



Report of Outcomes Assessment Results

Institution	Swiss School of Management
Academic Business Unit	Bachelor and Master of Business Administration
Academic Year	2017/18

Outcomes Assessment Plan

Is the outcomes assessment plan that you submitted to the IACBE still current or have you made changes?

The outcomes assessment plan that we have previously submitted is still current.

Changes have been made and the revised plan is attached.

We have made changes and the revised plan will be sent to the IACBE by: _____

Directions

An example of a completed form can be found in a separate document that is available for download in the Members Only section of the IACBE's website at: www.iacbe.org.

Section I (Student Learning Assessment) of the Outcomes Assessment Results form must be completed for each business program that is accredited by the IACBE (i.e., a separate table must be provided for each program). This form is required to be submitted with the Interierim Quality Assurance Report (IQAR) and with the Self-Study. If you choose to post your student learning results on your website, you may utilize this form.

A separate form is provided to report student achievement information. This form is available for download in the Members Only section of the IACBE's website at: www.iacbe.org.

Add tables, and insert or delete rows in the tables as needed in order to accommodate the number of your (i) business programs, (ii) intended student learning outcomes, and (iii) intended operational outcomes. In the sections of the assessment results tables entitled "Summary of Achievement of Intended Student Learning Outcomes" and "Summary of Achievement of Intended Operational Outcomes," **DO NOT ADD OR DELETE COLUMNS**. Space is provided in these sections for four direct measures of student learning, four indirect measures of student learning, and eight operational assessment measures/methods. If you are employing fewer than this number of assessment instruments, simply leave cells in the unused columns blank. If you are employing more than this number of instruments, you will need to create additional summary-of-achievement tables to report your assessment information.

In the sections of the assessment results tables entitled "Summary of Achievement of Intended Student Learning Outcomes" and "Summary of Achievement of Intended Operational Outcomes," enter "Met" in a given cell of the table if the performance target for the instrument in that column was achieved for the intended outcome in that row; "Not Met" if the performance target for the instrument in that column was not achieved for the intended outcome in that row; or "NA" (Not Assessed) if the instrument in that column does not measure the intended outcome in that row.

At the bottom of each assessment results table, space is provided to identify changes and improvements that you plan to make as a result of your assessment activity.

Italicized entries in the form represent areas where the academic business unit should insert its own assessment information.

Please be sure to delete these directions before submitting your form to the IACBE.

Outcomes Assessment Results

For Academic Year: 2017/18

Section I: Student Learning Assessment

Student Learning Assessment for: <i>Master of Business Administration</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
1. <i>Program Learning Outcome 1</i>	<ul style="list-style-type: none">• Students will have an integrated knowledge of the functions and system of business administration.
2. <i>Program Learning Outcome 2</i>	<ul style="list-style-type: none">• Student ability to analyze a comprehensive case study and to present their findings and implementation process, using professional public speaking skills.
3. <i>Program Learning Outcome 3</i>	<ul style="list-style-type: none">• Student confidence in their ability to synthesize information and present it to others in oral or written form.
4. <i>Program Learning Outcome 4</i>	<ul style="list-style-type: none">• Students are confident in their competency and academic preparation in their discipline
5. <i>Program Learning Outcome 5</i>	<ul style="list-style-type: none">• Students are prepared to effectively and efficiently perform in a business managerial position.
6. <i>Program Learning Outcome 6</i>	<ul style="list-style-type: none">• Students will develop strong interpersonal and communication skills necessary to succeed in business.
7. <i>Program Learning Outcome 7</i>	

- Students will have the capacity to apply business concepts to real world projects.

8. *Program Learning Outcome 8*

- Students will understand what it means to be an effective leader in a global business environment.

