

## **ACBSP**

### **Measurement and Analysis of Student Learning Performance**

#### **Criterion 4.1.**


The business unit shall have a learning outcomes assessment program

#### **Criterion 4.2.**

To identify trends, the business programs should report, at a minimum, three successive sets of periodic assessment results

#### **Criterion 4.4.**

The business unit shall make use of the learning outcomes assessment results analyzed in criterion 4.2. to improve its educational processes in the interest of continuously improving student learning outcomes



## Table of Contents

<b>A. UNDERGRADUATE PROGRAMS</b>	5
1. <b>Bachelor of Business Administration (BBA)</b>	5
1.1. State the learning objectives for each program	5
1.2. A plan of study	5
1.3. Describe your learning outcomes assessment process for each program	7
1.4. Measurement and Analysis of Student Learning and Performance	11
<b>B. GRADUATE PROGRAMS</b>	21
2. <b>Master of Business Administration (MBA)</b>	21
2.1. State the learning objectives for each program	21
2.2. A plan of study	21
2.3. Describe your learning outcomes assessment process for each program	23
2.4. Measurement and Analysis of Student Learning and Performance	26
<b>C. MASTER OF SCIENCE PROGRAMS</b>	32
3. <b>MSc in Entrepreneurship</b>	32
3.1. State the learning objectives for each program	32
3.2. A plan of study	32
3.3. Describe your learning outcomes assessment process for each program	33
3.4. Measurement and Analysis of Student Learning and Performance	37
4. <b>MSc in Marketing Management</b>	41
4.1. State the learning objectives for each program	41
4.2. A plan of study	41
4.3. Describe your learning outcomes assessment process for each program	42
4.4. Measurement and Analysis of Student Learning and Performance	46
5. <b>MSc in Digital Marketing and E-commerce</b>	52
5.1. State the learning objectives for each program	52
5.2. A plan of study	52
5.3. Describe your learning outcomes assessment process for each program	53
5.4. Measurement and Analysis of Student Learning and Performance	57
6. <b>MSc in Operations and Supply Chain Management</b>	63
6.1. State the learning objectives for each program	63
6.2. A plan of study	63
6.3. Describe your learning outcomes assessment process for each program	64

6.4.	Measurement and Analysis of Student Learning and Performance.....	68
7.	<b>MSc in International Business Management .....</b>	<b>74</b>
7.1.	State the learning objectives for each program .....	74
7.2.	A plan of study .....	74
7.3.	Describe your learning outcomes assessment process for each program .....	75
7.4.	Measurement and Analysis of Student Learning and Performance.....	79
8.	<b>MSc in Financial Management, Digital Banking &amp; Internet Finance .....</b>	<b>85</b>
8.1.	State the learning objectives for each program .....	85
8.2.	A plan of study .....	85
8.3.	Describe your learning outcomes assessment process for each program .....	86
8.4.	Measurement and Analysis of Student Learning and Performance.....	89
9.	<b>MSc in Finance .....</b>	<b>94</b>
9.1.	State the learning objectives for each program .....	94
9.2.	A plan of study .....	94
9.3.	Describe your learning outcomes assessment process for each program .....	95
9.4.	Measurement and Analysis of Student Learning and Performance.....	98
10.	<b>MSc in Digital Business .....</b>	<b>103</b>
10.1.	State the learning objectives for each program.....	103
10.2.	A plan of study.....	103
10.3.	Describe your learning outcomes assessment process for each program...	104
10.4.	Measurement and Analysis of Student Learning and Performance .....	107
<b>D.</b>	<b>MASTER OF ARTS PROGRAMS .....</b>	<b>111</b>
11.	<b>MA in Communication and Future Marketing .....</b>	<b>111</b>
11.1.	State the learning objectives for each program.....	111
11.2.	A plan of study.....	111
11.3.	Describe your learning outcomes assessment process for each program...	112
11.4.	Measurement and Analysis of Student Learning and Performance .....	115
12.	<b>MA in Business Innovation .....</b>	<b>120</b>
12.1.	State the learning objectives for each program.....	120
12.2.	A plan of study.....	120
12.3.	Describe your learning outcomes assessment process for each program...	121
12.4.	Measurement and Analysis of Student Learning and Performance .....	124
13.	<b>MA in Tourism and Hospitality Management .....</b>	<b>128</b>
13.1.	State the learning objectives for each program.....	128

13.2.	A plan of study.....	128
13.3.	Describe your learning outcomes assessment process for each program...	129
13.4.	Measurement and Analysis of Student Learning and Performance .....	132
14.	<b>MA in Fashion &amp; Luxury Business Management</b> .....	138
14.1.	State the learning objectives for each program.....	138
14.2.	A plan of study.....	138
14.3.	Describe your learning outcomes assessment process for each program...	139
14.4.	Measurement and Analysis of Student Learning and Performance .....	142

## A. UNDERGRADUATE PROGRAMS

### 1. Bachelor of Business Administration (BBA)

The Bachelor of Business Administration (BBA) program at GBSB Global Business School in Spain is a multicultural program for those international students who are looking to develop a solid understanding of the numerous core business concepts from a global perspective. Bachelor of Business Administration (BBA) program prepares students to face the challenges presented by the globalized economy and provides the knowledge and skills required to work across borders. This undergraduate program at GBSB Global Business School applies the latest teaching methodologies, case studies, situational analysis, simulation games and hands-on classes that teach practical skills which are applicable to today's dynamic, modern business environment.

#### 1.1. State the learning objectives for each program

- a) To provide a general knowledge related to the organisational environment which includes an advanced knowledge of the fundamental management concepts and tools associated with a variety of operational areas;
- b) To develop the necessary skills which enable graduates to have a full, comprehensive view of the organisations and the areas where they work, beyond their functional aspects;
- c) To develop an ability to demonstrate innovation and creativity in the application, in a critical manner, of the knowledge and skills required to perform in different areas of business management;
- d) To enhance graduates' capacity to contribute to the global strategy of an organisation from a functional point-of-view and offer an international and innovative vision of an organisation;
- e) To educate professionals and executives with an entrepreneurial and flexible mindset and sensibility towards diversity as well as personal and professional responsibility towards society.

