



Outcomes Assessment Plan

Institution: _____ Geneva Business School
Academic Business Unit: _____ Geneva Campus (Headquarters)
Date: _____ 12.04.2017

Table of Contents

Table of Contents.....	i
Section I: Mission and Broad-Based Goals.....	2
Mission Statement.....	2
Broad-Based Goals.....	2
Section II: Student Learning Assessment.....	4
BACHELOR’S-LEVEL PROGRAMS.....	4
Student Learning Assessment for (Program 1).....	4
Student Learning Assessment for (Program 2).....	8
MASTER’S-LEVEL PROGRAMS.....	10
Student Learning Assessment for (Program 1).....	10
Student Learning Assessment for (Program 2).....	20
DOCTORAL-LEVEL PROGRAMS.....	23
Student Learning Assessment for (Program 1).....	23
Section III: Operational Assessment.....	26
Section IV: Linkage of Outcomes Assessment with Strategic Planning and Budgeting.....	28
Section V: Appendices.....	32

OUTCOMES ASSESSMENT PLAN
Geneva Business School
Geneva Campus

Section I: Mission and Broad-Based Goals

Mission Statement

GBS Global Mission
1. Ensuring student success and Academic Excellence
2. Engaging with local and international environments through mentoring, internships, research, company placements and transfers
3. Efficiently managing the Institution in terms of Organisation and allocation of Financial resources

Broad-Based Goals

Broad-Based Student Learning Goals:
1. Understand the major concepts of business applicable to companies of all sizes.
2. Obtain business knowledge and understand the management processes involved.
3. Learn the different types of effective communication skills.
4. Understand the importance of personal and professional integrity.
5. Understand the ethical ramifications of business decisions.

Broad-Based Operational Goals:
1. The curriculum will cater for students in order to prepare them for the skills required in the professional workplace.
2. Students will have access to all necessary material and facilities to assist them in completing all courses successfully.
3. The faculty members will be composed mainly of active professionals.
4. The program will allow for students to be placed in work placements following completion of their studies.

Section II: Student Learning Assessment

BACHELOR'S-LEVEL PROGRAMS

Student Learning Assessment for (Program 1)

Please note that the Key Learning Outcomes suggested by IACBE are in line with those of GBS and have been adopted in the OAP

Intended Student Learning Outcomes for (Program 1): Bachelor of Business Administration
<p style="text-align: center;">General Program Intended Student Learning Outcomes (GENERAL Program ISLOs)</p>
<p>1. SLO 1 - <i>Understand the major concepts of business across functional areas.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 1, 2 Explain the major concepts in the functional areas of accounting, marketing, finance, and management Evaluate the legal, social, and economic environments of business</p>
<p>2. SLO 2 - <i>Integrate business knowledge and make appropriate decisions supported by relevant analysis.</i> Broad-Based Student Learning Goals Associated with this Outcome: 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 3, 7 Apply knowledge of business concepts and functions in an integrated manner Describe the global environment of business</p>
<p>3. SLO 3 - <i>Demonstrate effective communication skills.</i> Broad-Based Student Learning Goals Associated with this Outcome: 3</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 6 Construct and present effective oral and written forms of professional communication</p>
<p>4. SLO 4 - <i>Understand the importance of personal, professional integrity and the ethical ramifications of business decisions</i> Broad-Based Student Learning Goals Associated with this Outcome: 4</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 4</p>

Describe and explain the ethical obligations and responsibilities of business
Intended Student Learning Outcomes (MAJOR 1 ISLO): International Management
<p>1. SLO 5 - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in International Management.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>
<p>2. SLO 6 – <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an International Management project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p>
Intended Student Learning Outcomes (MAJOR 2 ISLO): Entrepreneurship
<p>1. SLO 7 - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in Entrepreneurship.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>
<p>2. SLO 8 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Entrepreneurship project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p>
Intended Student Learning Outcomes (MAJOR 3 ISLO): Sport Management & Marketing
<p>1. SLO 9 - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in Sport Management & Marketing.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>
<p>2. SLO 10 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Sport Management & Marketing project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p>
Intended Student Learning Outcomes (MAJOR 4 ISLO): Digital Marketing
<p>1. SLO 11 - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in Digital Marketing.</i></p>

<p>Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>
<p>2. SLO 12 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Digital Marketing project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p>
<p>Intended Student Learning Outcomes (MAJOR 5 ISLO): International Relations</p>
<p>1. SLO 13 - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in International Relations.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>
<p>2. SLO 14 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an International Relation project.</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p>
<p>Intended Student Learning Outcomes (MAJOR 6 ISLO): Hospitality Management</p>
<p>1. SLO 15 - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in Hospitality Management.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>
<p>2. SLO 16 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Hospitality Management project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p>
<p>Intended Student Learning Outcomes (MAJOR 7 ISLO): Oil and Gas Management</p>
<p>1. SLO 17 - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in Oil and Gas Management.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>