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

Performance Objectives (Targets/Criteria) for Direct Measures:

1. *Direct Measure 1*

Program ISLOs Assessed by this Measure: *Outcomes List*

Objective (Target/Criterion) for Direct Measure 1

Thesis

- *Students must write a 12,000 words MBA final thesis in order to complete their program. The final thesis can be understood as a final project, business plan, case study or thesis research project. Students will attempt to conduct new research or solve a problem relating to business or management. The thesis may cover a large, global issue or look at problems within a specific industry.*
- *With the development of the thesis students develop strong communication skills that will help them to create the ability to synthesize all the information and present them to others. As well as apply the knowledge and concept they have gain into real world projects.*
- *The final thesis of an MBA candidate, could potentially be an entry ticket into a new position or a prove of an academic achievement. It is a good door-opener for a first interview in any HRM office.*

2. *Direct Measure 2*

Program ISLOs Assessed by this Measure: *Outcomes List*

Objective (Target/Criterion) for Direct Measure 2

Pre-Post Test

- *SSM collaborates with Peregrine Academic Services for the Pre-Post Test, which is mandatory for all MBA candidates.*
- *Swiss School of Management uses a Pre-Post Test to measure the school's and the candidate's performance over the lengths of the program.*

	<ul style="list-style-type: none"> • The duration of both tests are between 40 – 60mins and it can be made online on Peregrine’s webesti. Candidates get an entry code where they can register and create a unique reference for measure. • The Pre-Post Test allows not only to calculate the candidate’s learning performance, but it gives us significant information on how compared to other institutes (national or international) our school has performed. This information is vital for strategic positioning in the market.
3. <i>Direct Measure 3</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Direct Measure 3</i>
4. <i>Direct Measure 4</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Direct Measure 4</i>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. <i>Indirect Measure 1</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<p><i>Objective (Target/Criterion) for Indirect Measure 1</i></p> <p><i>Student Satisfaction Survey</i></p> <ul style="list-style-type: none"> • Measures students' satisfaction with a wide range of experiences. Students have definite expectations about what they want from their campus experience. Students rate each item in the inventory by the importance of the specific expectation as well as their satisfaction with how well that expectation is being met. • With the student satisfaction survey we will be able to determine if students expectations from the MBA program contributed to their personal development and their preparation for their activities after graduation.
2. <i>Indirect Measure 2</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<p><i>Objective (Target/Criterion) for Indirect Measure 2</i></p> <p><i>Curriculum Evaluation</i></p>

- *Is part of the process of determining curriculum development priorities and distinguishing between immediate, short-term and long-term next steps.*
- *With the curriculum evaluation we can determine if students during the MBA program were thinking analytically and logically, writing effectively, and acquiring skills and knowledge on their own.*

Learning Assessment Results: *Name of Program MBA*

Summary of Results from Implementing Direct Measures of Student Learning:

1. Summary of Results for Direct Measure 1

There is almost no better proof of talent for any MBA graduate than to show and present during his/her job-interview his/her final project work in a nice printed and bounded format. It will show capabilities of research, persistentness, project work and professionalism. It will beat any kind of final exam based solely on the mastery of the theory. Annex 1. MBA Final Thesis Guideline.

2. Summary of Results for Direct Measure 2

The Pre-Post Test we do in collaboration with Peregrine Academic Services (recommended by the IACBE) is a good way to see the overall learning experience pre and post the MBA program compared to the Aggregate Pool for IACBE Region 9 (European) Programs and also compared to international programs. Annex 2. Public-Disclosure-of-Student-Achievement-Report – 2017/18

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Summary of Results for Indirect Measure 1

After completion of the MBA curriculum and after having obtained their final grade and GPA, students are required to complete the “QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION”. This year’s survey has proven again, that SSMROME has hit students’ expectations again. Annex 3 & 4. QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION Report 2017/18

