



**IACBE**

International Assembly for Collegiate Business Education

## Public Disclosure of Student Learning

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Institution SWISS UMEF UNIVERSITY

Academic Business Unit FACULTY OF MANAGEMENT SCIENCE

Academic Year 2016-2017

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**Report of Student Learning and Achievement**  
**SWISS UMEF UNIVERSITY**  
**Management Science Faculty**

For Academic Year: 2016-2017

**Mission of the *Name of your Academic Business Unit***

The primary mission of the Management Science Faculty is to support SWISS UMEF UNIVERSITY's vision with a primary focus on teaching. The faculty's overarching mission is to provide outstanding teaching at Bachelor, Master and Doctoral levels, with the end goal being to provide the business community with high quality graduates who are capable of becoming the ethical business leaders of tomorrow, with a focus on national and international business orientations.

The educational programs of the faculty are to be delivered in an academic environment that promotes the development of professional skills, and an understanding of global social, political, technological, and economic forces affecting society.

The Management Science Faculty goals are to:

1. Attract the best and brightest students to our programs.
2. Staff the management science courses with a talented and dedicated faculty.
3. Provide curricula that give students the concepts, knowledge, and skills necessary to be successful in the profession of management science and research.
4. Create a real-world connection for students through classroom materials and the use of guest professors and lecturers.
5. Provide an excellent and appropriate management science foundation for non-management science graduates without sacrificing quality.
6. To provide the community with fully qualified graduates capable of tackling the most challenging positions.
7. To assist students in obtaining positions in the field of management science.
8. To offer a modern education of excellent quality that combines both theory and practice.

**BACHELOR’S-LEVEL PROGRAMS**

<b>Student Learning Assessment for Bachelor of Business Administration</b>	
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>	
1.	Students will be able to evaluate basic concepts of the functions of business management.
2.	Students will be able to analyze and synthesize the financial decision-making process using statistical and quantitative analyses with the proper use of technology.
3.	Students will be able to apply effective communication skills in a business management environment.
4.	Students will be able to apply business theories, models, and concepts to guide analysis of problems and situations.
5.	Students will be able to apply the principles of business ethics and international corporate responsibility.
6.	Students will be able to identify the leadership and business decision-making skills necessary to perform effectively in a professional context.
7.	Students will be able to evaluate the external and internal environments of a business organization and formulate appropriate strategies in the context of competitive forces.
8.	Students will be able to describe the fundamentals of creating and managing innovation, new business development and marketing information into a strategic plan.
9.	Students will be able to apply the skills into practical experience through on-site internship(s) before graduation
<b>Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>	<b>Performance Targets/Criteria for Direct Measures:</b>
1. Written dissertation  Program ISLOs Assessed by this Measure: 3,4,5,7,9	80% of senior students in the Management Science Faculty will score a minimum grade of 5/6 on their dissertation, as per the ECTS requirements.
2. Viva voce of the dissertation  Program ISLOs Assessed by this Measure: 1, 3,4,6,7	70% of Senior students in the Management Science Faculty will score a minimum grade of 5/6 of the evaluation at the viva voce defense of the dissertation.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1. Student Satisfaction Survey  Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8,9	At least 70 % of students will have a high level of satisfaction of the education received.
2. Course Evaluation  Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8,9	At least 70% of the students must believe that the course provided them with useful, relevant and practical information and that the program was very useful.

<b>Student Learning Assessment for Bachelor of Science in Finance (BSF)</b>	
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>	
1.	Students will be able to remember a basic knowledge of the key functions of business
2.	Students will be able to analyze and synthesize the financial decision-making processes.
3.	Students will be able to apply effective communication skills in a business management environment.
4.	Students will be able to have a basic information of the financial side of business and be able to use accounting, statistics and data analysis coherently.
5.	Student will be able to analyze and evaluate organizational structures and the interdependence of functional areas.
6.	Students will be able to analyze and evaluate an organization’s internal control system, taking risk management into account, and prepare the present financial statements, reports and other documents.
7.	Students will be able to describe the workings of financial markets which operate domestically and internationally.
8.	Students will be able to articulate the purposes and critical role of money and capital markets to the functioning of a modern world business and economics.
9.	Students will be able to apply the skills into practical experience through on-site internship(s) before graduation
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1. Written dissertation  Program ISLOs Assessed by this Measure: 3,4,5,7,9	80% of senior students in the Management Science Faculty will score a minimum grade of 5/6 on their dissertation, as per the ECTS requirements.
2. Viva voce of the dissertation  Program ISLOs Assessed by this Measure: 1, 3,4,6,7	70% of Senior students in the Management Science Faculty will score a minimum grade of 5/6 of the evaluation at the viva voce defense of the dissertation.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1. Student Satisfaction Survey  Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8,9	At least 70 % of students will have a high level of satisfaction of the education received.
2. Course Evaluation  Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8,9	At least 70% of the students must believe that the course provided them with useful, relevant and practical information and that the program was very useful.