2. SLO 18 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Oil and Gas Management project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. <i>Direct Measure 1</i> Bachelor Thesis evaluation. Core SLO : SLO1 – SLO2 – SLO3 – SLO4	<i>Objective (Target/Criterion) for Direct Measure 1</i> <i>All graduating Bachelor students will score a minimum average of 80% in the Bachelor Thesis evaluation</i>
2. <i>Direct Measure 2</i> Capstone Case Study results Major SLO : SLO5 – SLO6 - SLO7 – SLO8 - SLO9 - SLO10 – SLO11 – SLO12 – SLO13 – SLO14 – SLO15 – SLO16 – SLO17 – SLO18	<i>Objective (Target/Criterion) for Direct Measure 2</i> <i>All Bachelor students will achieve a minimum average of 80% in their Capstone case study project</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> End of semester evaluation Question 2 Major SLO : SLO5 – SLO7 – SLO9 – SLO11 - SLO13 – SLO15 – SLO17	<i>Objective (Target/Criterion) for Indirect Measure 1</i> <i>A minimum 80% of students will obtain a high level of satisfaction (top 2 categories) from their learning experience throughout the program</i>
2. <i>Indirect Measure 2</i> Graduating Student Survey Question 3 Core SLO : SLO1 – SLO2 – SLO3 – SLO4	<i>Objective (Target/Criterion) for Indirect Measure 2</i> <i>80% of graduating students will agree (top 2 categories) that they were sufficiently equipped for their current or future professional activity(ies)</i>
3. <i>Indirect Measure 3</i> Alumni Survey Question 20 Major SLO : SLO6 – SLO8 – SLO10 – SLO12 - SLO14 – SLO16 – SLO18	<i>Objective (Target/Criterion) for Indirect Measure 3</i> <i>80% of alumni students following completion of their studies believe that their experience at GBS was beneficial towards their career (top 2 categories)</i>

Student Learning Assessment for *(Program 2)*

Intended Student Learning Outcomes for <i>(Program 2)</i>: Bachelor of Finance
General Program Intended Student Learning Outcomes (General Program ISLOs)
<p>1. SLO 1 - <i>Understand the major concepts of business across functional areas.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 1, 2 Explain the major concepts in the functional areas of accounting, marketing, finance, and management Evaluate the legal, social, and economic environments of business</p>
<p>2. SLO 2 - <i>Integrate business knowledge and make appropriate decisions supported by relevant analysis.</i> Broad-Based Student Learning Goals Associated with this Outcome: 2</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 3, 7 Apply knowledge of business concepts and functions in an integrated manner Describe the global environment of business</p>
<p>3. SLO 3 - <i>Demonstrate effective communication skills.</i> Broad-Based Student Learning Goals Associated with this Outcome: 3</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 6 Construct and present effective oral and written forms of professional communication</p>
<p>4. SLO 4 - <i>Understand the importance of personal, professional integrity and the ethical ramifications of business decisions</i> Broad-Based Student Learning Goals Associated with this Outcome: 4</p> <p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 4 Describe and explain the ethical obligations and responsibilities of business</p>
Intended Student Learning Outcomes (MAJOR 1 ISLO) : International Finance
<p>1. SLO 5 - - <i>Apply business principles and cross-functional knowledge to analyze, identify and suggest solutions in International Finance</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p>

<p>Key Learning Outcomes for Bachelor's-Level Business Programs to which this Outcome is Linked: 5 Apply decision-support tools to business decision making</p>	
<p>2. SLO 6 <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an International Finance project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p>	
<p>Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Direct Measures:</p>
<p>1. <i>Direct Measure 1</i> Bachelor Thesis evaluation. Core SLO : SLO1 – SLO2 – SLO3 – SLO4</p>	<p><i>Objective (Target/Criterion) for Direct Measure 1</i> All graduating Bachelor students will score a minimum average of 80% in the Master Thesis evaluation in relation to the SLO's being measured</p>
<p>2. <i>Direct Measure 2</i> Capstone Case Study results Major SLO : SLO5 – SLO6</p>	<p><i>Objective (Target/Criterion) for Direct Measure 2</i> All Bachelor students will achieve a minimum average of 80% in their Capstone case study project in relation to the SLO's being measured</p>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>
<p>1. <i>Indirect Measure 1</i> End of semester evaluation Question 2 Major SLO : SLO5</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 1</i> A minimum 80% of students will obtain a high level of satisfaction (top 2 categories) from their learning experience throughout the program</p>
<p>2. <i>Indirect Measure 2</i> Graduating Student Survey Question 3 Core SLO : SLO1 – SLO2 – SLO3 – SLO4</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 2</i> 80% of graduating students will agree (top 2 categories) that they were sufficiently equipped for their current or future professional activity(ies)</p>
<p>3. <i>Indirect Measure 3</i> Alumni Survey Question 20 Major SLO : SLO6</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 3</i> 80% of alumni students following completion of their studies believe that their experience at GBS was beneficial towards their career (top 2 categories)</p>

