



Report of Outcomes Assessment Results

Institution	Swiss School of Management
Academic Business Unit	Business Studies
Academic Year	2020-21

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: 2020/21

Section I: Student Learning Assessment

Student Learning Assessment for: <i>Bachelor of Business Administration</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
<p>1. <i>Students will be able to obtain relevant information and apply analytical decision making and problem-solving skills in accounting; marketing; finance and management.</i></p>	
<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1</p>	
<p>1. Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 1 and 5</p>	
<p>2. <i>Students will be able to apply their marketing skills in devising a professional marketing plan for a new or existing product or service by integrating marketing concepts, strategies, research, and distribution principles.</i></p>	
<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2</p>	
<p>2. Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 4</p>	
<p>3. <i>Students will be able to apply their finance skills to devise a capital budgeting strategy based on the principles of capital budgeting, capital structure, cost of capital, corporate financing, and asset valuation.</i></p>	
<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2</p>	
<p>3. Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 4 and 6</p>	
<p>4. <i>Students will be able to apply their planning and control skills to effectively manage production and delivery of goods and services.</i></p>	
<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1</p>	
<p>4. Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 and 6</p>	
<p>5. <i>Students will be able to demonstrate the ability of identifying emerging trends in management and leadership theories through research of academic literature</i></p>	
<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 3</p>	
<p>5. Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 7 and 8</p>	

6. Students will be able to utilize their research skills to obtain and process information, in particular statistical and quantitative data, necessary for the decisionmaking process.

Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2

6. Key Learning Outcomes for Bachelor’s-Level Business Programs to which this Outcome is Linked: 1, 5 and 8

7. Students will be able to project adequate teamwork traits while presenting, explaining and discussing business decisions.

Broad-Based Student Learning Goals to which this outcome is linked: 2

7. Key Learning Outcomes for Bachelor’s-Level Business Programs to which this Outcomes is Linked: 2 and 3

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

Performance Objectives (Targets/Criteria) for Direct Measures:

1. *Dissertation*

This work is the presentation of scientific research results. It is a capstone dissertation that covers the accounting, marketing, finance, and management aspects of business.

Program ISLOs Assessed by this Measure: 1,2,3,4,5,6, and 7

On the rating scale of the BBA dissertation rubric, at least 80% of BBA graduates will achieve a minimum of competent performance rating related to the program ISLOs assessed by this measure.

1. *Direct Measure 2*

Program ISLOs Assessed by this Measure: *Outcomes List*

On the rating scale of the viva voce rubric, at least 90% of BBA graduates will achieve a minimum of competent performance rating related to the program ISLOs assessed by this measure.

1. *Direct Measure 3*

Program ISLOs Assessed by this Measure: *Outcomes List*

Objective (Target/Criterion) for Direct Measure 3

2. *Direct Measure 4*

Program ISLOs Assessed by this Measure: *Outcomes List*

Objective (Target/Criterion) for Direct Measure 4

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

Performance Objectives (Targets/Criteria) for Indirect Measures:

1. *Student satisfaction survey*

Program ISLOs Assessed by this Measure: 1,5,6 and 7

On the rating scale of the program evaluation questionnaire, at least 70% of the BBA graduates will evaluate the BBA program as being at least satisfactory in their assessment of the program ISLOs assessed by this measure.

2. <i>Alumni Program Evaluation Survey</i> Program ISLOs Assessed by this Measure: 2,3,4 and 5	<i>Objective (Target/Criterion) for Indirect Measure 2</i>
1. <i>Indirect Measure 3</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Indirect Measure 3</i>
1. <i>Indirect Measure 4</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Indirect Measure 4</i>

Learning Assessment Results: *Name of Program 1*

Summary of Results from Implementing Direct Measures of Student Learning:

1. *Summary of Results for Direct Measure 1*

Dissertation:

We are proud that on the rating scale of the BBA dissertation rubric, all 16 final year candidates have achieved the minimum of competent performance related to our ISLO. All candidates have proven a solid capacity to cover the accounting, marketing, finance, and management aspects of business in their final thesis or business plan.