2. Summary of Results for Indirect Measure 2

Once a year, the faculty members will meet with the Academic Board to decide upon the current courses offered in the MBA program. Also, upon the Course/Professor Evaluation made by our students, we can see how useful the course content was found by the participants. Faculty meetings take place after termination of the course work, during the summer break.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	<i>Direct Measure 1</i>	<i>Direct Measure 2</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Indirect Measure 1</i>	<i>Indirect Measure 2</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. <i>Program Learning Outcome 1</i>	MET	MET						
2. <i>Program Learning Outcome 2</i>	MET	MET						
3. <i>Program Learning Outcome 3</i>								
4. <i>Program Learning Outcome 4</i>								
5. <i>Program Learning Outcome 5</i>								
6. <i>Program Learning Outcome 6</i>								
7. <i>Program Learning Outcome 7</i>								
8. <i>Program Learning Outcome 8</i>								
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:								
1. <i>Course of Action 1</i> <i>No Action Required</i>								
2. <i>Course of Action 2</i> <i>No Action Required</i>								
3. <i>Course of Action 3</i>								
4. <i>Course of Action 4</i>								

Section II: Operational Assessment (Note: Complete this section only if you received first-time accreditation or reaffirmation of accreditation after January 1, 2011.)

Operational Assessment	
Intended Operational Outcomes	
1. <i>Intended Operational Outcome 1</i>	
<i>To determine the satisfactory level of students in the MBA program</i>	
2. <i>Intended Operational Outcome 2</i>	
<i>To determine the impact of faculty, administrators and staff on creating an environment that fosters excellence in learning</i>	
Assessment Measures/Methods for Intended Operational Outcomes:	Performance Objectives (Targets/Criteria) for Operational Assessment Measures/Methods:
1. <i>Operational Assessment Measure/Method 1</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 1</i> <i>Alumni Survey</i> <i>The Alumni Survey asks graduates to evaluate abilities developed at the MBA program in two context: the extent to which the abilities were enhanced by the MBA program experience and the importance of each ability in their personal and professional life.</i>
2. <i>Operational Assessment Measure/Method 2</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 2</i> <i>Professor Evaluation Survey</i> <i>Is given to make sure staff is operating and functioning at a satisfactory level within an organization. These evaluations let staff know if they are achieving the goals and objectives set by the program.</i>
3. <i>Operational Assessment Measure/Method 3</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 3</i>
4. <i>Operational Assessment Measure/Method 4</i>	<i>Objective (Target/Criterion) for Measure/Method 4</i>

Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	
5. <i>Operational Assessment Measure/Method 5</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 5</i>
6. <i>Operational Assessment Measure/Method 6</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 6</i>
7. <i>Operational Assessment Measure/Method 7</i> Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Measure/Method 7</i>

Summary of Results from Implementing Operational Assessment Measures/Methods:

1. *Summary of Results for Measure/Method 1*

*Alumni Survey: At least 89% of the alumni will indicate that they were satisfied or extremely satisfied with the MBA program
Annex 3 & 4. QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION Report 2018/19*

2. *Summary of Results for Measure/Method 2*

*Professor Evaluation: At least 92% of the students are satisfied with the attention and quality of the SSMROME staff.
Annex 5. Course and Professor Satisfaction MBA 2017/18*

Summary of Achievement of Intended Operational Outcomes:

Intended Operational Outcomes	Operational Assessment Measures/Methods							
	<i>Operational Assessment Measure/ Method 1</i>	<i>Operational Assessment Measure/ Method 2</i>	<i>Operational Assessment Measure/ Method 3</i>	<i>Operational Assessment Measure/ Method 4</i>	<i>Operational Assessment Measure/ Method 5</i>	<i>Operational Assessment Measure/ Method 6</i>	<i>Operational Assessment Measure/ Method 7</i>	<i>Operational Assessment Measure/ Method 8</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. <i>Intended Operational Outcome 1</i>	MET	MET						
2. <i>Intended Operational Outcome 2</i>	MET	MET						

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

1. *Course of Action 1*

No Action Required

2. *Course of Action 2*

No Action Required

Student Learning Assessment for: Bachelor of Business Administration

Program Intended Student Learning Outcomes (Program ISLOs)

1. *Program Learning Outcome 1*

- **Students will be able to apply analytical and problem solving skills in accounting; marketing; finance and management.**

2. *Program Learning Outcome 2*

- **Students will be able to apply analytical and problem solving skills in accounting; marketing; finance and management.**