#### 1.2. A plan of study

Course Code	YEAR 1	Credit Hours (ECTS System)	Type
BCO119	Business Ethics	6.5	Core
BCO121	Business Environment	6.5	Core
BCO424	Communication Skills	6.5	Core
BCO118	Business Law	6.5	Core

BCO117	Marketing Principles & Practice	6.5	Core
BCO318	People in Organizations	6.5	Core
BCO470	Resource Management	6.5	Core
BCO471	Applying Promotional Techniques	6.5	Core
BCO114	Finance for Managers I	6.5	Core
WIFTA	Industrial Visit / Workshop / Training	1.5	N/A
<b>TOTAL</b>		<b>60</b>	
<b>Course Code</b>	<b>YEAR 2</b>	<b>Credit Hours (ECTS System)</b>	
BCA328	Business Organizations in a Global Context	6.5	Core
BCO125	People Management	6.5	Core
BCA443	Customer Relationship Management	6.5	Core
BCO475	Planning a New Business Venture	6.5	Core
BCO123	Research Project	7	Core
BCA325	International Market Development	7	Core
BCA212	Managing Communication	6.5	Core
BCO430	Finance for Managers II	6.5	Core
BCO476	Administrative Services	7	Core
<b>TOTAL</b>		<b>60</b>	
<b>Course Code</b>	<b>YEAR</b>	<b>Credit Hours (ECTS System)</b>	
BCO113	Business Management	7	Core
BCO423	Sociology	7	Core
BCO465	Risk Management	7	Core
BCO466	Supply Chain Management	7	Core
BCO480	Corporate Social Responsibility	6	Core
BGB411	Doing Business in Africa	2	Elective
BGB415	East Asian Business in the Global Economy	2	Elective
BGB427	Global Logistics	2	Elective
BGB412	Doing Business in Russia and CIS	2	Elective
BCA456	Online Retail for Small Business (online shop)	3	Elective
BGB454	Sustainable Fashion & Luxury	2	Elective
BGB458	Digital Marketing Strategy	2	Elective
BGB459	Knowledge and Technology Management	2	Elective
BGB460	Talent Management	2	Elective
BCA317	Brand Management	3	Elective
BGB321	Communication Strategies & Media Planning	2	Elective
BGB436	E-Commerce Management	2	Elective
BCA439	Employment and Labor Law	3	Elective
THESIS	BBA Thesis Seminars +Thesis	12	Core
<b>TOTAL</b>		<b>60</b>	

<b>TOTAL PROGRAM</b>	<b>180</b>	
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### 1.3. Describe your learning outcomes assessment process for each program

The program learning outcomes are assessed using the following types of assessment data:

- Direct: assessing student performance by examining samples of student work;
- Indirect: assessing indicators such as feedback from students;
- Formative: assessments conducted during student's education;
- Summative: assessments conducted at the end of student's education;
- External: Assessment rubric has been developed by ATHE and the results are measured by ATHE.

**Figure 4.1.a Table for Student Learning Outcome Assessment Data**

Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Assess and apply ethical and sustainability principles in business objectives and operations.	Direct, Internal, Formative	<b>A.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>B.</b> Contrast and analyze global, national and market environment in which the organization operates to anticipate potential impacts.	Direct, Internal, Formative	<b>B.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Distinguish, develop and apply methods of internal and external communication as well as appraise and promote methods of workplace communication.	Direct, Internal, Formative	<b>C.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		

	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D.</b> Analyze, facilitate and fulfill legal requirements in an organization's processes and external relations.	Direct, Internal, Formative	<b>D.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>E.</b> Appraise and adapt various marketing principles to develop customized marketing actions and assess various promotional methods and ideas to formulate customized promotional strategies.	Direct, Internal, Formative	<b>E.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>F.</b> Interpret financial documents and statements to evaluate business projects and manage working capital.	Direct, Internal, Formative	<b>F.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>G.</b> Assess various factors which influence people as to identify the best approach to people management for the organization.	Direct, Internal, Formative	<b>G.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>H.</b> Construct and propose a business plan for a new business with a clear understanding of market potentials, consideration of risks and return.	Direct, Internal, Formative	<b>H.1.</b> Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Direct, External, Formative		
	Comparative		
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
	Direct, Internal, Formative	<b>I.1.</b>	



I. Produce research projects and evaluate the outcomes.	Direct, External, Formative	Assessment is completed through the submission of internally and externally assessed student work (ATHE Assignment).	<ul style="list-style-type: none"> <li>- Number of passed assignments</li> <li>- Score</li> </ul>
	Comparative		
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
J. Possess specialized knowledge in the area of personal interest and a broader vision on international business opportunities.	Direct, Internal, Formative	<b>J.1.</b> Exams in the elective courses chosen by the student.	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Cumulative Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>A, B, C, D, E, F, G, H, I, J</b>	Direct, Internal, Summative	<b>SM.1.</b> <b>THESIS</b> Students choose a topic of interest work with a tutor, other students during consultations and mentors who assist them in the Thesis development process. Students have to defend their Thesis before a panel of three committee members.	<ul style="list-style-type: none"> <li>- Score</li> </ul>