2. *Summary of Results for Direct Measure 2*

Viva Voce Dissertation:

Due to the current Covid circumstances all Viva Voce thesis defences have been done through Zoom. We're happy to confirm that all 16 students have been able to prove and convince the auditors on their business skills acquired throughout the program, supported by their final research paper.

1. *Summary of Results for Direct Measure 3*

2. *Summary of Results for Direct Measure 4*

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Summary of Results for Indirect Measure 1*

Student satisfaction survey:

Being a small school, allows us to be in close touch with our students. When problem arise, they are immediately tackled and solved. The appreciation from our students is fully legitimized by our Satisfaction survey questionnaire which let us achieve 93% of satisfaction rate among all 16 BBA students.

2. *Summary of Results for Indirect Measure 2*

Alumni Program Evaluation Survey

The best prove students can get about the quality of education they're getting at SSM, is while they are on their internship. Nothing impacts more,

than being able to quickly apply what you have learned in class. The internship reports of our students were outstanding, same as our program evaluation questioner outcome which reached 98% preference of all 16 students.

1. *Summary of Results for Indirect Measure 3*

2. *Summary of Results for Indirect Measure 4*

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>								

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

1. *Course of Action 1*
n/a

2. *Course of Action 2*
n/a

3. *Course of Action 3*

4. *Course of Action 4*

Student Learning Assessment for: *Master of Business Administration / Executive MBA*

Program Intended Student Learning Outcomes (Program ISLOs)

1. *Students will have to demonstrate their ability to integrate theoretical knowledge of the functions and system of business administration.*

Broad-Based Student Learning Goals to which this Outcome is Linked: *1 and 3*

1. Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: *1, 4, 5, and 8*

2. *Students must show ability to analyze complex data with multiple implications, make decisions in a comprehensive case study, and to synthesize and present their findings and implementation process using highly developed communication skills.*

Broad-Based Student Learning Goals to which this Outcome is Linked: *1 and 2*

2. Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: *3 and 5*

3. *Students will demonstrate they have knowledge of business concepts and functions*

Broad-Based Student Learning Goals to which this Outcome is Linked: *1 and 2*

3. Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: *1 and 4*

4. *Students will demonstrate their ability to contribute effectively in attaining organizational goals in a team environment*

Broad-Based Student Learning Goals to which this Outcome is Linked: *1 and 2*

4. Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: *2*

5. *Students will have the capacity to conduct a SWOT/PESTEL analysis in their dissertation*

Broad-Based Student Learning Goals to which this Outcome is Linked: *1 and 3*

5. Key Learning Outcomes for Master's-Level Business Programs to which this Outcomes is Linked: *4,5 and 7*

6. *Students will analyze leadership and strategic management skills in a global business environment.*

Broad-Based Student Learning Goals to which this Outcome is Linked: *2*

6. Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: *6 and 7*

Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
<p>1. <i>Dissertation</i> This work is the presentation of scientific research results. It is a capstone dissertation that covers the accounting, marketing, finance, and management aspects of business.</p> <p>Program ISLOs Assessed by this Measure: <i>1,2,3,4,5 and 6</i></p>	<p><i>On the rating scale of the MBA dissertation rubric, at least 75% of MBA graduates will achieve a minimum of competent performance rating related to the program ISLOs assessed by this measure.</i></p>
<p>2. <i>Viva voce</i> Program ISLOs Assessed by this Measure: <i>1,2,3 and 6</i></p>	<p><i>On the rating scale of the MBA dissertation rubric, at least 80% of MBA graduates will achieve a minimum of competent performance rating related to the program ISLOs assessed by this measure.</i></p>
<p>1. <i>Direct Measure 3</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Direct Measure 3</i></p>
<p>3. <i>Direct Measure 4</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Direct Measure 4</i></p>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
<p>1. <i>Student Satisfaction Survey</i> Program ISLOs Assessed by this Measure: <i>1,2,4 and 6</i></p>	<p><i>On the rating scale of the MBA satisfaction survey questionnaire, at least 80% of the MBA graduates will appear to be at least satisfied.</i></p>
<p>2. <i>Alumni Program Evaluation Survey</i> Program ISLOs Assessed by this Measure: <i>2,3,4 and 5</i></p>	<p><i>On the rating scale of the curriculum evaluation questionnaire, at least 80% of the MBA graduates will evaluate the MBA program as being at least satisfactory in their assessment of the program ISLOs assessed by this measure.</i></p>
<p>3. <i>Indirect Measure 3</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Indirect Measure 3</i></p>
<p>4. <i>Indirect Measure 4</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Indirect Measure 4</i></p>
Learning Assessment Results: Master of Business Administration / Executive MBA	