3. *Program Learning Outcome 3*

- **Students will be able to develop a marketing plan for a new or existing product or service by integrating marketing concepts, strategies, research, and distribution principles.**

4. *Program Learning Outcome 4*

- **Students will be able to devise a capital budgeting strategy based on the principles of capital budgeting, capital structure, cost of capital, corporate financing, and asset valuation.**

<p>5. Program Learning Outcome 5</p> <ul style="list-style-type: none"> • <i>Students will be able to devise planning and control activities to effectively produce and deliver goods and services.</i> 	
<p>6. Program Learning Outcome 6</p> <ul style="list-style-type: none"> • <i>Students will be able to summarize emerging trends in management and leadership theories through research of academic literature.</i> 	
<p>7. Program Learning Outcome 7</p> <ul style="list-style-type: none"> • <i>Students will be able to summarize emerging trends in management and leadership theories through research of academic literature.</i> 	
<p>8. Program Learning Outcome 8</p> <ul style="list-style-type: none"> • <i>Students will be able to understand the elements determining the decision-making process, in particular by using statistical and quantitative analyses.</i> 	
<p>Assessment Instruments for Intended Student Learning Outcomes—</p> <p>Direct Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Direct Measures:</p>
<p>5. Direct Measure 1</p> <p>Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	<p>Objective (Target/Criterion) for Direct Measure 1</p> <p>Dissertation</p> <ul style="list-style-type: none"> • <i>The dissertation is an important work that marks the end of students' studies. It is presented in view of obtaining a Bachelor's Degree. It is made up of an original and personal essay, which has to prove that the student is, at the end of his/her studies, capable of producing a practical and theoretical reflection of a good scientific approach. Through this exercise, the student demonstrates his or her knowledge, method and critical thinking skills acquired during studies in the domain concerned.</i> • <i>Essentially, this work is the presentation of scientific research results. The originality of the dissertation is either a result of the subject, the methods of investigation, the</i>

	<p><i>quality of reflection or the strength of thought. The personal contribution is how you present, articulate and advance the research results. However, do not assume that the dissertation is limited to a simple description: it must be accompanied by an analysis indicating that throughout the work there was an in-depth and personal reflection.</i></p> <ul style="list-style-type: none"> • <i>The dissertation is a research work, which is an integral part of the theoretical and practical training.</i> • <i>The dissertation is one of the requirements needed to obtain a SSM Bachelor degree.</i> • <i>The dissertation must, by its form and content, correspond to research and analysis in the field of practical training and the last internship in view of obtaining a Bachelor degree.</i> • <i>The dissertation is a work of thorough research and analysis in the field of programs taught in each faculty and the implementation of methodologies learned during research methodology classes. This is drawn from concrete examples, investigation, compilation or experimentation relating to the discipline studied, and/or is connected, and adding a real or potential contribution to, the identification and/or the solution of a problem, preferably of international interest.</i>
<p>6. Direct Measure 2 Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	<ul style="list-style-type: none"> •
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	
	<p>3</p> <ul style="list-style-type: none"> •

<p>Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	
<p>Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	<p>4 Objective (Target/Criterion) for Indirect Measure 2</p> <p>Curriculum Evaluation</p> <ul style="list-style-type: none"> • <i>Is part of the process of determining curriculum development priorities and distinguishing between immediate, short-term and long-term next steps.</i> • <i>With the curriculum evaluation we can determine if students during the BBA program were thinking analytically and logically, writing effectively, and acquiring skills and knowledge on their own.</i>

Learning Assessment Results: *Bachelor in Business Administration*

Summary of Results from Implementing Direct Measures of Student Learning:

3. Summary of Results for Direct Measure 1

The objective of the dissertation process is to allow students to demonstrate their learning of the topics taught in class, but also their ability to conduct primary and secondary research on a specific topic related to management, business or economics. They must show knowledge of current issues or opportunities. Being mentored by experienced faculty ensures enrichment through guided research and exchanges. The choice of a dissertation as a direct measure stems from the fact that many of our students are professionals and can therefore develop the required data and analysis.