<b>Student Learning Assessment for Bachelor in Tourism and Hotel Management (BTHM):</b>	
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>	
1.	Students will develop a basic understanding of the key functions of business, management and tourism
2.	Students will be able to analyze and synthesize the financial decision-making process with the correct use and application of technology.
3.	Students will be able to apply effective communication skills in a business management environment.
4.	Students will be able to apply business theories, models, and concepts to guide analysis of problems and situations.
5.	Students will be able to analyze and evaluate an organization's internal control system, taking risk management into account, and prepare the present financial statements, reports and other documents.
6.	Students will be able to describe and understand the workings of hotel and tourist operations which operate domestically and internationally.
7.	Students will be able to articulate the purposes and critical role of hospitality and tourism markets to the functioning of a modern world business and economics.
8.	Students will be able to put knowledge acquired into practical experience through on-site internship(s) before graduation
<b>Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>	<b>Performance Targets/Criteria for Direct Measures:</b>
1. Written dissertation  Program ISLOs Assessed by this Measure: 3,4,5,7,9	80% of senior students in the Management Science Faculty will score a minimum grade of 5/6 on their dissertation, as per the ECTS requirements.
2. Viva voce of the dissertation  Program ISLOs Assessed by this Measure: 1, 3,4,6,7	70% of Senior students in the Management Science Faculty will score a minimum grade of 5/6 of the evaluation at the viva voce defense of the dissertation.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1. Student Satisfaction Survey  Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8	At least 70 % of students will have a high level of satisfaction of the education received.
2. Course Evaluation  Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8,9	At least 70% of the students must believe that the course provided them with useful, relevant and practical information and that the program was very useful.

1. *Written dissertation*

Percentage of students achieving a score higher than 5/6

BBA	38%
BSF	31%
BTHM	35 %

2. *Viva voce of the dissertation*

Percentage of students achieving a score higher than 5/6

BBA	41%
BSF	27%
BTHM	34 %

**Summary of Results from Implementing Indirect Measures of Student Learning:**

1. *Student Satisfaction Survey*

Percentage of students' satisfaction higher than 70%

BBA	88%
BSF	90%
BTHM	85%

2. *Course Evaluation*

Percentage of students' satisfaction higher than 70%

BBA	90%
BSF	85%
BTHM	81 %

**Summary of Achievement of Intended Student Learning Outcomes: Bachelor of Business Administration (BBA):**

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs Bachelor of Business Administration (BBA)	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	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 evaluate basic concepts of the functions of business management.	Met	Met			Met	Met		
2. Students will be able to analyze and synthesize the financial decision-making process using statistical and quantitative analyses with the proper use of technology.	Not Met	Not Met			Met	Met		
3. Students will be able to apply effective communication skills in a business management environment.	Met	Met			Met	Met		
4. Students will be able to apply business theories, models, and concepts to guide analysis of problems and situations.	Met	Met			Met	Met		
5. Students will be able to apply the principles of business ethics and international corporate responsibility.	Not Met	Met			Met	Met		

6. Students will be able to identify the leadership and business decision-making skills necessary to perform effectively in a professional context.	Met	Met			Met	Met		
7. Students will be able to evaluate the external and internal environments of a business organization and formulate appropriate strategies in the context of competitive forces.	Met	Met			Met	Met		
8. Students will be able to describe the fundamentals of creating and managing innovation, new business development and marketing information into a strategic plan.	Met	Met			Met	Met		
9. Students will be able to apply the skills into practical experience through on-site internship(s) before graduation	Not Met	Not Met			Met	Met		
<b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b>								
1. <b>BBA ISLO 1:</b> Faculty members will devote more time to practical exercises, in particular with the use of technology								
2. <b>BBA ISLO 5:</b> Faculty members will organize discussions on ethical thought and issues								
3. <b>BBA ISLO 9:</b> Students will be encouraged to carry out more internships and SU will organize seminars to enlarge the network with public and private enterprises								