### Example of Assessment Instrument (ATHE Assignment)

<b>Program Learning Outcome:</b>				
<b>C. Distinguish, develop and apply methods of internal and external communication as well as appraise and promote methods of workplace communication.</b>				
<b>TO BE FILLED IN BY THE ASSESSOR:</b>				
Learning Outcomes	Assessment Criteria	Threshold (minimum to pass)	Mark Received	Achieved/ Not Yet Achieved (Yes /No)
<b>LO1</b> Understand how internal communication takes place within organisations	1.1 Explain the process of communication	3/5		
	1.2 Assess the appropriate use of different modes of communication for different purposes	3/5		
	1.3 Analyse barriers to effective communication within organisations	3/5		
<b>Conclusion: LO1 – Achieved / Not Achieved</b>		<b>Pass: 9/15</b>		
<b>LO2</b> Understand how organisations communicate with customers	2.1 Evaluate formal communication systems used by organisations to communicate with customers	3/5		
	2.2 Analyse the effectiveness of using social media to communicate with customers	3/5		
	2.3 Assess the images organisations portray through their communications	3/5		
<b>Conclusion: LO2 – Achieved / Not Achieved</b>		<b>Pass: 9/15</b>		

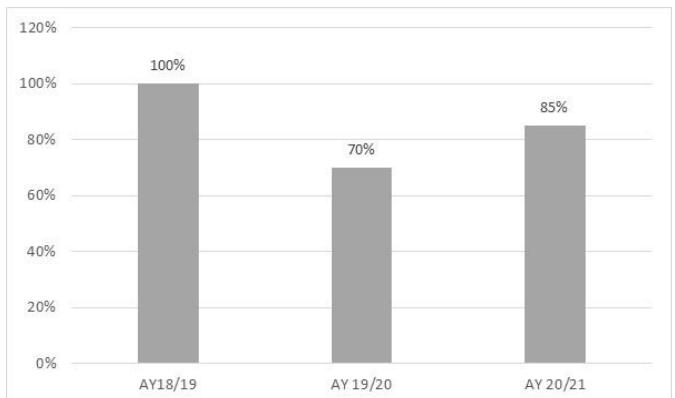
<b>LO3</b> Understand the factors that impact on the effectiveness of communications	3.1 Assess the impact of personal relationships on effective communications	3/5		
	3.2 Assess the impact of non-verbal communication on oral communications	3/5		
	3.3 Assess the impact of technology on oral and written communication	3/5		
	3.4 Review the use of conventions in written communications	3/5		
<b>Conclusion: LO3 – Achieved / Not Achieved</b>		<b>Pass: 12/20</b>		
<b>LO4</b> Be able to present oral information effectively	4.1 Design an oral presentation for a specified audience	3/5		
	4.2 Present complex information orally	6/10		
	4.3 Use technology to support presentation skills	3/5		
	4.4 Assess effectiveness of own communication	3/5		
<b>Conclusion: LO4 – Achieved / Not Achieved</b>		<b>Pass: 15/25</b>		
<b>LO5</b> Be able to communicate effectively in writing	5.1 Communicate complex information for specific purposes	3/5		
	5.2 Document a meeting	6/10		
	5.3 Use charts and graphs to convey quantitative data	3/5		
	5.4 Review written communication	3/5		
<b>Conclusion: LO5 – Achieved / Not Achieved</b>		<b>Pass: 15/25</b>		
<b>TOTAL</b>		<b>Pass: 60/100</b>		

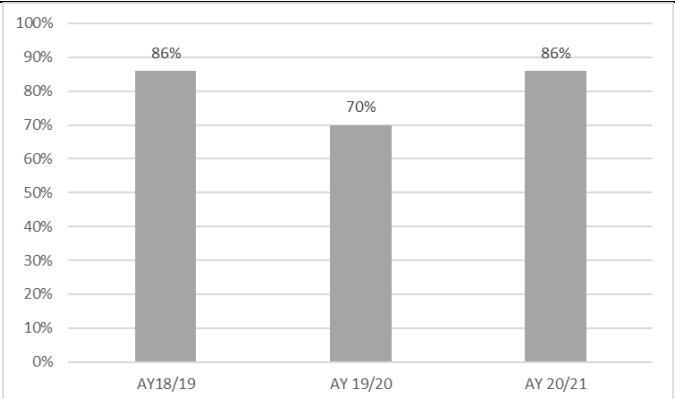
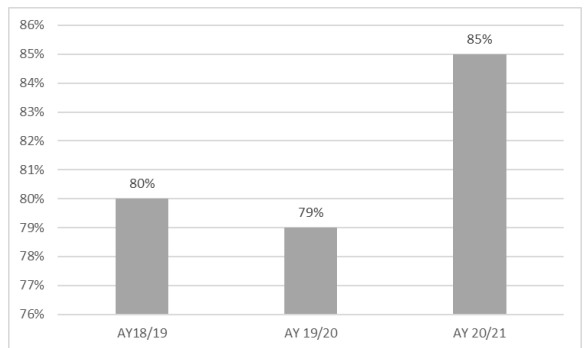
### Example of Assessment Instrument (THESIS)