MASTER'S-LEVEL PROGRAMS

Student Learning Assessment for *(Program 1)*

Intended Student Learning Outcomes for <i>(Program 1)</i> : Master of Business Administration
General Program Intended Student Learning Outcomes (General Program ISLOs)
<p>1. SLO1 - <i>Apply core business concepts in making managerial decisions.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 1 Recognize problems</p>
<p>2. SLO2 - <i>Demonstrate leadership skills in a dynamic global environment.</i> Broad-Based Student Learning Goals Associated with this Outcome: 2</p>
<p>3. SLO3 - <i>Demonstrate professional communication skills.</i> Broad-Based Student Learning Goals Associated with this Outcome: 3</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 4 Communicate to relevant audiences; graduates should be able to: a. Compose clear, consistent, and effective written forms of communication b. Compose and present effective oral business presentations</p>
<p>4. SLO4 - <i>Demonstrate respect for diversity and inclusion as part of a personal world view.</i> Broad-Based Student Learning Goals Associated with this Outcome: 4</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 6 Identify and analyze the ethical obligations and responsibilities of business</p>
Intended Student Learning Outcomes (MAJOR 1 ISLO) : <i>International Management</i>
<p>1. SLO5 - <i>Solve real-life company problems in a critical, analytical, and creative manner in International Management</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>
<p>2. SLO6 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an International Management project</i></p>

<p>Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects</p>
<p>Intended Student Learning Outcomes (MAJOR 2 ISLO):: <i>International Relations</i></p>
<p>1. SLO7 - <i>Solve real-life company problems in a critical, analytical, and creative manner in International Relations</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>
<p>2. SLO8 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an International Relations project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects</p>
<p>Intended Student Learning Outcomes (MAJOR 3 ISLO):: <i>Sport Management and Marketing</i></p>
<p>1. SLO9 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Sport Management and Marketing</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>
<p>2. SLO10 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Sport Management and Marketing project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects</p>
<p>Intended Student Learning Outcomes (MAJOR 4 ISLO):: <i>Digital Marketing</i></p>
<p>1. SLO11 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Digital Marketing</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p>

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3
Integrate theory and practice for the purpose of strategic analysis
Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO12 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Digital Marketing project*
Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5
Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 5 ISLO):: *Hospitality Management*

1. SLO13 - *Solve real-life company problems in a critical, analytical, and creative manner in Hospitality Management*
Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3
Integrate theory and practice for the purpose of strategic analysis
Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO14 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Hospitality Management project*
Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5
Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 6 ISLO):: *Oil and Gas Management*

1. SLO15 - *Solve real-life company problems in a critical, analytical, and creative manner in Oil and Gas Management*
Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3
Integrate theory and practice for the purpose of strategic analysis
Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO16 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Oil and Gas Management project*
Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects
Intended Student Learning Outcomes (MAJOR 7 ISLO):: <i>Information Technology and Business Analytics</i>
<p>1. SLO17 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Information Technology and Business Analytics</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>
<p>2. SLO18 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Information Technology and Business Analytics project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects</p>
Intended Student Learning Outcomes (MAJOR 8 ISLO):: <i>Marketing Management</i>
<p>1. SLO19 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Marketing Management</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>
<p>2. SLO20 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Marketing Management project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects</p>
Intended Student Learning Outcomes (MAJOR 9 ISLO):: <i>Healthcare Management</i>
<p>1. SLO21 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Healthcare Management</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis</p>

Employ and apply quantitative techniques and methods in the analysis of real-world business situations
<p>2. SLO22 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Healthcare Management project</i></p> <p>Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5</p> <p>Work effectively with a team of colleagues on diverse projects</p>
Intended Student Learning Outcomes (MAJOR 10 ISLO):: <i>Educational Leadership and Management</i>
<p>1. SLO23 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Educational Leadership and Management</i></p> <p>Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3</p> <p>Integrate theory and practice for the purpose of strategic analysis</p> <p>Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>
<p>2. SLO24 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Educational Leadership and Management project</i></p> <p>Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5</p> <p>Work effectively with a team of colleagues on diverse projects</p>
Intended Student Learning Outcomes (MAJOR 11 ISLO):: <i>Entrepreneurship and Innovation</i>
<p>1. SLO25 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Entrepreneurship and Innovation</i></p> <p>Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3</p> <p>Integrate theory and practice for the purpose of strategic analysis</p> <p>Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>
<p>2. SLO26 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Entrepreneurship and Innovation project</i></p> <p>Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5</p> <p>Work effectively with a team of colleagues on diverse projects</p>