Summary of Results from Implementing Direct Measures of Student Learning:

1. Summary of Results for Direct Measure 1

Dissertation:

The MBA dissertation or final project is a door-opener for the business world. SSM requires a final paper of min. 12k words including field and desk research. We leave it open for students to choose between a dissertation, thesis, case study or business plan. Most of our students choose to go for a business plan. This year's final papers have been extremely difficult to appraise. Not because of their content, but due to the Covid situation, our entire world has made a paradigm shift which can't be grasped or understood now. Therefore, our student found it difficult to deal with something unexpected which has no empiric fundament. Understanding the situation, we have asked our examination committee to bear with those uncertainties and look at the paper from a merely academic side.

We are happy that 28 out of 37 (75.68%) of MBA candidates were able to demonstrate practical and analytical skills in the application of the business functions on a Master level, despite the great changes the Covid-19 event will bring to the business world showing at least competent up to exemplary in their research work. Their scientific research results have fully covered the accounting, marketing, finance, and management aspects of business. In light of that number, the majority of our candidates have satisfied our expectations.

2. Summary of Results for Direct Measure 2

Viva Voce:

Due to the current Covid circumstances all Viva Voce thesis defences have been done through Zoom. We're happy to confirm that all (100% or 37) our MBA candidates have been able to prove and convince the auditors on their business skills acquired throughout the program, supported by their final research paper.

3. Summary of Results for Direct Measure 3

4. Summary of Results for Direct Measure 4

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Summary of Results for Indirect Measure 1

Student Satisfaction Survey:

Sure of our closeness to our candidates and despite the current situation, we were able to satisfy their expectations. Our survey has shown a 95% appreciation of our performance and effort to cope with the current situation; 33 students were the respondents of that survey.

2. Summary of Results for Indirect Measure 2

Alumni Program Evaluation Survey

This year, we had triplicated our guest lecturers and speakers. Through out the lock-down, we were able to invite outstanding speakers that were sharing their concerns and uncertainties, same as their opportunities arising from the Covid-19. SSM has initiated something called "Swiss Talks" and also published on its website and youtube channel those videos. All of this on top of the regular classes we performed on zoom. The final survey has shown that candidates have really appreciated our efforts to entertain and add more value to the usual program, that the outcome was more than satisfying with 94% score (20 alumina and alumni were the respondents in that survey).

3. *Summary of Results for Indirect Measure 3*

4. *Summary of Results for Indirect Measure 4*

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...
6. <i>Program Learning Outcome 1</i>	Met	Met			Met	Met		
7. <i>Program Learning Outcome 2</i>	Met	Met			Met	Met		
8. <i>Program Learning Outcome 3</i>								
9. <i>Program Learning Outcome 4</i>								
10. <i>Program Learning Outcome 5</i>								

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

5. *Course of Action 1*
n/a

6. *Course of Action 2*
n/a

7. *Course of Action 3*

8. *Course of Action 4*

Student Learning Assessment for: *Doctor of Philosophy PhD*

Program Intended Student Learning Outcomes (Program ISLOs)

1. *Students must contribute to the body of knowledge in a specific field of management*

Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 3

1. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 4,6, 7 and 8

2. *Students must analyze existing theories to draw data-supported conclusions*

Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2

2. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 5

3. *Students must show they can integrate in a coherent conclusion to the various elements discussed*

Broad-Based Student Learning Goals to which this Outcome is Linked: 1

3. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 1 and 5

4. *Students must execute a plan/proposal to complete a significant piece of work in the subject they have selected*

Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2

4. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 4 and 6

5. *Students must present scholarly work in the form of a thesis*

Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2

5. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 3 and 6

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

1. *Dissertation*
This work is the presentation of scientific research results. It is a

Performance Objectives (Targets/Criteria) for Direct Measures:

On the rating scale of the PhD dissertation rubric, at least 75% of PhD graduates will achieve a minimum of competent performance rating

capstone dissertation that covers the accounting, marketing, finance, and management aspects of business. Program ISLOs Assessed by this Measure: 1,2,3,4 and 5	<i>related to the program ISLOs assessed by this measure.</i>
2. <i>Viva voce</i> Program ISLOs Assessed by this Measure: 1, 3, and 5	<i>On the rating scale of the PhD dissertation rubric, at least 80% of PhD graduates will achieve a minimum of competent performance rating related to the program ISLOs assessed by this measure.</i>
1. <i>Direct Measure 3</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Direct Measure 3</i>
5. <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>Student satisfaction survey</i> Program ISLOs Assessed by this Measure: 1, 2, 3, and 4	On the rating scale of the PhD satisfaction survey questionnaire, at least 85% of the PhD graduates will appear to be at least satisfied.
2. <i>Alumni Program Evaluation Survey</i> Program ISLOs Assessed by this Measure: 1 and 2	On the rating scale of the curriculum evaluation questionnaire, at least 85% of the PhD graduates will evaluate the PhD program as being at least satisfactory in their assessment of the program ISLOs assessed by this measure.
3. <i>Indirect Measure 3</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Indirect Measure 3</i>
6. <i>Indirect Measure 4</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Indirect Measure 4</i>
Learning Assessment Results: Doctor of Philosophy PhD	
Summary of Results from Implementing Direct Measures of Student Learning:	
1. <i>Summary of Results for Direct Measure 1</i> Dissertation: <i>The PhD program requires three-years of studies, the final Dissertation is the culmination of the program. Our student's work is the presentation</i>	

of scientific research results covering accounting, marketing, finance and management aspects. We are delighted, that our graduates have all achieved (7 PhD students or 100%) those minimum standards SSM has stated as a goal.

2. Summary of Results for Direct Measure 2

Viva Voce:

Due to the Covid-19 lock down, all our candidates (7 PhD students or 100%) have been performing their final viva voce dissertation defence through zoom. All examination sessions have been recorded and stored on our drive. All candidates have passed their test.

5. Summary of Results for Direct Measure 3

6. Summary of Results for Direct Measure 4

Summary of Results from Implementing Indirect Measures of Student Learning:

1. Summary of Results for Indirect Measure 1

Student Satisfaction Survey:

We are happy to show proud 85.71% (6 out of 7 students) of student satisfaction for our PhD program. This result is very significant, as the program goes for 3 years, which is very long for executive students.

2. Summary of Results for Indirect Measure 2

Alumni Program Evaluation Survey

The curriculum evaluation questionnaire has once more proven to be very tailor made and flexible as today's business environment has changed. With a score of 100% of satisfaction (10 PhD graduates were contacted and they all showed high satisfaction), we are happy to continue enriching the program for the years to come.

5. Summary of Results for Indirect Measure 3

6. Summary of Results for Indirect Measure 4

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
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
11. Program Learning Outcome 1	Met	Met			Met	Met		
12. Program Learning Outcome 2	Met	Met			Met	Met		

13. Program Learning Outcome 3								
14. Program Learning Outcome 4								
15. Program Learning Outcome 5								
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:								
9. Course of Action 1 <i>n/a</i>								
10. Course of Action 2 <i>n/a</i>								
11. Course of Action 3								
12. Course of Action 4								

Student Learning Assessment for: Doctor of Business Administration DBA	
Program Intended Student Learning Outcomes (Program ISLOs)	
1. <i>Students must contribute to the body of knowledge in a specific discipline</i>	<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1</p> <p>1. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 4, 6 and 8</p>
2. <i>Students must show their capacity to analyse existing theories and draw data-supported conclusions</i>	<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1 and 2</p> <p>2. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 5</p>
3. <i>Students must be able to integrate divergent or contradictory perspectives or ideas fully</i>	<p>Broad-Based Student Learning Goals to which this Outcome is Linked: 1</p> <p>3. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: 1</p>

4. *Students must be able to present and defend a thesis in applied research to be evaluated by a jury*

Broad-Based Student Learning Goals to which this Outcome is Linked: *1 and 2*

4. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: *3 and 6*

5. *Students must demonstrate advanced knowledge and competence in a field of study of practical relevance*

Broad-Based Student Learning Goals to which this Outcome is Linked: *1, 2 and 3*

5. Key Learning Outcomes for Doctoral-Level Business Programs to which this Outcome is Linked: *4 and 7*

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

Performance Objectives (Targets/Criteria) for Direct Measures:

1. *Dissertation*

This work is the presentation of scientific research results. This work is the presentation of scientific research results. It is a capstone dissertation that covers the accounting, marketing, finance, and management aspects of business.