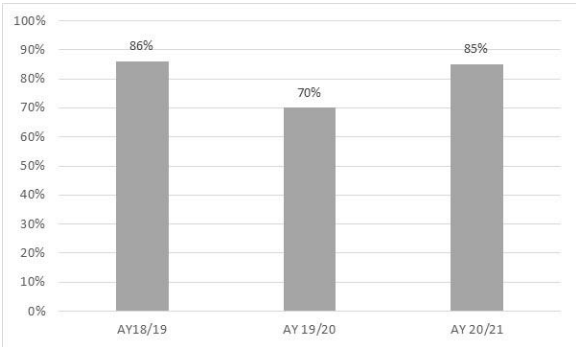
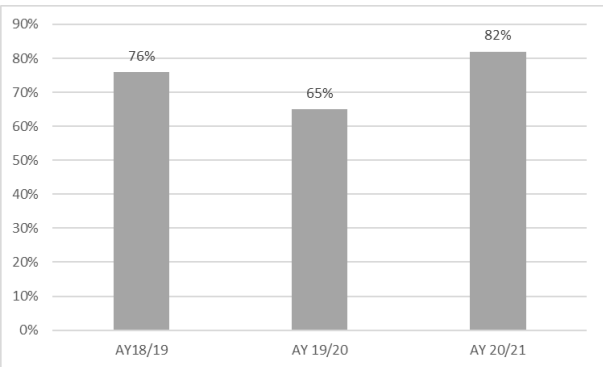
Learning Outcomes addressed through this assignment	No submission / no evidence	Fail	Pass	Commended	Merit	Distinction
	Work submitted is of no academic value / nothing submitted	Evidence included or provided but missing in some very important aspects.	Of satisfactory quality, demonstrating evidence of achieving the requirements of the learning outcomes	Of sound quality, demonstrative which is sufficient and appropriate to the task or activity	Of high quality, demonstrating evidence which is rigorous and convincing, appropriate to the task or activity	Of very high quality, demonstrating evidence which is strong, robust and consistent, appropriate to the task or activity
Successfully apply a variety of academic theories relevant to the study		Your answer did not apply a sufficient variety of academic theories relevant to study	You had included some academic theories relevant to study . However, the theory application is highly descriptive and generalised	You had included a variety of academic theories relevant to study. However, theories are described rather than applied.	You had applied a variety of academic theories relevant to study.  Good application of theories and models within the different sections.	You had applied a variety of academic theories relevant to study.  Excellent application of appropriate theories and models within the different sections.
Identify, select and use company data relevant and appropriate to the task from a wide range of resources including academic publications; Critically analyse and evaluate data using appropriate theoretical frameworks.		Poor choice of company data from a limited range of resources; Unsatisfactory data evaluation and theoretical underpinning	Satisfactory use of company data from a wide range of resources including academic publications; Satisfactory data evaluation and theoretical underpinning but highly descriptive and generalized	Good use of company data relevant and appropriate to the task from a wide range of resources including academic publications; Good data evaluation and theoretical underpinning but elements of generalization and descriptiveness	Very good use of company data relevant and appropriate to the task from a wide range of resources including academic publications; Very good level of critical analysis of data using appropriate theoretical frameworks	Excellent level of identification and utilization of company data relevant and appropriate to the task from a wide range of resources including academic publications; Excellent level of critical analysis of data using appropriate theoretical framework
Use academic conventions appropriately and effectively and reference a range of different types of sources accurately in		Fail to use academic conventions appropriately and effectively; Unsatisfactory referencing- considerable technical issues in respect of referencing which you need to work on. The number of referenced	Satisfactory use of academic conventions appropriately and effectively; Satisfactory referencing, some technical issues in respect of referencing which you need to work harder at. The number of referenced	Good use of academic conventions appropriately and effectively; very few technical issues in respect of referencing. The number of referenced sources is reasonable and shows good use of appropriate academic	Very good use of academic conventions appropriately and effectively; Very good referencing, no technical issues in respect of referencing. The number of referenced sources is reasonably extensive and	Excellent use of academic conventions appropriately and effectively; Very good referencing, no technical issues in respect of referencing. The number of referenced sources is reasonably extensive and shows excellent use of

line with standard conventions.		sources is very limited and the sources lack academic reliability.	sources is small and tends to lack academic reliability.	articles, book sources and company industry materials.	shows very good use of appropriate academic articles, book sources and company/industry materials.	high-quality academic articles, book sources and company/industry materials.
Devise and sustain a substantial and coherent written argument based on independent study.		Your arguments or points were not clearly expressed, and / or your answer did not have an appropriate structure.	Your arguments or points were sufficiently clearly expressed and your answer sufficiently well structured to pass the assignment.	Your arguments or points were generally clearly expressed and your answer reasonably well structured, however, there is much room for improvement here.	Most of your arguments or points were generally clearly expressed and your answer was well structured.	Your arguments and points were clearly expressed and your answer was well structured.
Academic / Professional quality	Unsatisfactory command of academic / professional conventions appropriate to the discipline.	Poor command of academic / professional conventions appropriate to the discipline.	Satisfactory command of academic / professional conventions appropriate to the discipline.	Sound command of academic / professional conventions sufficient and appropriate to the discipline.	Rigorous command of academic / professional conventions appropriate to the discipline.	Authoritative command of academic / professional conventions appropriate to the discipline.

## 1.4. Measurement and Analysis of Student Learning and Performance

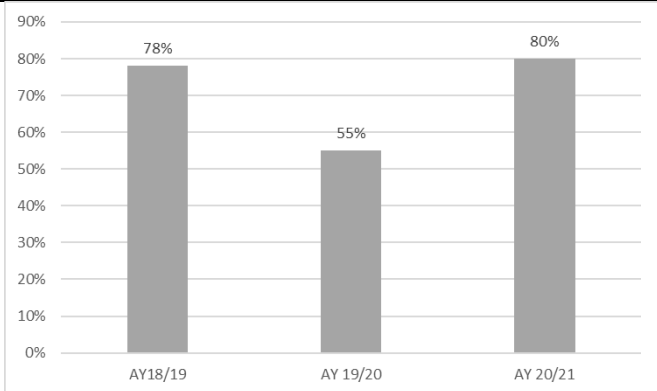
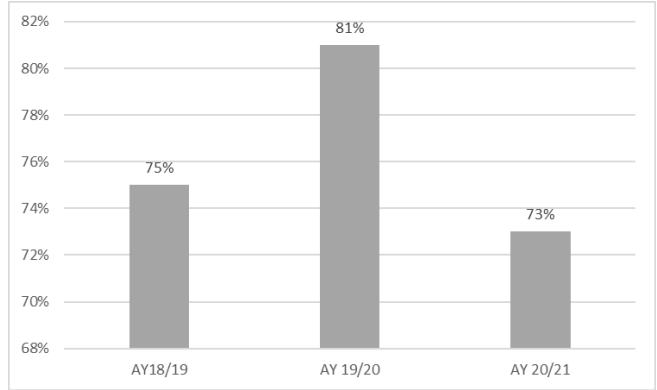
Performance Indicator	Figure 4.2.a Measurement and Analysis of Student Learning and Performance				
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends
<b>A.1.</b> 80% of students will earn a score of 75% or better on <b>A.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, Internal, Formative	85%	The goal was met. 85% of students earned a score of 75% or higher.	Most BBA students are used to individualized attention and face-to-face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21 and more support was provided to students with difficulties to cope back with the normality.	
	Direct, External, Formative				
<b>B.1.</b> 80% of students will earn a score	Direct, Internal, Formative	86%	The goal was met. 86% of students	Most BBA students are used to individualized	