Intended Student Learning Outcomes (MAJOR 12 ISLO):: *Global Banking and Finance*

1. SLO27 - *Solve real-life company problems in a critical, analytical, and creative manner in Global Banking and Finance*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO28 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Global Banking and Finance project*

Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 13 ISLO):: *Quality Management*

1. SLO29 - *Solve real-life company problems in a critical, analytical, and creative manner in Quality Management*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO30 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Quality Management project*

Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 14 ISLO):: *Global Logistics and Supply Chain Management*

1. SLO31 - *Solve real-life company problems in a critical, analytical, and creative manner in Global Logistics and Supply Chain Management*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO32 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Global Logistics and Supply Chain Management project*

Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 15 ISLO):: *Hospitality Tourism and Events Management*

1. SLO33 - *Solve real-life company problems in a critical, analytical, and creative manner in Hospitality Tourism and Events Management*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO34 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Hospitality Tourism and Events Management project*

Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 16 ISLO):: *Human Resources Management*

1. SLO35 - *Solve real-life company problems in a critical, analytical, and creative manner in Human Resources Management*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO36 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Human Resources Management project*

Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 17 ISLO):: *Project and Operation Management*

1. SLO37 - *Solve real-life company problems in a critical, analytical, and creative manner in Project and Operation Management*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO38 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Project and Operation Management project*

Broad-Based Student Learning Goals Associated with this Outcome: 3, 5

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 18 ISLO):: *Pharmaceutical Management*

1. SLO39 - *Solve real-life company problems in a critical, analytical, and creative manner in Pharmaceutical Management*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

2. SLO40 - *Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Pharmaceutical Management project*

Broad-Based Student Learning Goals Associated with this Outcome:

Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5

Work effectively with a team of colleagues on diverse projects

Intended Student Learning Outcomes (MAJOR 19 ISLO):: *Operations Management*

1. SLO41 - *Solve real-life company problems in a critical, analytical, and creative manner in Operations Management*

Broad-Based Student Learning Goals Associated with this Outcome: 1, 2

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

Integrate theory and practice for the purpose of strategic analysis

Employ and apply quantitative techniques and methods in the analysis of real-world business situations

<p>2. SLO42 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Operations Management project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects</p>	
<p>Intended Student Learning Outcomes (MAJOR 20 ISLO):: <i>Project Management</i></p>	
<p>1. SLO43 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Project Management</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis Employ and apply quantitative techniques and methods in the analysis of real-world business situations</p>	
<p>2. SLO44 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on a Project Management project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects</p>	
<p>Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Direct Measures:</p>
<p>1. <i>Direct Measure 1</i> Master Thesis evaluation. Core SLO : SLO1 – SLO2 – SLO3 – SLO4</p>	<p><i>Objective (Target/Criterion) for Direct Measure 1</i> All graduating Master students will score a minimum average of 80% in the Master Thesis evaluation</p>
<p>2. <i>Direct Measure 2</i> Capstone Case Study results Major SLO : SLO5 – SLO6 - SLO7 – SLO8 – SLO9 – SLO10 – SLO11 – SLO12 – SLO13 – SLO14 – SLO15 – SLO16 – SLO17 – SLO18 – SLO19 – SLO20 – SLO21 – SLO22 – SLO23 – SLO24 – SLO25 – SLO26 – SLO27 – SLO28 – SLO29 – SLO30 – SLO31 – SLO32 – SLO33 – SLO34 – SLO35 – SLO36 – SLO37 – SLO38 – SLO39 – SLO40 – SLO41 – SLO42</p>	<p><i>Objective (Target/Criterion) for Direct Measure 2</i> All Master students will achieve a minimum average of 80% in their Capstone case study project</p>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>

<p>1. <i>Indirect Measure 1</i></p> <p>End of semester evaluation Question 2</p> <p>Major SLO : SLO5 – SLO7 – SLO9 – SLO11 – SLO13 – SLO15 – SLO17 — SLO19 – SLO21 –SLO23 – SLO25 – SLO27 – SLO29 – SLO31 – SLO33 – SLO35 – SLO37 – SLO39 – SLO41</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 1</i></p> <p><i>A minimum 80% of students will obtain a high level of satisfaction (top 2 categories) from their learning experience throughout the program</i></p>
<p>2. <i>Indirect Measure 2</i></p> <p>Graduating Student Survey Question 3</p> <p>Core SLO : SLO1 – SLO2 – SLO3 – SLO4</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 2</i></p> <p><i>80% of graduating students will agree (top 2 categories) that they were sufficiently equipped for their current or future professional activity(ies)</i></p>
<p>3. <i>Indirect Measure 3</i></p> <p>Alumni Survey Question 20</p> <p>Major SLO : SLO6 – SLO8 – SLO10 – SLO12 – SLO14 – SLO16 – SLO18 – SLO20- SLO22 – SLO24 – SLO26 – SLO28 – SLO30 – SLO32 – SLO34 – SLO36 – SLO38 – SLO40 – SLO42</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 3</i></p> <p><i>80% of alumni students following completion of their studies believe that their experience at GBS was beneficial towards their career (top 2 categories)</i></p>

