs as “successful” or “very successful” :

Program ISLO 1 (quantitative techniques and methods)	9 (90% of total)
Program ISLO 2 (ethical obligations/responsibilities)	10 (100% of total)
Program ISLO 3 (data gathering and analysis/problem-solving skills)	9 (90% of total)
Program ISLO 4 (integrate theory into practice / strategic analysis)	10 (100% of total)
Program ISLO 5 (diversity / multicultural perspectives)	9 (90% of total)
Program ISLO 6 (team-work skills)	10 (100% of total)
Program ISLO 7 (oral communication skills)	9 (90% of total)
Program ISLO 8 (written communication skills)	9 (90% of total)

Total number of students surveyed: 10

2. Alumni Survey

No third-year MSc. Alumni for academic year 2015-2016.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	End of Program Comprehensive Exam	Thesis	Direct Measure 3	Direct Measure 4	Student Exit Survey	Alumni Survey	Indirect Measure 3	Indirect Measure 4
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Students will be able to apply appropriate technological and quantitative methods and tools to the solution of practical management problems.	Not met	Met			n/a	n/a		
2. Students will be able to evaluate	Met	Met			Met	n/a		

and integrate ethical considerations when making business decisions								
3. Students will be able to demonstrate the ability to recognize and gather data, and to analyze and synthesize the information for problem solving of practical management.	Met	Met			Met	n/a		
4. Students will be able to integrate theory and practical application across business functional areas for the purpose of strategic analysis, planning, implementation, and control.	Met	Met			Met	n/a		
5. Students incorporate diversity and multicultural perspectives when making business decisions.	Met	Met			Met	n/a		
6. Students will be able to demonstrate effective teamwork skills essential for working with a team.	n/a	n/a			Met	n/a		
7. Students will be able to communicate using advanced oral communication skills necessary for success in the business environment.	n/a	Met			Met	n/a		
8. Students will be able to communicate using advanced written communication skills necessary for success in the business environment.	n/a	Met			Met	n/a		

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

1. Program ISLO 1:

We did not reach the goal of Quantitative Methods for the MSc program. The new intake will follow from October till December the online statistics course with Dr. Simpson. This will allow them to have better comprehend inferential statistics and applying the different statistical tests with real life examples. The course will run over 9 weeks, and the final week is the exam.

Also, in the simulation game, we will introduce some quantitative methods, since the main topic of the simulation game is the car industry. Quantitative methods related to transportation systems will become part of the course and should close the gap.

Student Learning Assessment for Master of Business Administration (MBA)

(EMBA, Full-time MBA, Flex MBA, Online MBA and Global MBA)

Program Intended Student Learning Outcomes (Program ISLOs)

1. Students will be able to demonstrate the ability to recognize, gather, and analyze data for problem solving of practical management.
2. Students will be able to integrate theory and practical application across business functional areas for the purpose of strategic analysis, planning, implementation, and control.
3. Students will be able to apply appropriate technological and quantitative methods and tools to the solution of practical management problems.
4. Students will be able to evaluate and integrate ethical considerations when making business decisions.
5. Students will be able to demonstrate effective leadership and teamwork skills essential for working with and managing a team.
6. Students will be able to communicate using advanced oral communication skills necessary for success in the business environment.
7. Students will be able to communicate using advanced written communication skills necessary for success in the business environment.

**Assessment Instruments for Intended Student Learning Outcomes—
Direct Measures of Student Learning:**

Performance Objectives (Targets/Criteria) for Direct Measures:

<p>1. End of Program Comprehensive Examination</p> <p align="center">Program ISLOs Assessed by this Measure: 1, 2, 4</p>	<p>At least 90% of MBA students will score at least 70% on each subset of examination questions related to each of the program ISLOs assessed by this measure.</p>
<p>2. Thesis</p> <p align="center">Program ISLOs Assessed by this Measure: 3, 6, 7</p>	<p>At least 90% of MBA students will score a minimum of 70% on each section of the thesis assessment rubric related to each of the program ISLOs assessed by this measure.</p>

**Assessment Instruments for Intended Student Learning Outcomes—
Indirect Measures of Student Learning:**

Performance Objectives (Targets/Criteria) for Indirect Measures:

<p>1. Student Exit Survey</p> <p align="center">Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7</p>	<p>On the exit survey instrument, at least 90% of graduating MBA students will indicate that they were ‘successful’ or ‘very successful’ in achieving each of the program ISLOs assessed by this measure.</p>
<p>2. Alumni Survey</p> <p align="center">Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7</p>	<p>On the alumni survey instrument, at least 90% of graduating MBA students will indicate a performance rating of ‘proficient’ or ‘excellent’ on each of</p>

the program ISLOs assessed by this measure.