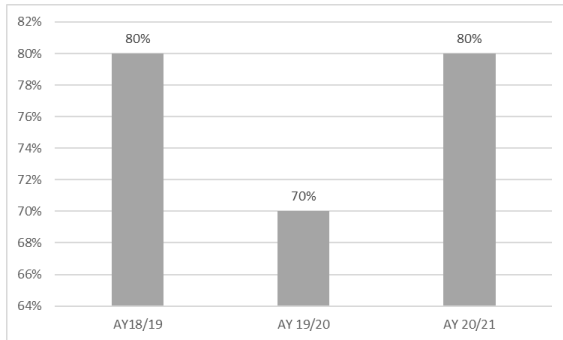
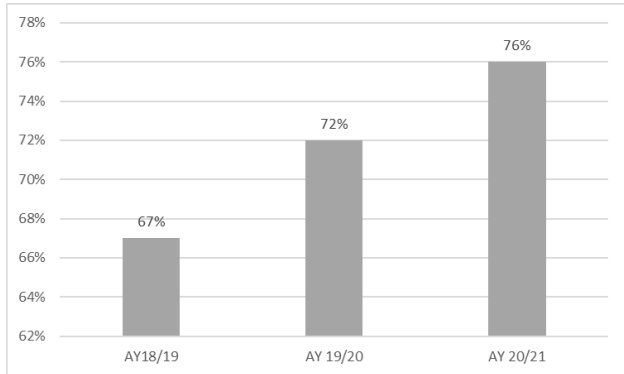
of 75% or better on <b>B.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, External, Formative		earned a score of 75% or higher.	attention and face to face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21 and more support was provided to students with difficulties to cope back with the normality.	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>86%</td></tr><tr><td>AY 19/20</td><td>70%</td></tr><tr><td>AY 20/21</td><td>86%</td></tr></table>	Year	Score	AY18/19	86%	AY 19/20	70%	AY 20/21	86%
Year	Score												
AY18/19	86%												
AY 19/20	70%												
AY 20/21	86%												
<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>C.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, Internal, Formative  Direct, External, Formative	85%	The goal was met. 85% of students earned a score of 75% or higher.	Most BBA students are used to individualized attention and face to face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21 and more support was provided to students with difficulties to	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>79%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></table>	Year	Score	AY18/19	80%	AY 19/20	79%	AY 20/21	85%
Year	Score												
AY18/19	80%												
AY 19/20	79%												
AY 20/21	85%												

				cope back with the normality.	
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>D.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, Internal, Formative	85%	The goal was met. 85% of students earned a score of 75% or higher.	Most BBA students are used to individualized attention and face to face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21 and more support was provided to students with difficulties to cope back with the normality.	
	Direct, External, Formative				
<b>E.1.</b> 80% of students will earn a score of 75% or better on <b>E.1. Assignment</b>  The results of students will not deviate more than 5% from the	Direct, Internal, Formative	82%	The target goal was met. Only 82% of students earned a score of 75% or higher.	Most BBA students are used to individualized attention and face to face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal	
	Direct, External, Formative				

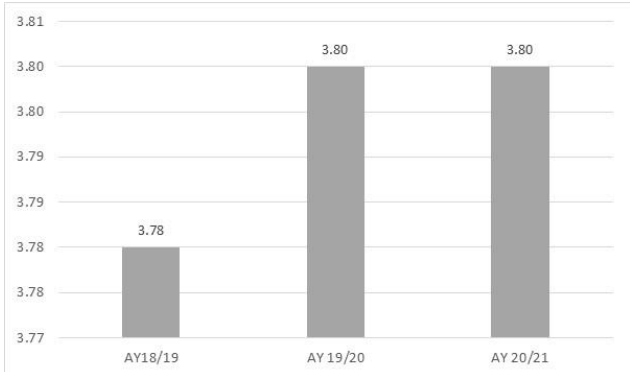
average within other ATHE centres				in AY 20/21 and more support was provided to students with difficulties to cope back with the normality.									
<b>F.1.</b> 80% of students will earn a score of 75% or better on <b>F.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, Internal, Formative	76%	The target goal was not met. Only 76% of students earned a score of 75% or higher.	Class observations, focus groups, and individual interviews will be implemented to understand the reasons of this outcome and come up with solutions for improvement,	<table border="1"><caption>Score Data from Bar Chart</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>63%</td></tr><tr><td>AY 20/21</td><td>76%</td></tr></tbody></table>	Year	Score (%)	AY18/19	75%	AY 19/20	63%	AY 20/21	76%
Year	Score (%)												
AY18/19	75%												
AY 19/20	63%												
AY 20/21	76%												
	Direct, External, Formative												
<b>G.1.</b> 80% of students will earn a score	Direct, Internal, Formative	80%	The target goal was met. 80% of	Most BBA students are used to individualized									



of 75% or better on <b>G.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, External, Formative		students earned a score of 75% or higher.	attention and face to face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21 and more support was provided to students with difficulties to cope back with the normality.	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>78%</td></tr><tr><td>AY 19/20</td><td>55%</td></tr><tr><td>AY 20/21</td><td>80%</td></tr></table>	Year	Score	AY18/19	78%	AY 19/20	55%	AY 20/21	80%
Year	Score												
AY18/19	78%												
AY 19/20	55%												
AY 20/21	80%												
<b>H.1.</b> 80% of students will earn a score of 75% or better on <b>H.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, Internal, Formative  Direct, External, Formative	73%	The target goal was not met. Only 73% of students earned a score of 75% or higher.	Class observations, focus groups, and individual interviews will be implemented to understand the reasons of this outcome and come up with solutions for improvement,	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>81%</td></tr><tr><td>AY 20/21</td><td>73%</td></tr></table>	Year	Score	AY18/19	75%	AY 19/20	81%	AY 20/21	73%
Year	Score												
AY18/19	75%												
AY 19/20	81%												
AY 20/21	73%												