Summary of Achievement of Intended Student Learning Outcomes: Bachelor of Science in Finance (BSF):

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs Bachelor of Science in Finance (BSF)	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	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 remember a basic knowledge of the key functions of business.	Met	Met			Met	Met		
2. Students will be able to analyze and synthesize the financial decision-making processes.	Not Met	Not Met			Met	Met		
3. Students will be able to apply effective communication skills in a business management environment.	Met	Met			Met	Met		
4. Students will be able to have a basic information of the financial side of business and be able to use accounting, statistics and data analysis coherently.	Met	Met			Met	Met		
5. Students will be able to analyze and evaluate organizational structures and the interdependence of functional areas.	Met	Met			Met	Met		

6. Students will be able to analyze and evaluate an organization's internal control system, taking risk management into account, and prepare the present financial statements, reports and other documents.	N/A	N/A			N/A	N/A		
7. Students will be able to describe the workings of financial markets which operate domestically and internationally.	Met	Met			Met	Met		
8. Students will be able to articulate the purposes and critical role of money and capital markets to the functioning of a modern world business and economics.	Met	Met			Met	Met		
9. Students will be able to apply the skills into practical experience through on-site internship(s) before graduation	Met	Met			Met	Met		

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

1. **BSF ISLO 2:** Course of Action 5 Faculty members will organize discussions on ethical thought and issues.

4. Course of Action 2

5. Course of Action 3

6. Course of Action 4

Summary of Achievement of Intended Student Learning Outcomes: Tourism and Hotel Management (BTHM):

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs Tourism and Hotel Management (BTHM)	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	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 develop a basic understanding of the key functions of business, management and tourism	Met	Met			Met	Met		
2. Students will be able to analyze and synthesize the financial decision-making process with the correct use and application of technology.	Not Met	Not Met			Not Met	Not Met		
3. Students will be able to apply effective communication skills in a business management environment.	Met	Met			Met	Met		
4. Students will be able to apply business theories, models, and concepts to guide analysis of problems and situations.	Met	Met			Met	Met		
5. Students will be able to analyze and evaluate an organization's internal control system, taking risk management into account, and prepare the present financial statements, reports and other documents.	N/A	N/A			N/A	N/A		

6. Students will be able to describe and understand the workings of hotel and tourist operations which operate domestically and internationally.	Met	Met			Met	Met		
7. Students will be able to articulate the purposes and critical role of hospitality and tourism markets to the functioning of a modern world business and economics.	Met	Met			Met	Met		
8. Students will be able to put knowledge acquired into practical experience through on-site internship(s) before graduation	Met	Met			Met	Met		
<b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b>								
1. <i>Course of Action 1</i>								
2. <i>Course of Action 2</i>								
3. <i>Course of Action 3</i>								
4. <i>Course of Action 4</i>								

## MASTER'S-LEVEL PROGRAMS

<b>Student Learning Assessment for <i>Master of Business Administration</i></b>		
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>		
1.	The courses have been created so that each graduate, on successful completion of their program, will have acquired, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis	
2.	Students will be able to prepare variance analysis of cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	
3.	Students will be able to make economic and management decisions that consider the global economic situation, since the business units are affected by lots of exogenous factors beyond the control of managers.	
4.	Students will be able to show their understanding of the impact of any adopted leadership style and approach in the organization and its consequences.	
5.	Students will be able to prepare variance analysis of cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques	
<b>Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>		<b>Performance Targets/Criteria for Direct Measures:</b>
1.	Written Thesis  Program ISLOs Assessed by this Measure: 3,4,5,	80 % senior students in the Management Science Faculty will score a minimum grade of 5/6 on their written thesis.
2.	Viva voce of the Thesis  Program ISLOs Assessed by this Measure: 1, 3,4,	70 % of the senior students in the Management Science Faculty will score a minimum grade of 5/6 at the viva voce defense of the thesis.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>		<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1.	Student Satisfaction Survey  Program ISLOs Assessed by this Measure: 1,2,3,4,5	At least 70 % of students will have a higher level of satisfaction from the level of course and seminars received by professors.
2.	Course Evaluation  Program ISLOs Assessed by this Measure: 1,2,3,4,5	Students are our primary contact and their satisfaction is critical to MSF success. At least 70% of the students will feel that their course provided them with useful education and higher quality.