Student Learning Assessment for *(Program 2)*

Intended Student Learning Outcomes for <i>(Program 2)</i>: Master of Science in Finance
General Program Intended Student Learning Outcomes (General Program ISLOs)
<p>1. SLO1 - <i>Apply core business concepts in making managerial decisions.</i> Broad-Based Student Learning Goals Associated with this Outcome: 1</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 1 Recognize problems</p>
<p>2. SLO2 - <i>Demonstrate leadership skills in a dynamic global environment.</i> Broad-Based Student Learning Goals Associated with this Outcome: 2</p>
<p>3. SLO3 - <i>Demonstrate professional communication skills.</i> Broad-Based Student Learning Goals Associated with this Outcome: 3</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 4 Communicate to relevant audiences; graduates should be able to:</p> <ul style="list-style-type: none"> a. Compose clear, consistent, and effective written forms of communication b. Compose and present effective oral business presentations
<p>4. SLO4 - <i>Demonstrate respect for diversity and inclusion as part of a personal world view.</i> Broad-Based Student Learning Goals Associated with this Outcome: 4</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 6 Identify and analyze the ethical obligations and responsibilities of business</p>
Intended Student Learning Outcomes (MAJOR 1 ISLO): <i>International Finance</i>
<p>1. SLO5 - <i>Solve real-life company problems in a critical, analytical, and creative manner in International Finance</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2</p> <p>Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis</p>

Employ and apply quantitative techniques and methods in the analysis of real-world business situations	
2. SLO6 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an International Finance project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5 Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects	
Intended Student Learning Outcomes (MAJOR 2 ISLO): <i>Islamic Finance</i>	
1. SLO7 - <i>Solve real-life company problems in a critical, analytical, and creative manner in Islamic Finance</i> Broad-Based Student Learning Goals Associated with this Outcome: 1, 2 Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 2, 3 Integrate theory and practice for the purpose of strategic analysis Employ and apply quantitative techniques and methods in the analysis of real-world business situations	
2. SLO8 - <i>Apply key principles and multi-cultural communication skills to efficiently work as part of a team on an Islamic Finance project</i> Broad-Based Student Learning Goals Associated with this Outcome: 3, 5 Key Learning Outcomes for Master's-Level Business Programs to which this Outcome is Linked: 5 Work effectively with a team of colleagues on diverse projects	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. <i>Direct Measure 1</i> Master Thesis evaluation. Core SLO : SLO1 – SLO2 – SLO3 – SLO4	<i>Objective (Target/Criterion) for Direct Measure 1</i> All graduating Master students will score a minimum average of 80% in the Master Thesis evaluation
2. <i>Direct Measure 2</i> Capstone Case Study results Major SLO : SLO5 – SLO6 - SLO7 – SLO8	<i>Objective (Target/Criterion) for Direct Measure 2</i> All Master students will achieve a minimum average of 80% in their Capstone case study project
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>	<i>Objective (Target/Criterion) for Indirect Measure 1</i>

<p>End of semester evaluation Question 2 Major SLO : SLO5 – SLO7</p>	<p><i>A minimum 80% of students will obtain a high level of satisfaction (top 2 categories) from their learning experience throughout the program</i></p>
<p>2. <i>Indirect Measure 2</i> Graduating Student Survey Question 3 Core SLO : SLO1 – SLO2 – SLO3 – SLO4</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 2</i> <i>80% of graduating students will agree (top 2 categories) that they were sufficiently equipped for their current or future professional activity(ies)</i></p>
<p>3. <i>Indirect Measure 3</i> Alumni Survey Question 20 Major SLO : SLO6 – SLO8</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 3</i> <i>80% of alumni students following completion of their studies believe that their experience at GBS was beneficial towards their career (top 2 categories)</i></p>

DOCTORAL-LEVEL PROGRAMS

Student Learning Assessment for (Program 1)