Assessment Results: MBA

Summary of Results from Implementing Direct Measures of Student Learning:

1. End of program comprehensive examination

Number of Students Achieving a Sub score of 70% or Higher on Each of the Program-ISLO-Related Set of Examination Questions:

Data gathering and analysis (Program ISLO 1)	13 (93% of total)
Integrate theory into practice (Program ISLO 2)	14 (100% of total)
Ethical obligations/responsibilities (Program ISLO 4)	13 (93% of total)

Total number of students surveyed: 14

2. Thesis

Number of Students Receiving a Score of 70% or Higher on Each Section of the Thesis Assessment Rubric on Each of the Program-ISLO-Related Criteria:

Applied Knowledge (Program ISLO 3)	13 (93% of total)
Written Assignments (Program ISLO 8)	13 (93% of total)
Presentations (Program ISLO 7)	13 (100% of total)

Total number of students: 14

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Student Exit Survey

Number of Students Rating Their Degree of Success in Achieving the Program ISLOs as “successful” or “very successful” :

Program ISLO 1 (data gathering and analysis/problem-solving skills)	14 (100% of total)
Program ISLO 2 (integrate theory into practice / strategic analysis)	14 (100% of total)

Program ISLO 3 (quantitative techniques and methods)	13 (93% of total)
Program ISLO 4 (ethical obligations/responsibilities)	14 (100% of total)
Program ISLO 5 (leadership and team-work skills)	9 (64% of total)
Program ISLO 6 (advanced oral communication skills)	14 (100% of total)
Program ISLO 7 (advanced written communication skills)	12 (86% of total)
Total number of students surveyed: 14	

2. Alumni Survey

Number of Alumni Rating Their Degree of Success in Achieving the Program ISLOs as “proficient” or “excellent” :

Program ISLO 1 (data gathering and analysis/problem-solving skills)	15 (100% of total)
Program ISLO 2 (integrate theory into practice / strategic analysis)	14 (93% of total)
Program ISLO 3 (quantitative techniques and methods)	14 (93% of total)
Program ISLO 4 (ethical obligations/responsibilities)	14 (93% of total)
Program ISLO 5 (leadership and team-work skills)	14 (93% of total))
Program ISLO 6 (advanced oral communication skills)	14 (93% of total)
Program ISLO 7 (advanced written communication skills)	14 (93% of total)
Total number of alumni surveyed: 15	

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	End of Program Comprehensive Exam	Thesis	Direct Measure 3	Direct Measure 4	Student Exit Survey	Alumni Survey	Indirect Measure 3	Indirect Measure 4
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Students will be able to demonstrate the ability to recognize, gather, and analyze data	Met	n/a			Met	Met		

for problem solving of practical management.								
2. Students will be able to integrate theory and practical application across business functional areas for the purpose of strategic analysis, planning, implementation, and control.	Met	n/a			Met	Met		
3. Students will be able to apply appropriate technological and quantitative methods and tools to the solution of practical management problems.	n/a	Met			Met	Met		
4. Students will be able to evaluate and integrate ethical considerations when making business decisions.	Met	n/a			Met	Met		
5. Students will be able to demonstrate effective leadership and teamwork skills essential for working with and managing a team.	n/a	n/a			Not Met	Met		
6. Students will be able to communicate using advanced oral communication skills necessary for success in the business environment.	n/a	Met			Met	Met		
7. Students will be able to communicate using advanced written communication skills necessary for success in the business environment.	n/a	Met			Not Met	Met		

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

1. Program ISLO 5

The O.B. and Leadership course has been taught by the same lecturer for years. It seems that the practical application is missing. We used to have a unique approach with the Swiss Army, due to costs savings, the Army had cancelled the program. But after long negotiations, we were able to re-install a leadership day in the Swiss Army again. Also, we introduced more practical exercises in the course to overcome the suggestions from the students

Regarding teamwork, the bigger emphasis on case studies in group and other role plays, will help to improve the teamwork situation.

2. Program ISLO 7

Students must make presentations during their studies, have case studies to be analyzed and get feedback from several lecturers during several different courses. The main issue is that they tend to have forgotten all this during their thesis presentation. Lecturers have been made aware of this, and emphasize it now during classes.

Student Learning Assessment for Doctor of Business Administration (DBA)

Program Intended Student Learning Outcomes (Program ISLOs)

1. Students will be able to formulate new ideas through interdisciplinary research questions that build on existing theory and are relevant to practice
2. Students will be able to summarize and synthesize relevant theory and past research on a given business issue
3. Students will be able to demonstrate mastery of quantitative and qualitative research methods specifically oriented to applied research
4. Students will be able to explain the impact of research findings to peers and practitioners
5. Students will be able to demonstrate an understanding of the state-of-the-art knowledge in the field of the student’s research.
6. Achieve a greater level of effectiveness as a professional practitioner in management, leadership and related organizational change
7. Students will be able to demonstrate a high level of proficiency in written, oral, and group presentation skills.
8. Students will be able to demonstrate independent and critical thinking ability and appreciate the ethical issues and concerns relevant to the discipline.