<b>Student Learning Assessment for Master of Business Administration (Option International Finance and Economic):</b>		
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>		
1.	The courses have been created so that each graduate, on successful completion of their program, will have learned, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis	
2.	Student will be able to prepare variance analysis of cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	
3.	Students will be able to make economic and management decisions that bear and consider the global economic situations, since the business units are affected by lots of exogenous factors beyond the control of managers.	
4.	Students will be able to understand the economic issues as it relates to the income, employment and economic growth indexes in a country's economy and be able to constructively criticize and examine the government policies.	
5.	Students will be able to formulate short- and long-run macroeconomic policies, exploring the sources of macroeconomics fluctuations, the fiscal deficits, financial markets distresses, capital immobility, and effective monetary policy that tends to stabilize the economy.	
6.	Students will be able to analyze the entire financial system and its component parts with an expanded knowledge of the trend toward globalization of financial markets and institutions and the inter-relationships with the economy.	
7.	Students will develop the research and analysis of data, and come up with new and innovative findings of approached to solving hitherto difficult solution within the academic, business and social environment.	
<b>Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>		<b>Performance Targets/Criteria for Direct Measures:</b>
1.	Written Thesis Program ISLOs Assessed by this Measure: 1,5,7	80 % senior students in the Management Science Faculty will score a minimum grade of 5/6 on their written thesis.
2.	Viva voce of the Thesis Program ISLOs Assessed by this Measure: 2,5,6	70 % of the senior students in the Management Science Faculty will score a minimum grade of 5/6 at the viva voce defense of the thesis.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>		<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1.	Student Satisfaction Survey Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7	At least 70 % of students will have a higher level of satisfaction from the level of course and seminars received by professors.
2.	Course Evaluation Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7	Students are our primary contact and their satisfaction is critical to MSF success. At least 70% of the students will feel that their course provided them with useful education and higher quality.

<b>Student Learning Assessment for Master of Business Administration (Option International Banking):</b>		
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>		
1.	The courses have been created so that each graduate, on successful completion of their program, will have acquired, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis.	
2.	Student will be able to analysis cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	
3.	Students will review accurately the corporate financial environment facing the organization and provide systematic and logical solution structures.	
4.	Students will be able to make economic and management decisions that bear and consider the global economic situations, since the business units are affected by lots of exogenous factors beyond the control of managers.	
5.	Students will be able to comprehend the impact and affect any adopted leadership style and approaches in the organization.	
6.	Students will be able to determine the risk management issues and the efficient asset allocation in modern banking, not only for profitability and security, but also to comply with the increasingly stringent international regulations by the Bank of International Settlements.	
7.	Students will examine all aspects of financial risk management in banking - from global considerations right down to the management of a particular profit center and design/formulate policies to counter any associated risk in financial risk management.	
8.	Students will have an extensive knowledge of capital asset pricing, arbitrage pricing, pricing of derivative securities, interest rates, and bond management. Comprehension of stock valuation, estimating future earnings and dividends, and fixed income markets to enable the student to properly management the various investment options available to the organization.	
<b>Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>		<b>Performance Targets/Criteria for Direct Measures:</b>
1.	Written Thesis Program ISLOs Assessed by this Measure: 1,3,5,7	80 % senior students in the Management Science Faculty will score a minimum grade of 5/6 on their written thesis.
2.	Viva voce of the Thesis Program ISLOs Assessed by this Measure: 2,4,5,6,8	70 % of the senior students in the Management Science Faculty will score a minimum grade of 5/6 at the viva voce defense of the thesis.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>		<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1.	Student Satisfaction Survey Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8	At least 70 % of students will have a higher level of satisfaction from the level of course and seminars received by professors.
2.	Course Evaluation Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8	Students are our primary contact and their satisfaction is critical to MSF success. At least 70% of the students will feel that their course provided them with useful education and higher quality.