Program ISLOs Assessed by this Measure: *1,2,3, 4 and 5*
Program ISLOs Assessed by this Measure: *1,2,3,4,5 and 6*

On the rating scale of the DBA dissertation rubric, at least 75% of DBA graduates will achieve a minimum of competent performance rating related to the program ISLOs assessed by this measure.

2. *Viva voce*

Program ISLOs Assessed by this Measure: *2, 3, and 4*

On the rating scale of the DBA dissertation rubric, at least 80% of DBA graduates will achieve a minimum of competent performance rating related to the program ISLOs assessed by this measure.

3. *Direct Measure 3*

Program ISLOs Assessed by this Measure: *Outcomes List*

Objective (Target/Criterion) for Direct Measure 3

4. *Direct Measure 4*

Program ISLOs Assessed by this Measure: *Outcomes List*

Objective (Target/Criterion) for Direct Measure 4

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

Performance Objectives (Targets/Criteria) for Indirect Measures:

1. *Student satisfaction survey*

Program ISLOs Assessed by this Measure: *1, 2 and 5*

On the rating scale of the DBA satisfaction survey questionnaire, at least 85% of the DBA graduates will appear to be at least satisfied.

2. <i>Alumni Program Evaluation Survey</i> Program ISLOs Assessed by this Measure: 2 and 5	On the rating scale of the curriculum evaluation questionnaire, at least 85% of the DBA graduates will evaluate the DBA program as being at least satisfactory in their assessment of the program ISLOs assessed by this measure.
3. <i>Indirect Measure 3</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Indirect Measure 3</i>
4. <i>Indirect Measure 4</i> Program ISLOs Assessed by this Measure: <i>Outcomes List</i>	<i>Objective (Target/Criterion) for Indirect Measure 4</i>

Learning Assessment Results: Doctor of Business Administration

Summary of Results from Implementing Direct Measures of Student Learning:

1. *After two-intensive years of studies, the final Dissertation is the culmination of the program. Our student's work is the presentation of scientific research results covering accounting, marketing, finance and management aspects. We are delighted, that our graduates (10 out of 10 or 100%) have all achieved those minimum standards or competencies SSM has stated as a goal.*

2. *Summary of Results for Direct Measure 2*

Viva Voce:

Due to the Covid-19 lock down, all our candidates (10 DBA students) have been performing their final viva voce dissertation defence through zoom. Examination sessions have been recorded and stored on our drive. All 10 candidates (100%) have exceeded the minimum level of competence and even up to exemplary.

3. *Summary of Results for Direct Measure 3*

4. *Summary of Results for Direct Measure 4*

Summary of Results from Implementing Indirect Measures of Student Learning:

1. *Summary of Results for Indirect Measure 1*

Student Satisfaction Survey:

Our survey has resulted into 100% satisfaction (10 out 10) for the DBA program, despite the shift to home-study and online classes.

2. *Summary of Results for Indirect Measure 2*

Alumni Program Evaluation Survey

The curriculum evaluation questionnaire has once more proven to be very tailor made and flexible as today's business environment has changed. With a score of 94% of satisfaction, we are happy to continue enriching the program for the years to come.