They have shown their ability to do so. Students in the Management Science Faculty will score a minimum of 80% on their dissertation to fulfill the ECTS requirements.

4. Summary of Results for Direct Measure 2

The Pre-Post Test we do in collaboration with Peregrine Academic Services (recommended by the IACBE) is a good way to see the overall learning experience pre and post the BBA program compared to the Aggregate Pool for IACBE Region 9 (European) Programs and also compared to international programs. Annex 2. Public-Disclosure-of-Student-Achievement-Report - 2017-18

Summary of Results from Implementing Indirect Measures of Student Learning:

3. Summary of Results for Indirect Measure 1

After completion of the BBA curriculum and after having obtained their final grade and GPA, students are required to complete the “QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION”. This year’s survey has proven again, that SSMROME has hit students’ expectations again. Annex 3 & 4. QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION Report 2017/18

4. Summary of Results for Indirect Measure 2

Once a year, the faculty members will meet with the Academic Board to decide upon the current courses offered in the BBA program. Also, upon the Course/Professor Evaluation made by our students, we can see how useful the course content was found by the participants. Faculty meetings take place after termination of the course work, during the summer break.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	Direct Measure 1	Direct Measure 2	Direct Measure 3	Direct Measure 4	Indirect Measure 1	Indirect Measure 2	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. Program Learning Outcome 1	MET	MET						
2. Program Learning Outcome 2	MET	MET						
3. Program Learning Outcome 3	MET	MET						

4. <i>Program Learning Outcome 4</i>	MET	MET						
5. <i>Program Learning Outcome 5</i>	MET	MET						
6. <i>Program Learning Outcome 6</i>	MET	MET						
7. <i>Program Learning Outcome 7</i>	MET	MET						
8. <i>Program Learning Outcome 8</i>	MET	MET						

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

9. Course of Action 1

N.A.

10. Course of Action 2

N.A.

Student Learning Assessment for: Higher Diploma in Business Administration

Program Intended Student Learning Outcomes (Program ISLOs)

1. Program Learning Outcome 1

- *Students will be able to communicate effectively.*

- *Program Learning Outcome 2*
- *Students will be able to apply the knowledge of business concepts and function in an integrated manner.*

- *Program Learning Outcome 3*
- *Students will be able to create business reports that effectively communicate business strategies, practices, and goals*

- *Program Learning Outcome 4*
- *Students will develop leadership skills*

- *Program Learning Outcome 5*
- *Students will be familiar with the fundamentals of creating and managing innovation*

Assessment Instruments for Intended Student Learning Outcomes— Performance Objectives (Targets/Criteria) for Direct Measures:

Direct Measures of Student Learning:	
<p>7. Direct Measure 1 Program ISLOs Assessed by this Measure: Outcomes List</p>	<p>Objective (Target/Criterion) for Direct Measure 1</p> <p>Dissertation</p> <ul style="list-style-type: none"> • <i>The dissertation is an important work that marks the end of students' studies. It is presented in view of obtaining a Bachelor's Degree. It is made up of an original and personal essay, which has to prove that the student is, at the end of his/her studies, capable of producing a practical and theoretical reflection of a good scientific approach. Through this exercise, the student demonstrates his or her knowledge, method and critical thinking skills acquired during studies in the domain concerned.</i> • <i>Essentially, this work is the presentation of scientific research results. The originality of the dissertation is either a result of the subject, the methods of investigation, the quality of reflection or the strength of thought. The personal contribution is how you present, articulate and advance the research results. However, do not assume that the dissertation is limited to a simple description: it must be accompanied by an analysis indicating that throughout the work there was an in-depth and personal reflection.</i> • <i>The dissertation is a research work, which is an integral part of the theoretical and practical training.</i> • <i>The dissertation is one of the requirements needed to obtain a SSM Bachelor degree.</i> • <i>The dissertation must, by its form and content, correspond to research and analysis in the field of practical training and the last internship in view of obtaining a Bachelor degree.</i> • <i>The dissertation is a work of thorough research and analysis in the field of programs taught in each faculty and the implementation of methodologies learned during research methodology classes. This is drawn from concrete examples, investigation, compilation or experimentation relating to the discipline studied, and/or is connected, and adding a real or potential contribution to, the identification and/or the solution of a problem, preferably of international interest.</i>
<p>8. Direct Measure 2 Program ISLOs Assessed by this Measure: Outcomes List</p>	<p>Objective (Target/Criterion) for Direct Measure 2</p> <p>Pre-Post Test</p>