**Assessment Instruments for Intended Student Learning Outcomes—
Direct Measures of Student Learning:**

Performance Objectives (Targets/Criteria) for Direct Measures:

1. End-of-Program Comprehensive Examination
Program ISLOs Assessed by this Measure: 3, 5, 6, 8
2. Dissertation
Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 6, 7, 8

At least 90% of DBA students will score at least 70% on each subset of examination questions related to each of the program ISLOs assessed by this measure.

At least 90% of DBA students will score a minimum of 70% on each section of the thesis assessment rubric related to each of the program ISLOs assessed by this measure.

**Assessment Instruments for Intended Student Learning Outcomes—
Indirect Measures of Student Learning:**

Performance Objectives (Targets/Criteria) for Indirect Measures:

1. Student Exit Survey
Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8

On the exit survey instrument, at least 90% of graduating DBA students will indicate that they were ‘successful’ or ‘very successful’ in achieving each of the program ISLOs assessed by this measure.

<p>2. Alumni Survey</p> <p>Program ISLOs Assessed by this Measure: 1, 2, 3, 4, 5, 6, 7, 8</p>	<p>On the alumni survey instrument, at least 90% of DBA alumni students will indicate a performance rating of 'proficient' or 'excellent' on each of the program ISLOs assessed by this measure.</p>
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Assessment Results: DBA

Summary of Results from Implementing Direct Measures of Student Learning:

1. End of program comprehensive examination

Number of Students Achieving a Sub score of 70% or Higher on Each of the Program-ISLO-Related Set of Examination Questions:

Statistics (Program ISLO 3)	5 (83% of total)
Knowledge (Program ISLO 5, 6)	5 (83% of total)
Dissertation (Program ISLO 8)	6 (100% of total)

Total number of students: 6

2. Dissertation

Number of Students Receiving a Score of 70% or Higher on Each Section of the Dissertation Assessment Rubric on Each of the Program-ISLO-Related Criteria:

Applied Knowledge (Program ISLO 1, 2, 3, 4, 5, 6, 8)	2 (100% of total)
Written Assignments (Program ISLO 7)	2 (100% of total)
Presentations (Program ISLO 7)	2 (100% of total)

Total number of students: 2

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Student Exit Survey

Number of Students Rating Their Degree of Success in Achieving the Program ISLOs as "proficient" or "excellent" :

Program ISLO 1 (formulate a research problem)	2 (100% of total)
Program ISLO 2 (Integrate previous literature into an appropriate literature review)	2 (100% of total)

Program ISLO 3 (quantitative and qualitative research methods)	2 (100% of total)
Program ISLO 4 (present research results)	2 (100% of total)
Program ISLO 5 (state-of-art/advanced knowledge in field of study)	2 (100% of total)
Program ISLO 6 (leadership skills)	2 (100% of total)
Program ISLO 7 (high-level proficiency in written, oral and group presentations)	2 (100% of total)
Program ISLO 8 (critical thinking and ethical issues)	2 (100% of total)
Total number of alumni surveyed: 2	

2. Alumni Survey

No third-year DBA Alumni for the Academic Year 2015-2016.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	End of Program Comprehensive Exam	Dissertation	Direct Measure 3	Direct Measure 4	Student Exit Survey	Alumni Survey	Indirect Measure 3	Indirect Measure 4
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Students will be able to formulate new ideas through interdisciplinary research questions that build on existing theory and are relevant to practice	n/a	Met			Met	n/a		
2. Students will be able to summarize and synthesize relevant theory and past research on a given business issue	n/a	Met			Met	n/a		

3. Students will be able to demonstrate mastery of quantitative and qualitative research methods specifically oriented to applied research	Not Met	Met			Met	n/a		
4. Students will be able to explain the impact of research findings to peers and practitioners	n/a	Met			Met	n/a		
5. Students will be able to demonstrate an understanding of the state-of-the-art knowledge in the field of the student's research.	Not Met	Met			Met	n/a		
6. Achieve a greater level of effectiveness as a professional practitioner in management, leadership and related organizational change	Not Met	Met			Met	n/a		
7. Students will be able to demonstrate a high level of proficiency in written, oral, and group presentation skills.	n/a	Met			Met	n/a		
8. Students will be able to demonstrate independent and critical thinking ability and appreciate the ethical issues and concerns relevant to the discipline.	Met	Met			Met	n/a		

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

1. Program ISLO 3, 5, 6

Students have taken the COMPS exam without preparation sessions organized by SBS. We told them the topics of the COMPS but did not teach them. As a result of not reaching the Los, we decided to organize review sessions for each of the courses they took during the first year. These sessions will be organized via our Big Blue Online Portal System, and should result in better overall exam results. The review sessions will include research, statistics and global management trends and international business.