<b>Student Learning Assessment for Master of Business Administration (Option Public Administration):</b>		
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>		
1.	The courses have been created so that each graduate, on successful completion of their program, will have mastered, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis.	
2.	Student will be able to prepare variance analysis of cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	
3.	Students will be able to understand the impact and affect any adopted leadership style and approaches in the organization.	
4.	Students will be able to understanding and describing the difference between the managerial and leadership roles in delivering public services through perfect realization of the issues in public law and administration.	
5.	Students will be developing effective personnel policies along the objectives of the government economic policies and the objectives of the various workers.	
6.	Students will able to understand the strategic and importance of public policy administration, the value influences and that these policies are influenced by economic realities existing at any point in time.	
<b>Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>		<b>Performance Targets/Criteria for Direct Measures:</b>
1.	Written Thesis Program ISLOs Assessed by this Measure: 1,3,4	80 % senior students in the Management Science Faculty will score a minimum grade of 5/6 on their written thesis.
2.	Viva voce of the Thesis Program ISLOs Assessed by this Measure: 2,5,6	70 % of the senior students in the Management Science Faculty will score a minimum grade of 5/6 at the viva voce defense of the thesis.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>		<b>Performance Targets/Criteria for Indirect Measures:</b>
1.	Student Satisfaction Survey Program ISLOs Assessed by this Measure: 1,2,3,4,5,6	At least 70 % of students will have a higher level of satisfaction from the level of course and seminars received by professors.
2.	Course Evaluation Program ISLOs Assessed by this Measure: 1,2,3,4,5,6	Students are our primary contact and their satisfaction is critical to MSF success. At least 70% of the students will feel that their course provided them with useful education and higher quality.



<b>Student Learning Assessment for Business Administration Master of Business Administration (Option Marketing):</b>		
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>		
1.	The courses have been created so that each graduate, on successful completion of their program, will have learned, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis.	
2.	Students will be able to understanding its industrial and domestic consumer behavior, thus developing promotional mix, product and services to meet their expectations.	
3.	Students will be able to understand and segment appropriate target markets and create a direct marketing mix towards creating a sustainable competitive advantage in its selected target market(s) and products.	
4.	Students will be develop the skillful attitude and professionalism of salespeople needed to improve sales in territories and formulate complex sales and training strategies to meet the challenges of the market place.	
5.	Students will be able to appreciate fully the conditions of the global market environment in respect of cultural, political, economic implications.	
6.	Students will be able to comprehend and make constructive decisions on how to generate specific tactical guidelines for building, measuring and managing brand equity which marketers can follow to begin developing strong, successful brands.	
7.	Students will be able to explain and demonstrate how to design and implement brand strategies and when to use brand extensions, show how to adjust branding strategies over time and geographic boundaries to maximize brand equity.	
8.	Students will be able to develop the strategic marketing plans that are pragmatic and innovative towards effectively achieving the strategic and marketing planning objectives.	
<b>Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>		<b>Performance Targets/Criteria for Direct Measures:</b>
1.	Written Thesis Program ISLOs Assessed by this Measure: 3,4,5,	80 % senior students in the Management Science Faculty will score a minimum grade of 5/6 on their written thesis.
2.	Viva voce of the Thesis Program ISLOs Assessed by this Measure: 1, 3,4,	70 % of the senior students in the Management Science Faculty will score a minimum grade of 5/6 at the viva voce defense of the thesis.
<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>		<b>Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>
1.	Student Satisfaction Survey Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8	At least 70 % of students will have a higher level of satisfaction from the level of course and seminars received by professors.
2.	Course Evaluation Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8	Students are our primary contact and their satisfaction is critical to MSF success. At least 70% of the students will feel that their course provided them with useful education and higher quality.

**Assessment Results: Master of Business Administration (MBA) with Option International Finance and Economic, International Banking, Public Administration and Marketing programmes.**

**Summary of Results from Implementing Direct Measures of Student Learning:**

*1. Written thesis*

**Percentage of students achieving a score higher than 5/6**

Master of Business Administration (MBA)	45%
Option Finance and Economic	28%
Option International Banking	29%
Option Public Administration	38%
Option Marketing	43%

*2. Viva voce of the thesis*

**Percentage of students achieving a score higher than 5/6**

Master of Business Administration (MBA)	47%
Option Finance and Economic	26%
Option International Banking	38%
Option Public Administration	44%
Option Marketing	39%