	<ul style="list-style-type: none"> • <i>SSM collaborates with Peregrine Academic Services for the Pre-Post Test, which is mandatory for all Bachelor students.</i> • <i>Swiss School of Management uses a Pre-Post Test to measure the school's and the candidate's performance over the lengths of the program.</i> • <i>The duration of both tests are between 40 – 60mins and it can be made online on Peregrine's webesti. Candidates get an entry code where they can register and create an unique reference for measure.</i> • <i>The Pre-Post Test allows not only to calculate the candidate's learning performance, but it gives us significant information on how compared to other institutes (national or international) our school has performed. This information is vital for strategic positioning in the market.</i>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>
<p>Program ISLOs Assessed by this Measure: Outcomes List</p>	<p>5 Objective (Target/Criterion) for Indirect Measure 1</p> <p>Student Satisfaction Survey</p> <ul style="list-style-type: none"> • <i>Measures students' satisfaction with a wide range of experiences. Students have definite expectations about what they want from their campus experience. Students rate each item in the inventory by the importance of the specific expectation as well as their satisfaction with how well that expectation is being met.</i> • <i>With the student satisfaction survey we will be able to determine if students expectations from the Higher Diploma in Business Administration program contributed to their personal development and their preparation for their activities after graduation.</i>
	<p>6 Objective (Target/Criterion) for Indirect Measure 2</p> <p>Curriculum Evaluation</p> <ul style="list-style-type: none"> • <i>Is part of the process of determining curriculum development priorities and distinguishing between immediate, short-term and long-term next steps.</i>

- *With the curriculum evaluation we can determine if students during the Higher Diploma in Business Administration program were thinking analytically and logically, writing effectively, and acquiring skills and knowledge on their own.*

Program ISLOs Assessed by this Measure: Outcomes List

Learning Assessment Results: Higher Diploma in Business Administration

Summary of Results from Implementing Direct Measures of Student Learning:

5. Summary of Results for Direct Measure 1

The objective of the dissertation process is to allow students to demonstrate their learning of the topics taught in class, but also their ability to conduct primary and secondary research on a specific topic related to management, business or economics. They must show knowledge of current issues or opportunities. Being mentored by experienced faculty ensures enrichment through guided research and exchanges. The choice of a dissertation as a direct measure stems from the fact that many of our students are professionals and can therefore develop the required data and analysis. They have shown their ability to do so. Students will score a minimum of 80% on their dissertation to fulfill the ECTS requirements.

6. Summary of Results for Direct Measure 2

The Pre-Post Test we do in collaboration with Peregrine Academic Services (recommended by the IACBE) is a good way to see the overall learning experience pre and post the BBA program compared to the Aggregate Pool for IACBE Region 9 (European) Programs and also compared to international programs. Annex 2. Public-Disclosure-of-Student-Achievement-Report - 2017-18

Summary of Results from Implementing Indirect Measures of Student Learning:

5. Summary of Results for Indirect Measure 1

After completion of the Higher Diploma in Business Administration curriculum and after having obtained their final grade and GPA, students are required to complete the "QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION". This year's survey has proven again, that SSMROME has hit students' expectations again. Annex 3 & 4. QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION Report 2017/18

6. Summary of Results for Indirect Measure 2

Once a year, the faculty members will meet with the Academic Board to decide upon the current courses offered in the BBA program. Also, upon the Course/Professor Evaluation made by our students, we can see how useful the course content was found by the participants. Faculty meetings take place after termination of the course work, during the summer break.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	Direct Measure 1	Direct Measure 2	Direct Measure 3	Direct Measure 4	Indirect Measure 1	Indirect Measure 2	Indirect Measure 3	Indirect Measure 4
Program ISLOs	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.Program Learning Outcome 1	MET	MET						
2.Program Learning Outcome 2	MET	MET						
3.Program Learning Outcome 3								
4.Program Learning Outcome 4								
5.Program Learning Outcome 5								

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

5. Course of Action 1

N.A.