<b>I.1.</b> 80% of students will earn a score of 75% or better on <b>I.1. Assignment</b>  The results of students will not deviate more than 5% from the average within other ATHE centres	Direct, Internal, Formative	80%	The goal was met. 80% of students earned a score of 75% or higher.	Most BBA students are used to individualized attention and face to face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21 and more support was provided to students with difficulties to cope back with the normality.	 <table><caption>Score Data for I.1. Assignment</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>70%</td></tr><tr><td>AY 20/21</td><td>80%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	80%	AY 19/20	70%	AY 20/21	80%
	Academic Year					Score (%)							
AY18/19	80%												
AY 19/20	70%												
AY 20/21	80%												
Direct, External, Formative													
<b>J.1.</b> 80% of students will earn a cumulative score of 75% or better on elective courses of their choice	Direct, Internal, Formative	76%	The target goal was not met. Only 76% of students earned a score of 75% or higher.	Class observations, focus groups, and individual interviews will be implemented to understand the reasons of this outcome and come up with solutions for improvement.	 <table><caption>Score Data for J.1. Assignment</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>67%</td></tr><tr><td>AY 19/20</td><td>72%</td></tr><tr><td>AY 20/21</td><td>76%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	67%	AY 19/20	72%	AY 20/21	76%
Academic Year	Score (%)												
AY18/19	67%												
AY 19/20	72%												
AY 20/21	76%												

<b>SM.1</b> 85% of students will earn a score of 75% or better on <b>THESIS</b>	Direct, Internal, Summative	90%	The target goal was met. 90% of students earned a score of 75% or higher.	Most BBA students are used to individualized attention and face to face studies so COVID-19 has impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21 and more support was provided to students with difficulties to cope back with the normality.	<table><thead><tr><th>Academic Year</th><th>Percentage</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>90%</td></tr></tbody></table>	Academic Year	Percentage	AY18/19	80%	AY 19/20	100%	AY 20/21	90%
Academic Year	Percentage												
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AY 19/20	100%												
AY 20/21	90%												
The cumulative mean value for “ <b>The course made the following contribution to my personal training (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.92	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	<table><thead><tr><th>Academic Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.73</td></tr><tr><td>AY 19/20</td><td>3.87</td></tr><tr><td>AY 20/21</td><td>3.92</td></tr></tbody></table>	Academic Year	Mean Value	AY18/19	3.73	AY 19/20	3.87	AY 20/21	3.92
Academic Year	Mean Value												
AY18/19	3.73												
AY 19/20	3.87												
AY 20/21	3.92												

The cumulative mean value for “ <b>The learning outcome and evaluation criteria were clear. (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.80	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><caption>Cumulative Mean Values</caption><thead><tr><th>Academic Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.78</td></tr><tr><td>AY19/20</td><td>3.80</td></tr><tr><td>AY20/21</td><td>3.80</td></tr></tbody></table>	Academic Year	Mean Value	AY18/19	3.78	AY19/20	3.80	AY20/21	3.80
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AY20/21	3.80												

## B. GRADUATE PROGRAMS

### 2. Master of Business Administration (MBA)

The Master of Business Administration (MBA) at GBSB Global Business School is a transformational program that inspires students to grow both personally and professionally. The program is focused on sustainable practices, business ethics, entrepreneurial spirit, strong leadership skills and innovative problem solving, educating business professionals that will drive the world to change and transform the future of business. This MBA program prepares students to face the challenges presented by the globalized economy and provides the knowledge and skills required to work across borders. Students develop a greater cultural intelligence and awareness, that empower them to work effectively with people who have vastly different values and behaviors.

#### 2.1. State the learning objectives for each program

- Help students distinguish themselves in business, develop a strong career and achieve success, i.e. increased salary, executive title or more responsibilities;
- Inspire students to start their own company or operate an existing business more effectively;
- Attain further business knowledge and skills to shift career focus from one business area to another;
- Procure the necessary education regarding global business systems, economy and society in order to create change in the world;
- Educate professionals by their improving problem solving, crisis management, strategic thinking, emotional and cultural intelligence.

#### 2.2. A plan of study

The MBA program offers a possibility of multiple options of elective courses in one of the five areas. The electives represent 9 ECTS credits, which is 10% of total ECTS credits for the program and thus is not considered a concentration.

Course Codes	PREP TERM	ECTS Credits					
		General Electives	International Business	Entrepreneurship	Finance	Marketing Management	Operations Management
GCO178	Microsoft Excel (Training for Certification)	5	5	5	5	5	5
GCO179	Self-awareness Workshop	3	3	3	3	3	3
GCO180	Stress & Conflict Management Workshop	2	2	2	2	2	2