Intended Student Learning Outcomes for (Program 1):
<p style="text-align: center;">General Program Intended Student Learning Outcomes (General Program ISLOs)</p>
<p>1. <i>SLO 1 - To demonstrate the ability to formulate a research problem and to integrate previous literature into an appropriate literature review</i> Broad-Based Student Learning Goals Associated with this Outcome: 1</p> <p>Key Learning Outcomes for Doctorate-Level Business Programs to which this Outcome is Linked: 1 (a, b, c)</p> <ul style="list-style-type: none">a. Formulate a research problemb. Integrate previous literature into an appropriate literature reviewc. Design a research study
<p>2. <i>SLO 2 - Demonstrate the ability to design a research study and to analyze a research data</i> Broad-Based Student Learning Goals Associated with this Outcome: 2</p> <p>Key Learning Outcomes for Doctorate-Level Business Programs to which this Outcome is Linked: 1 (d, e, f)</p> <ul style="list-style-type: none">d. Analyze datae. Summarize and present research resultsf. Discuss research results
<p>3. <i>SLO 3 - To demonstrate the ability to summarize and present research results and discuss such results</i> Broad-Based Student Learning Goals Associated with this Outcome: 3</p> <p>Key Learning Outcomes for Doctorate-Level Business Programs to which this Outcome is Linked: 2</p> <p>Demonstrate advanced knowledge and competencies in a major field of study in business</p>
<p>4. <i>SLO 4 - To communicate effectively in writing and to be competent in communication and teaching skills</i> Broad-Based Student Learning Goals Associated with this Outcome: 4</p> <p>Key Learning Outcomes for Doctorate-Level Business Programs to which this Outcome is Linked: 3</p> <p>Create and present advanced forms of oral and written communication</p>
<p>5. <i>SLO 5 - To demonstrate a knowledge of professional ethics and the consequences of managerial actions related to the field</i></p>

Broad-Based Student Learning Goals Associated with this Outcome: 5	
Key Learning Outcomes for Doctorate-Level Business Programs to which this Outcome is Linked: 4 Evaluate and assess the ethical obligations and responsibilities of business for the purpose of responsible management	
Intended Student Learning Outcomes (MAJOR 1 ISLO): <i>International Management</i>	
1. SLO6 - <i>Analyse an indepth company related problem in a critical, analytical, and creative manner related to International Management</i> Broad-Based Student Learning Goals Associated with this Outcome: 2	
2. SLO7 – <i>Demonstrate use of research oriented tools and techniques to carry out research as part of a team on an International project related to International Management</i> Broad-Based Student Learning Goals Associated with this Outcome: 3	
Intended Student Learning Outcomes (MAJOR 2 ISLO): <i>International Finance</i>	
1. SLO8 - <i>Analyse an indepth company related problem in a critical, analytical, and creative manner related to International Finance</i> Broad-Based Student Learning Goals Associated with this Outcome: 2	
2. SLO9 - <i>Demonstrate use of research oriented tools and techniques to carry out research as part of a team on an International project related to International Finance</i> Broad-Based Student Learning Goals Associated with this Outcome: 3	
Intended Student Learning Outcomes (MAJOR 3 ISLO): <i>International Marketing</i>	
1. SLO10 - <i>Analyse an indepth company related problem in a critical, analytical, and creative manner related to International Marketing</i> Broad-Based Student Learning Goals Associated with this Outcome: 2	
2. SLO11 - <i>Demonstrate use of research oriented tools and techniques to carry out research as part of a team on an International project related to International Marketing</i> Broad-Based Student Learning Goals Associated with this Outcome: 3	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. <i>Direct Measure 1</i> Doctorate Thesis evaluation. Core SLO : SLO1 – SLO2 – SLO3 – SLO4 – SLO5	<i>Objective (Target/Criterion) for Direct Measure 1</i> <i>All graduating Doctorate students will score a minimum average of 80% in the Doctoral Thesis evaluation</i>
2. <i>Direct Measure 2</i>	<i>Objective (Target/Criterion) for Direct Measure 2</i>

<p>Doctorate level Capstone Case Study results Major SLO : SLO5 – SLO6 – SLO7 – SLO8 – SLO9 – SLO10 – SLO11</p>	<p><i>All Doctorate students will achieve a minimum average of 80% in their Capstone case study project</i></p>
<p>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</p>	<p>Performance Objectives (Targets/Criteria) for Indirect Measures:</p>
<p>1. <i>Indirect Measure 1</i> End of semester evaluation Question 2 Major SLO : SLO6 – SLO8 – SLO10</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 1</i> <i>A minimum 80% of students will obtain a high level of satisfaction (top 2 categories) from their learning experience throughout the program</i></p>
<p>2. <i>Indirect Measure 2</i> Graduating Student Survey Question 3 Core SLO : SLO1 – SLO2 – SLO3 – SLO4</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 2</i> <i>80% of graduating students will agree (top 2 categories) that they were sufficiently equipped for their current or future professional activity(ies)</i></p>
<p>3. <i>Indirect Measure 3</i> Alumni Survey Question 20 Major SLO : SLO7 – SLO9 – SLO11</p>	<p><i>Objective (Target/Criterion) for Indirect Measure 3</i> <i>80% of alumni students following completion of their studies believe that their experience at GBS was beneficial towards their career (top 2 categories)</i></p>