3. *Summary of Results for Indirect Measure 3*

4. Summary of Results for Indirect Measure 4

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. Program Learning Outcome 1	Met	Met			Met	Met		
2. Program Learning Outcome 2	Met	Met			Met	Met		
3. Program Learning Outcome 3								
4. Program Learning Outcome 4								
5. Program Learning Outcome 5								
Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:								
1. Course of Action 1 n/a								
2. Course of Action 2 n/a								
3. Course of Action 3								
4. Course of Action 4								

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>The SSM will measure the quality of teaching and advising sessions on periodic basis</i> 1. <i>Broad-Based Operational Goals to which this Outcome is Linked: 1</i>	
2. <i>Reaffirmation of certification of EduQua and Accreditation by the Region of Lazio</i> 2. <i>Broad-Based Operational Goals to which this Outcome is Linked: 2</i>	
3. <i>The SSM will make sure not to hire faculty with less than five years of professional experience and/or teaching experience with proven credentials.</i> 3. <i>Broad-Based Operational Goals to which this Outcomes is Linked: 3</i>	
1. <i>Intended Operational Outcome 4</i>	
2. <i>Intended Operational Outcome 5</i>	
3. <i>Intended Operational Outcome 6</i>	
4. <i>Intended Operational Outcome 7</i>	
Assessment Measures/Methods for Intended Operational Outcomes:	Performance Objectives (Targets/Criteria) for Operational Assessment Measures/Methods:
1. Satisfaction survey Intended Operational Outcomes Assessed by this Measure: 1	<i>On the average satisfaction rating scale of the satisfaction survey questionnaire, at least 90% of the graduates will appear to be more than satisfied in their assessment of the IOOs assessed by this measure.</i>
2. EduQua and the Region of Lazio oversight and accreditation documents Intended Operational Outcomes Assessed by this Measure: 2	<i>SSM has to show continuous compliance with EduQua and the Region of Lazio by maintaining its local European accreditation every year on May 15 and be ready for the reaffirmation submission in year 2022.</i>
3. Interview and Evaluation Form Intended Operational Outcomes Assessed by this Measure: 3	<i>Once a potential applicant for teaching is verified for at least 5 years of professional and/or teaching experience, then that applicant is only hired if his/her TPR score on the demon presentation is at least very satisfactory in section IV of the Faculty Interview and Evaluation Form.</i>

<p><i>4.Operational Assessment Measure/Method 4</i></p> <p>Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Measure/Method 4</i></p>
<p><i>5.Operational Assessment Measure/Method 5</i></p> <p>Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Measure/Method 5</i></p>
<p><i>6.Operational Assessment Measure/Method 6</i></p> <p>Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Measure/Method 6</i></p>
<p><i>7.Operational Assessment Measure/Method 7</i></p> <p>Intended Operational Outcomes Assessed by this Measure: <i>Outcomes List</i></p>	<p><i>Objective (Target/Criterion) for Measure/Method 7</i></p>

Summary of Results from Implementing Operational Assessment Measures/Methods:

1. Summary of Results for Measure/Method 1

Despite the entire Covid-19 situation, students have appreciated our efforts to immediately switch to our online platform and continuing our classes on initially on Skype and later on Zoom. The average satisfaction rate is of 93%, which is beyond our goal. All the extra work we put in keeping in touch with our students and following them in remote modus until the end of their academic year or graduation has paid back with interests. It was a great effort from our entire staff and faculty members.

2. N/A until May 2022

3. Summary of Results for Measure/Method 3

This measure was introduced during the lock-down period of this year, as the Swiss School of Management was in the middle of its reaffirmation fo accreditation. Since than, SSM has not hired new faculty members nor changed any of its current professors. Therefore this is not applicable for now.

1. Summary of Results for Measure/Method 4

2. Summary of Results for Measure/Method 5

3. Summary of Results for Measure/Method 6

4. Summary of Results for Measure/Method 7

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							
2. <i>Intended Operational Outcome 2</i>	Met							
3. <i>Intended Operational Outcome 3</i>	Met							
4. <i>Intended Operational Outcome 4</i>								
5. <i>Intended Operational Outcome 5</i>								
6. <i>Intended Operational Outcome 6</i>								
7. <i>Intended Operational Outcome 7</i>								
Proposed Courses of Action for Improvement in Operational Outcomes for which Performance Targets Were Not Met:								
1. <i>Course of Action 1</i> <i>It's difficult to foresee the course of action for the future, as we don't know if students are allowed to come back to class or not. However, we will</i>								
1. <i>continue to foster on new technologies that bring our class-room atmosphere closer to students who study remotely.</i>								
2. <i>Course of Action 2</i>								
3. <i>Course of Action 3</i>								
4. <i>Course of Action 4</i>								

-END of Report-