**Summary of Results from Implementing Indirect Measures of Student Learning:**

*1. Student Satisfaction Survey*

**Percentage of students' satisfaction higher than 70%**

Master of Business Administration (MBA)	88%
Option Finance and Economic	82%
Option International Banking	85%
Option Public Administration	83%
Option Marketing	90%

*2. Course Evaluation*

**Percentage of students' satisfaction higher than 70%**

Master of Business Administration (MBA)	91%
Option Finance and Economic	79%
Option International Banking	84%
Option Public Administration	87.5%
Option Marketing	88.5%

**Summary of Achievement of Intended Student Learning Outcomes: Master of Business Administration (MBA):**

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs Master of Business Administration (MBA)	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	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. The courses have been created so that each graduate, on successful completion of their program, will have acquired, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis	Met	Met			Met	Met		
2. Students will be able to prepare variance analysis of cost of operation as against budgeted costs,								

and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	Met	Met			Met	Met		
3. Students will be able to make economic and management decisions that consider the global economic situation, since the business units are affected by lots of exogenous factors beyond the control of managers.	Not Met	Not Met			Met	Met		
4. Students will be able to show their understanding of the impact of any adopted leadership style and approach in the organization and its consequences.	Met	Met			Met	Met		
5. Students will be able to prepare variance analysis of cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	Met	Met			Met	Met		
<b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b>								
3. <i>Course of Action 1</i>								

4. Course of Action 2								
5. Course of Action 3								
6. Course of Action 4								
<b>Summary of Achievement of Intended Student Learning Outcomes: Master of Business Administration (Option International Finance and Economic):</b>								
<b>Intended Student Learning Outcomes</b>	<b>Learning Assessment Measures</b>							
<b>Program ISLOs Master of Business Administration Option International Finance and Economic</b>	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>	<b>Performance Target Was...</b>
1. The courses have been created so that each graduate, on successful completion of their program, will have learned, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis.	Met	Met			Met	Met		
2. Student will be able to prepare variance analysis of cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost	Met	Met			Met	Met		

reduction and performance variation using standard costing techniques.								
3. Students will be able to make economic and management decisions that bear and consider the global economic situations, since the business units are affected by lots of exogenous factors beyond the control of managers.	Not Met	Not Met			Met	Met		
4. Students will be able to understand the economic issues as it relates to the income, employment and economic growth indexes in a country's economy and be able to constructively criticize and examine the government policies.	Met	Met			Met	Met		
5. Students will be able to formulate short- and long-run macroeconomic policies, exploring the sources of macroeconomics fluctuations, the fiscal deficits, financial markets distresses, capital immobility, and effective monetary policy that tends to stabilize the economy.	Met	Met			Met	Met		
6. Students will be able to analyze the entire	Met	Met			Met	Met		

financial system and its component parts with an expanded knowledge of the trend toward globalization of financial markets and institutions and the inter-relationships with the economy.								
7. Students will develop the research and analysis of data, and come up with new and innovative findings of approached to solving hitherto difficult solution within the academic, business and social environment.	Met	Met			Met	Met		

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

1. **MBA Option International Finance and Economic: ISLO 3:** Faculty members to analyze a selection of exogeneous factors in detail.

2. *Course of Action 2*

3. *Course of Action 3*

4. *Course of Action 4*

**Summary of Achievement of Intended Student Learning Outcomes: Master of Business Administration (Option International Banking):**

<b>Intended Student Learning Outcomes</b>	<b>Learning Assessment Measures</b>							
<b>Program ISLOs Master of Business Administration Option International Banking</b>	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...

			Was...					
1. The courses have been created so that each graduate, on successful completion of their program, will have acquired, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis.	Met	Met			Met	Met		
2. Student will be able to analysis cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	Met	Met			Met	Met		
3. Students will review accurately the corporate financial environment facing the organization and provide systematic and logical solution structures.	Met	Met			Met	Met		
4. Students will be able to make economic and management decisions that bear and consider the global economic	Not Met	Not Met			Met	Met		



situations, since the business units are affected by lots of exogenous factors beyond the control of managers.								
5. Students will be able to comprehend the impact and affect any adopted leadership style and approaches in the organization.	Met	Met			Met	Met		
6. Students will be able to determine the risk management issues and the efficient asset allocation in modern banking, not only for profitability and security, but also to comply with the increasingly stringent international regulations by the Bank of International Settlements.	Met	Met			Met	Met		
7. Students will examine all aspects of financial risk management in banking - from global considerations right down to the management of a particular profit center and design/formulate policies to counter any associated risk in financial risk management.	Met	Met			Met	Met		
8. Students will have an extensive knowledge of	Met	Met			Met	Met		

capital asset pricing, arbitrage pricing, pricing of derivative securities, interest rates, and bond management. Comprehension of stock valuation, estimating future earnings and dividends, and fixed income markets to enable the student to properly management the various investment options available to the organization.								
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**Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:**