Section III: Operational Assessment

Intended Operational Outcomes for the (Name of your Academic Business Unit):	
1. <i>The curriculum will cater for students in order to prepare them for the skills required in the professional workplace</i>	
2. <i>Students will have access to all necessary material and facilities to assist them in completing all courses successfully</i>	
3. <i>The faculty members will be composed mainly of active professionals with doctoral experience</i>	
4. <i>The program will allow for students to be placed in work placements following completion of their studies</i>	
5. <i>GBS will constantly review the entry requirements at all levels</i>	
6. <i>We will continuously ensure that the faculty members not only receive on the job professional training but also training and meetings to assist them academically</i>	
7. <i>We will continuously strive to improve partnerships and exchange programs within the accreditation networks that GBS possesses</i>	
8. <i>We intend to put as many of the administrative processes online in order to improve efficiency and client satisfaction</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> Faculty meetings and Academic Committee Meetings	<i>4 meetings per year</i>
2. <i>Operational Assessment Measure/Method 2</i> Online evaluations	<i>2 times per year</i>
3. <i>Operational Assessment Measure/Method 3</i> Academic Dean conducts interviews of all new faculty applicants	<i>The target is for all professors to possess teaching experience, be an active professional (minimum 10 years experience) or have reached doctorate level</i>
4. <i>Operational Assessment Measure/Method 4</i> Career Workshop / Graduate Survey / Alumni Survey	<i>Completed at end of studies – We have since employed a local marketing manager to enhance the possibilities for students to work during and towards the end of their studies</i>

<p>5. <i>Operational Assessment Measure/Method 5</i> Comparison with other universities within the Accreditation networks that we possess</p>	<p><i>We have increased the English Master level from 5.5 to 6.0 at IELTS Level and 66 to 74 at TOEFL Level to help differentiate between Bachelor and Master levels</i></p>
<p>6. <i>Operational Assessment Measure/Method 6</i> Faculty meetings and Faculty Training meetings</p>	<p><i>4 meetings per year (Separate Faculty meetings and Faculty Training meetings)</i></p>
<p>7. <i>Operational Assessment Measure/Method 7</i> Constant presence at all annual events for US and European accreditations</p>	<p><i>To have 1 active exchange partner in each continent within 3 years of writing this report.</i></p>
<p>8. <i>Operational Assessment Measure/Method 8</i> Online Evaluations</p>	<p><i>We aim to put all admissions forms online, all registration of subjects each semester for all students and grades management procedures between students, faculty and admin to be entirely administered online.</i></p> <p><i>We have since included a section for the career workshop for all job opportunities and work placements, posted by admin and viewed by students in their module.</i></p>

Note: Be sure that you identify an operational assessment measure/method for each intended operational outcome. However, please be aware that it is possible for a single operational assessment tool to be used to measure more than one outcome.

Section IV: Linkage of Outcomes Assessment with Strategic Planning and Budgeting

A. Provide a narrative that describes the ways in which the results from implementing your outcomes assessment plan (i.e., changes and improvements needed) are linked to the strategic planning processes of the academic business unit and the institution.)

Where stated, the objectives are summarized and where applicable, the results for those that have since been carried out or expect to be carried out in the near future are given. Many of these points are discussed during the **Principle 2 - Strategic Plan – General Assessment Plan**.

Changes/improvement 1: Opening international campuses, the aim was to increase the number of campuses internationally to offer a truly international experience.

Assessment and Result 1: We have combined operational reports for each campus

- Geneva Campus
- Barcelona Campus
- Saudi Arabia Campus (Riyadh, Jeddah, Dammam)
- UAE Partner Campus (Sharjah, Abu Dhabi, Al Ain)
- Astana Campus
- Bahrain Campus

Changes/improvement 2: Employment of a new Marketing Team in Barcelona and an external marketing consultant in Geneva to revise our Brand / image and follow up Leads.

Assessment and Result 2: We now have 3 new E-Marketing members spread between Geneva and Barcelona and on the verge at the time of writing, of revising a new brand image for the GBS group after having employed a professional external marketing consultant

Changes/improvement 3: Increased extra-curricular activities as we have realized that a university of our nature has students that expects support for all of its international students. We are working heavily to create as many activities as possible outside of the classroom as this is vital to not only support student social life but it also acts a local marketing tool! We even created a online survey to gauge interest and feedback in to what students really want at GBS.

Assessment and Result 3: The student support centre has been created and a dedicated team of students have been employed to create and offer activities each month. A budget has been allocated for this.

Changes/improvement 4: Increase number of Seminars, guest speakers every 2 weeks, open to the public through E2B.