Course Codes	FALL TERM	General Electives	International Business	Entrepreneurship	Finance	Marketing Management	Operations Management
GCO115	The Government and Legal Environment of Business	3	3	3	3	3	3
GCO120	Leadership and Managing Multicultural Teams	3	3	3	3	3	3
GMA113	Marketing Management	3	3	3	3	3	3
GFI127	Managerial Accounting	3	3	3	3	3	3
GFI119	Financial Accounting	3	3	3	3	3	3
GMB121	Statistical Analysis for Management	3	3	3	3	3	3
GEN114	Discovering Entrepreneurial Opportunities	3	3	3	3	3	3
GMA112	Market Research	One from this group			3	3	
GFI118	Global Financial Markets, Instruments and Financing						
GDB159	Digital Law	One from this group	Possible Elective				
GGB122	Doing Business in Europe						
GOM116	Strategic Retail Management		Possible Elective	3			Possible Elective
GDB165	Agile Methodologies & Design Thinking						
GOM183	Analytics in Operations						Possible Elective
Course Codes	WINTER TERM	General	International Business	Entrepreneurship	Finance	Marketing Management	Operations Management
GCO130	Ethics and Responsibility	3	3	3	3	3	3
GCO140	Understanding International Macroeconomy	3	3	3	3	3	3
GOM125	Operations Management	3	3	3	3	3	3
GEN124	Creativity and Psychology of New Product Development	3	3	3	3	3	3
GFI156	Cost Accounting	6	6	6	6	6	6
GEN176	Geopolitics of World Business (Global Study Trip or Conference)	3	3	3	3	3	3
GCO177	Business Simulation	2	2	2	2	2	2
GCO154	Research Methods in International Business	One from this group		3			
GEN146	Business Plan Design						
GDB161	Digital Operations	One from this group					Possible Elective
GDM168	Design and Web Optimization						
GMA123	Digital Marketing	One from this group			3	3	
GFI155	Financial Reporting						
GGB141	The Economics of Asia		Possible Elective				
Course Codes	SPRING TERM	General	International Business	Entrepreneurship	Finance	Marketing Management	Operations Management
GCO150	Cross-Cultural Negotiations and Communication	3	3	3	3	3	3
GMB151	Global Strategy and Management	3	3	3	3	3	3
GOM145	Global Project Management	3	3	3	3	3	3
GFI149	Corporate Finance	3	3	3	3	3	3
GDB164	Digital Strategy	3	3	3	3	3	3
GFI129	Entrepreneurial Finance	3	3	3	3	3	3
GOM147	Globalization of Innovation	3	3	3	3	3	3
GFI157	Advanced Accounting	One from this group			3		
GGB152	Doing Business in Russia and CIS						
GDB166	UX & Conversion		Possible Elective	3		Possible Elective	Possible Elective
GDM170	Design and Creation of E-Commerce						
GGB153	Doing Business in China	One from this group	Possible Elective				

GDB167	Big Data						
GMA143	Brand Management					Possible Elective	
<b>CAPSTONE</b>	<b>Consulting Project</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL</b>		<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>

## 2.3. Describe your learning outcomes assessment process for each program

The program learning outcomes are assessed using the following types of assessment data:

- Direct: assessing student performance by examining samples of student work;
- Indirect: assessing indicators such as feedback from students;
- Formative: assessments conducted during student's education;
- Summative: assessments conducted at the end of student's education;

**Figure 4.1.b Table for Student Learning Outcome Assessment Data**

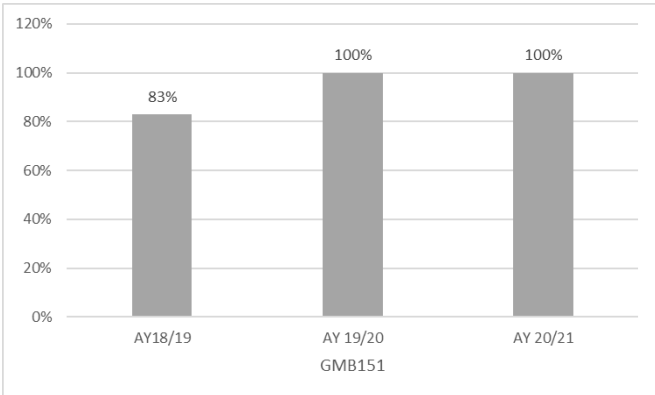
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Analyze strategic management principles and tools for decision-making in the context of international business.	Direct, Internal, Formative	<b>A.1.</b> <b>GMB151 Global Strategy and Management</b> A final project is a case analysis of a global strategy and management for a multi-national corporation. Students are required to download and analyze the latest annual report of the organization of their choice by using and applying concepts discussed during the course.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>B.</b> Understand market conditions to devise, develop and manage innovative initiatives.	Direct, Internal, Formative	<b>B.1.</b> <b>GEN124 Creativity and Psychology of New Product Development</b> Students should design a new service/product which could be a spin-off from an original company. The project target Millennials	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>

		and abide by the Design Thinking approach.	
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Produce and analyze financial and operational plan to support business initiatives and form strategic decisions.	Direct, Internal, Formative	<b>C.1. GFI129 Entrepreneurial Finance</b> Students should develop an original idea for a venture opportunity then create and develop a business model supported by a financial and operational plan.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D.</b> Develop insights for decision-making pertaining to marketing management at both national and international level.	Direct, Internal, Formative	<b>D.1. GMA113 Marketing Management</b> Students should select a company and produce a full strategic marketing plan which would include market analysis, competitive analysis, activities and evaluation methods.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>E.</b> Evaluate economic and financial conditions, understand the impacts of relevant factors and interpret financial data to present strategies.	Direct, Internal, Formative	<b>E.1. GCO140 Understanding International Macroeconomics</b> Students should develop a written report on the conditions of a particular economy. The report should include Economic Growth, Employment, Inflation, Trade, Economic Imbalances, Business Cycles, Monetary Policy, Exchange Rate Policy, Fiscal Policy and Financial Stability.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>E.2. GFI127 Managerial Accounting</b> - Final Exam	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of three exams</li> </ul>