1. **MBA Option International Banking ISLO 4:** Faculty members to analyze a selection of exogeneous factors in detail.
2. *Course of Action 2*
3. *Course of Action 3*
4. *Course of Action 4*

**Summary of Results from Implementing Indirect Measures of Student Learning:**

**Summary of Achievement of Intended Student Learning Outcomes: Master of Business Administration: (Option Public Administration):**

Intended Student Learning Outcomes	Learning Assessment Measures							
<b>Program ISLOs Master of Business Administration Option Public Administration</b>	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance	Performance	Performance	Performance Target	Performance	Performance	Performance	Performance

	Target Was...	Target Was...	Target Was...	Was...	Target Was...	Target Was...	Target Was...	Target Was...
1. The courses have been created so that each graduate, on successful completion of their program, will have mastered, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis.	Met	Met			Met	Met		
2. Student will be able to prepare variance analysis of cost of operation as against budgeted costs, and offer constructive advice on reason for excess cost, and provide measure towards cost reduction and performance variation using standard costing techniques.	Met	Met			Met	Met		
3. Students will be able to understand the impact and affect any adopted leadership style and approaches in the organization.	Met	Met			Met	Met		
4. Students will be able to understanding and describing the difference between the managerial and leadership roles in delivering public services through perfect realization of the issues in public law and	Met	Met			Met	Met		

administration.								
5. Students will be developing effective personnel policies along the objectives of the government economic policies and the objectives of the various workers.	Met	Met			Met	Met		
6. Students will be able to understand the strategic and importance of public policy administration, the value influences and that these policies are influenced by economic realities existing at any point in time.	Met	Met			Met	Met		

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

1. *Course of Action 1*

2. *Course of Action 2*

3. *Course of Action 3*

4. *Course of Action 4*

**Summary of Achievement of Intended Student Learning Outcomes: Master of Business Administration (Option Marketing)**

<b>Intended Student Learning Outcomes</b>	<b>Learning Assessment Measures</b>							
<b>Program ISLOs Master of Business Administration Option Marketing</b>	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	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. The courses have been created so that each graduate, on successful completion of their program, will have learned, critical thinking, effective problem solving, effective communication, emotional intelligence skills, strategic planning and thinking, quantitative skills, innovation and critical analysis.	Met	Met			Met	Met		
2. Students will be able to understand industrial and domestic consumer behavior, thus developing promotional mix, product and services to meet their expectations.	Met	Met			Met	Met		
3. Students will be able to understand and segment appropriate target markets and create a direct marketing mix towards creating a sustainable competitive advantage in its selected target market(s) and products.	Met	Met			Met	Met		
4. Students will develop the skillful attitude and professionalism of salespeople needed to improve sales in territories and formulate complex sales and training strategies to meet the challenges of the market place.	Met	Met			Met	Met		

5. Students will be able to appreciate fully the conditions of the global market environment in respect of cultural, political, economic implications.	Met	Met			Met	Met		
6. Students will be able to comprehend and make constructive decisions on how to generate specific tactical guidelines for building, measuring and managing brand equity which marketers can follow to begin developing strong, successful brands.	Met	Met			Met	Met		
7. Students will be able to explain and demonstrate how to design and implement brand strategies and when to use brand extensions, show how to adjust branding strategies over time and geographic boundaries to maximize brand equity.	Met	Met			Met	Met		
8. Students will be able to develop the strategic marketing plans that are pragmatic and innovative towards effectively achieving the strategic and marketing planning objectives.	Not Met	Not Met			Not Met	Not Met		
<b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b>								
1. <b>MBA Option Marketing ISLO 8:</b> Faculty members are to devote more time to practical issues specifically related to strategic and marketing planning								
2. <i>Course of Action 2</i>								