Assessment and Result 4: E2B is “Education to Business”, a new concept allowing GBS to attract big names, this is done a 3 weekly basis to boost local and international awareness. It is also a fantastic opportunity for students to get internships in big companies. We have invited directors from P&G, W.H.O, the U.N., W.I.P.O, Visilab e.t.c. **The most recent Conference speaker was an HSBC tax advisor.**

Changes/improvement 5: Creation of a new Central Asia Office – Astana (Kazakhstan)

Assessment and Result 5: We have decided to launch the creation of a new Central Asia Office based in Kazakhstan and it will be managed by one of our current employees and a

former GBS student. The intention is to provide recruitment assistance from central Asia and to look into offering executive programs from this region. This is now up and running and used to offer MBA classes since September 2015.

Changes/improvement 6: Refurbishment of all public areas and study areas.

Assessment and Result 6: GBS has since refurbished the class rooms and study areas. We have new ceilings and parquet flooring everywhere to provide a modern study environment for demanding students.

Changes/improvement 7: Concept of a new Case Study within the Integration week for all new students and new tablets offered for all.

Assessment and Result 7: We intend to improve the welcome service further, as you know we already organize trips to the UN library and free lunches to help the students bond upon arrival. A further incentive is to offer tablets to all students who have already shown interest in GBS and create a case study week to integrate all students and set the academic tone upon arrival.

Changes/improvement 8: Concept of a new Case Study within the Integration week for all new students and new tablets offered for all.

Assessment and Result 8: We intend to improve the welcome service further, as you know we already organize trips to the UN library and free lunches to help the students bond upon arrival. A further incentive is to offer tablets to all students who have already shown interest in GBS and create a case study week to integrate all students and set the academic tone upon arrival.

Changes/improvement 8: GBS has been looking into the development of a Research Centre within the last year with the following objectives:

1. Facilitate connections with leaders (industry, community)
2. Research design and analysis (Faculty/student publications)
3. Curriculum development and revision (Faculty)
4. Event management for webinars, seminars and conferences (faculty, student,

Assessment and Result 8: Since Research Center in Economics, Management and Finance Provide services that are tailored and responsive to the needs of the faculty, students, community and industry leaders.

Main production listed in the web:

- Conferences & Seminars
- Publications
- Working papers
- Work shops
- Case studies
- Books

Research Committee composed of 3 members

- Dr Jaime De Melo (Economics)
- Dr Dominique Xardel (Management, Marketing, RH)
- T.B.C. (Finance)

Organisation / Meeting of research committee

- The research committee is free to organise his meetings and themes
- Conduct/ supervise the different objectives with the administrative support of GBS

General Ideas

1. Facilitated connections to leaders (industry, community)
 - a. Work shops as Pre-seed work shops
 - b. Webinars and Conferences by professionals
2. Research design and analysis (Faculty/student publications)
 - a. Publication of articles from the bba, master and DBA thesis even researcher outside GBS: (one every month)
 - b. Publication from faculty (one every month)
 - c. Competition ones a year: for the best article with a prize.
3. Curriculum development and revision (Faculty)
 - a. Online courses; Online conferences
 - b. Distance learning
 - c. Robot learning
4. Event management for webinars, seminars and conferences (faculty, student, industry)

Future steps

GBS will propose a new structure for a website dedicated to the Research Center
GBS will organise a Research committee meeting for the first week of February at the GBS Geneva Campus.

(B. If possible, the academic business unit's outcomes assessment process should also be connected to the institutional budgeting process. If applicable, provide a narrative that describes this connection.)

Management Board:

Any management board issues that are not trivial (i.e. can be dealt with in the same manner as an administrative issue) would be discussed between the directors. An official board meeting is held twice per year and all serious issues are discussed. Its often at this stage that budgeting plans are discussed for the current year and forthcoming year. From experience, the heaviest budgeting matters are concerned with marketing and to try to determine the most appropriate techniques to help GBS distinguish themselves from other local and national competitors.

The budget for each area is discussed during these meetings and a budget is put aside for each area. i.e. Marketing, infrastructure improvements.

The budget is split into 4 categories and decided upon at each meeting, the 4 options for each area is as follows:

- Accepted and accounted for in the current academic year
- Accepted and accounted for in the forthcoming academic year
- Accepted and accounted for in the future academic years
- Refused

Section V: Appendices

a) Example of Bachelor Capstone Case Study Rubric

b) Example of Master Capstone Case Study Rubric

c) Example of Doctorate Capstone Case Study Rubric

d) Bachelor Thesis Evaluation Form

e) Master Thesis Evaluation Form

f) Doctoral Thesis Evaluation Form

e) Online Student Satisfaction Evaluation Survey

f) Graduate Survey

g) Alumni Survey

IV°/ Alumni Survey