6. Course of Action 2

N.A.

Student Learning Assessment for: Diploma in Business Administration

Program Intended Student Learning Outcomes (Program ISLOs)

<p>1. Program Learning Outcome 1</p> <ul style="list-style-type: none"> • <i>Students will have a basic knowledge of the key functions of business, such as management, marketing, human resource management, accounting, economics, and the legal environment of business.</i> 	
<ul style="list-style-type: none"> • <i>Program Learning Outcome 2</i> • <i>Students will be able to analyze case studies and present their findings.</i> 	
<ul style="list-style-type: none"> • <i>Program Learning Outcome 3</i> • <i>Students will be familiar with the principles of business ethics and corporate responsibility.</i> 	
<ul style="list-style-type: none"> • <i>Program Learning Outcome 4</i> • <i>Students will develop leadership skills</i> 	
<ul style="list-style-type: none"> • <i>Program Learning Outcome 5</i> • <i>Students will understand the importance of analyzing the external and internal environments of a business organization and formulate appropriate strategies to enable the organization to attain sustainable competitive advantage</i> 	
<p>Assessment Instruments for Intended Student Learning Outcomes—</p> <p>Direct Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Direct Measures:</p>
<p>9. Direct Measure 1</p> <p>Program ISLOs Assessed by this Measure: Outcomes List</p>	<p>Objective (Target/Criterion) for Direct Measure 1</p> <p>Bachelor Thesis</p> <ul style="list-style-type: none"> • <i>As we do for the MBA students, we apply the same Direct Measure for the BBA program as well. The Final Thesis is an important work that marks the end of students' studies. It is presented in view of obtaining a Bachelor's Degree. It is made up of an original and personal essay, which has to prove that the student is, at the end of his/her studies, capable of producing a practical and theoretical reflection of a good scientific approach. Through this exercise, the student demonstrates his or her knowledge, method and</i>

	<p><i>critical thinking skills acquired during studies in the domain concerned.</i></p> <ul style="list-style-type: none"> • <i>Essentially, this work is the presentation of scientific research results. The originality of the final thesis is either a result of the subject, the methods of investigation, the quality of reflection or the strength of thought. The personal contribution is how you present, articulate and advance the research results. However, do not assume that the dissertation is limited to a simple description: it must be accompanied by an analysis indicating that throughout the work there was an in-depth and personal reflection.</i> • <i>The final thesis is a research work, which is an integral part of the theoretical and practical training.</i> • <i>The final thesis is one of the requirements needed to obtain a SSM Bachelor degree.</i> • <i>The final thesis must, by its form and content, correspond to research and analysis in the field of practical training and the last internship in view of obtaining a Bachelor degree.</i> • <i>The final thesis is a work of thorough research and analysis in the field of programs taught in each faculty and the implementation of methodologies learned during research methodology classes. This is drawn from concrete examples, investigation, compilation or experimentation relating to the discipline studied, and/or is connected, and adding a real or potential contribution to, the identification and/or the solution of a problem, preferably of international interest.</i>
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<p>10. Direct Measure 2 Program ISLOs Assessed by this Measure: Outcomes List</p>	<p>Objective (Target/Criterion) for Direct Measure 2</p> <p>Pre-Post Test</p> <ul style="list-style-type: none"> • <i>SSM collaborates with Peregrine Academic Services for the Pre-Post Test, which is mandatory for all Bachelor students.</i> • <i>Swiss School of Management uses a Pre-Post Test to measure the school's and the candidate's performance over the lengths of the program.</i>
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	<ul style="list-style-type: none"> • <i>The duration of both tests are between 40 – 60mins and it can be made online on Peregrine’s webesti. Candidates get an entry code where they can register and create an unique reference for measure.</i> • <i>The Pre-Post Test allows not only to calculate the candidate’s learning performance, but it gives us significant information on how compared to other institutes (national or international) our school has performed. This information is vital for strategic positioning in the market.</i>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>
<p>Program ISLOs Assessed by this Measure: Outcomes List</p>	<p>7 Objective (Target/Criterion) for Indirect Measure 1</p> <p>Student Satisfaction Survey</p> <ul style="list-style-type: none"> • <i>Measures students' satisfaction with a wide range of experiences. Students have definite expectations about what they want from their campus experience. Students rate each item in the inventory by the importance of the specific expectation as well as their satisfaction with how well that expectation is being met.</i> • <i>With the student satisfaction survey we will be able to determine if students expectations from the Diploma in Business Administration program contributed to their personal development and their preparation for their activities after graduation.</i>
	<p>8 Objective (Target/Criterion) for Indirect Measure 2</p> <p>Curriculum Evaluation</p> <ul style="list-style-type: none"> • <i>Is part of the process of determining curriculum development priorities and distinguishing between immediate, short-term and long-term next steps.</i>