**3.** *Course of Action 3*

**4.** *Course of Action 4*

**DOCTORAL-LEVEL PROGRAMS**

Student Learning Assessment for Student Learning Assessment for Doctor of Business Administration (DBA):	
Program Intended Student Learning Outcomes (Program ISLOs)	
1. Integrate critical and creative processes to demonstrate lifelong leadership development	
2. Apply research to decision-making processes within the context of diverse systems	
3. Actualize theory and practice to cultivate personal, group and organizational learning	
4. Increase awareness of how one communicates as a Scholar/Practitioner/Leader across boundaries	
5. Assess the relevance of current and emerging business theory and practice from an interdisciplinary perspective	
6. Formulate and execute effective solutions to complex, real-world problems common to the practice of business and management	
7. Apply the current research literature from business and management to practical problems found in business and management	
8. Design and conduct rigorous research that contributes to the professional body of knowledge on business and management	
Assessment Tools for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria for Direct Measures:
<b>Concept paper</b> – This assignment serves as an early demonstration of students’ ability to articulate a research study. Program ISLOs Assessed by this Measure: 1,2,5,7,8	Approval by the responsible faculty member of the doctoral school of relevance of subject and ability of student to conduct research. A minimum of 80% of students must achieve a grade of 5/6.
<b>Quality review methods</b> – At proposal stage, this assessment requires students to conduct a review of the alignment of methods, design and question in the dissertation study. Program ISLOs Assessed by this Measure: 2,3,5,6	Approval by commission of doctoral school of relevance of the thesis and the ability of student to produce a high quality thesis under the supervision of a mentor. The commission will grade the quality of the proposal. A minimum of 70% of students must achieve a grade of 5/6.
Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Assessment Tools for Intended Student Learning Outcomes— Indirect Measures of Student Learning:
Student Satisfaction Survey Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8	At least 70 % of students will have a high level of satisfaction of the education received.
Course Evaluation Program ISLOs Assessed by this Measure: 1,2,3,4,5,6,7,8	At least 70% of the students must believe that the course provided them with useful, relevant and practical information and that the program was very useful.



1. Concept paper – This assignment serves as an early demonstration of students’ ability to articulate a research study

Percentage of students achieving a score higher than 5/6

Doctor of Business Administration (DBA) 35%

2. Quality review methods – At proposal stage, this assessment requires students to conduct a review of the alignment of methods, design and question in the dissertation study.

Percentage of students achieving a score higher than 5/6

Doctor of Business Administration (DBA) 31%

**Summary of Results from Implementing Indirect Measures of Student Learning:**

1. *Student Satisfaction Survey*

Percentage of students’ satisfaction higher than 70%

Doctor of Business Administration (DBA) 84%

2. *Course Evaluation*

Percentage of students’ satisfaction higher than 70%

Doctor of Business Administration (DBA) 85%

**Summary of Achievement of Intended Student Learning Outcomes: Doctor of Business Administration (DBA):**

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs Doctor of Business Administration	<i>Written dissertation</i>	<i>Viva voce of the dissertation</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Satisfaction Survey</i>	<i>Course Evaluation</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	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. Integrate critical and creative processes to demonstrate lifelong leadership development	Met	Met			Met	Met		
2. Apply research to decision-making processes within the context of diverse systems	Met	Met			Met	Met		
3. Actualize theory and practice to cultivate personal, group and organizational learning	Met	Met			Met	Met		
4. Increase awareness of how one communicates as a Scholar/Practitioner/Leader across boundaries	Met	Met			Met	Met		
5. Assess the relevance of current and emerging business theory and practice from an interdisciplinary perspective	Met	Met			Met	Met		
6. Formulate and execute effective solutions to complex, real-world problems common to the practice of business and management	Met	Met			Met	Met		

7. Apply the current research literature from business and management to practical problems found in business and management	Met	Met			Met	Met		
8. Design and conduct rigorous research that contributes to the professional body of knowledge on business and management	Met	Met			Met	Met		
<b>Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:</b>								
1. <i>DBA ISLO 1: An active alumni association and the organization of executive education should foster lifelong training.</i>								
2. <i>Course of Action 2</i>								
3. <i>Course of Action 3</i>								
4. <i>Course of Action 4</i>								