Program ISLOs Assessed by this Measure: Outcomes List

- **With the curriculum evaluation we can determine if students during the Bachelor program were thinking analytically and logically, writing effectively, and acquiring skills and knowledge on their own.**

Learning Assessment Results: Bachelor in Business Administration

Summary of Results from Implementing Direct Measures of Student Learning:

7. Summary of Results for Direct Measure 1

The objective of the final thesis process is to allow students to demonstrate their learning of the topics taught in class, but also their ability to conduct primary and secondary research on a specific topic related to management, business or economics. They must show knowledge of current issues or opportunities. Being mentored by experienced faculty ensures enrichment through guided research and exchanges. The choice of a dissertation as a direct measure stems from the fact that many of our students are professionals and can therefore develop the required data and analysis. They have shown their ability to do so. Students will score a minimum of 80% on their dissertation to fulfill the ECTS requirements.

8. Summary of Results for Direct Measure 2

The Pre-Post Test we do in collaboration with Peregrine Academic Services (recommended by the IACBE) is a good way to see the overall learning experience pre and post the Bachelor Degree program compared to the Aggregate Pool for IACBE Region 9 (European) Programs and also compared to international programs. The Pre-Post test of the Bachelor students is has been introduced this year. Results will be disclosed in the overall learning experience part of the Outcomes-Assessment report of 2018/19.

Summary of Results from Implementing Indirect Measures of Student Learning:

7. Summary of Results for Indirect Measure 1

After completion of the Higher Diploma in Business Administration curriculum and after having obtained their final grade and GPA, students are required to complete the "QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION". This year's survey has

proven again, that SSMROME has hit students' expectations again. Annex 3 & 4. QUALITY ASSESSMENT QUESTIONNAIRE of STUDENT SATISFACTION Report 2017/18

8. Summary of Results for Indirect Measure 2

Once a year, the faculty members will meet with the Academic Board to decide upon the current courses offered in the Bachelor Degree program. Also, upon the Course/Professor Evaluation made by our students, we can see how useful the course content was found by the participants. Faculty meetings take place after termination of the course work, during the summer break.

Summary of Achievement of Intended Student Learning Outcomes:

Intended Student Learning Outcomes	Learning Assessment Measures							
	Direct Measure 1	Direct Measure 2	Direct Measure 3	Direct Measure 4	Indirect Measure 1	Indirect Measure 2	Indirect Measure 3	Indirect Measure 4
Program ISLOs	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.Program Learning Outcome 1	MET	MET						
2.Program Learning Outcome 2	MET	Not met						
3.Program Learning Outcome 3								
4.Program Learning Outcome 4								
5.Program Learning Outcome 5								

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

7. Course of Action 1

N.A.

8. Course of Action 2

Students have will take the Pre-post text of Peregrine starting from AY 2018/19.