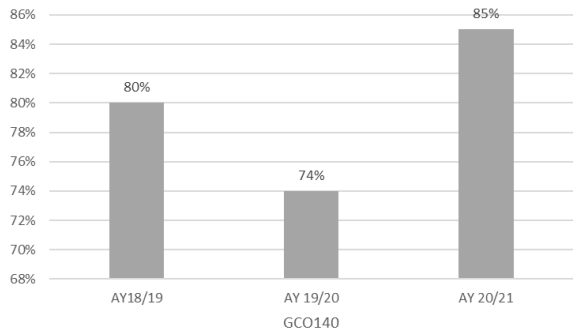
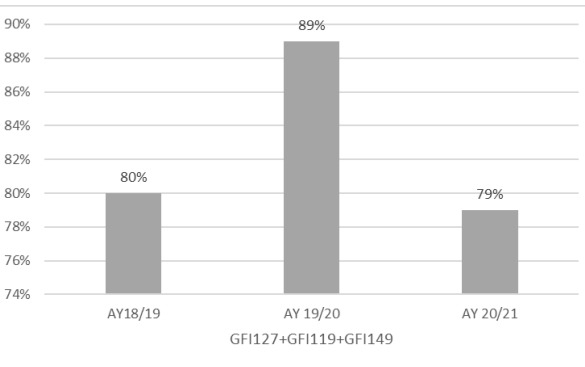


		<b>GFI119 Financial Accounting</b> - Final Exam <b>GFI149 Corporate Finance</b> - Final Exam	
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>F.</b> Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.	Direct, Internal, Formative	<b>F.1. GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBECC's competition guidelines on the structure and content of the written report.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>F.2. GCO120 Leadership and Managing Multicultural Teams</b> - Final Exam <b>GCO130 Ethics and Responsibility</b> - Final Exam <b>GCO150 Cross-Cultural Negotiations and Communication</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>A, B, C, D, E, F</b>	Direct, Internal, Summative	<b>SM.1. CAPSTONE Consulting Project</b> Students should identify an issue/problem within any aspect of management in real organization, conduct research and consult the organization on how to find a solution for this issue/problem.	- Score

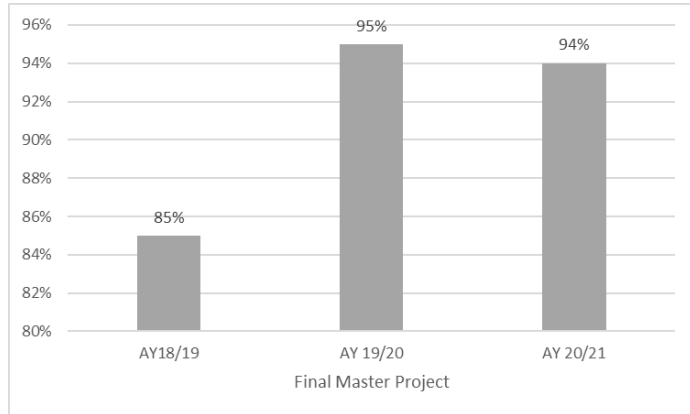
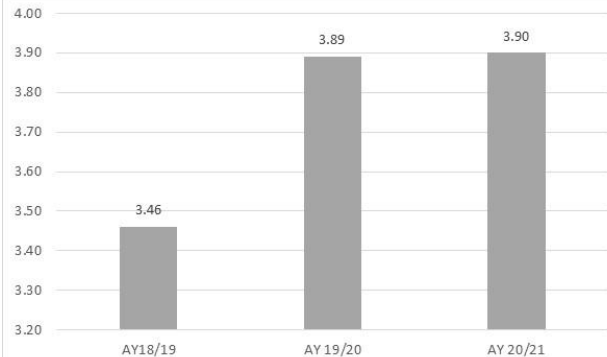
## 2.4. Measurement and Analysis of Student Learning and Performance

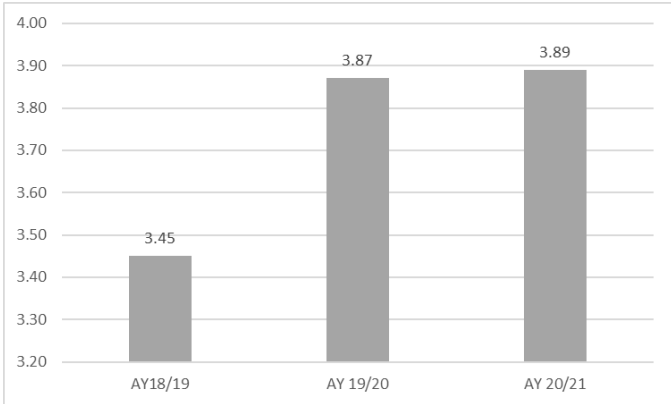
Performance Indicator	Figure 4.2.b Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
<b>A.1.</b> 80% of students will earn a score of 75% or better on <b>GMB151 Global Strategy and Management Project</b>	Direct, Internal, Formative	100%	The results have been steadily improving over the last two academic years with the last year reaching at 100% of students scoring 75% or better	The course workload was reconsidered in accordance with Bologna system, standardized syllabus was designed, new professor with 20+ years of teaching experience took over the course.	 <table><caption>Student Performance Trends for GMB151</caption><thead><tr><th>Academic Year</th><th>Performance (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>83%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Academic Year	Performance (%)	AY18/19	83%	AY 19/20	100%	AY 20/21	100%
Academic Year	Performance (%)												
AY18/19	83%												
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AY 20/21	100%												

<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GEN124 Creativity and Psychology of New Product Development Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned a score 75% or higher	Lego Serious Play workshop was introduced as a part of the course structure which allowed to make the project more interesting and keep improving results.	<table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>86%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Year	Score	AY18/19	86%	AY 19/20	100%	AY 20/21	100%
Year	Score												
AY18/19	86%												
AY 19/20	100%												
AY 20/21	100%												
<b>C.1.</b> 75% of students will earn a score of 75% or better on <b>GFI129 Entrepreneurial Finance Project</b>	Direct, Internal, Formative	87%	The target goal was met. 87% of students scored 75% or higher	Disruption due to COVID-19 could have impacted the results in AY 20/21 but the objective was met.	<table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>98%</td></tr><tr><td>AY 20/21</td><td>87%</td></tr></table>	Year	Score	AY18/19	75%	AY 19/20	98%	AY 20/21	87%
Year	Score												
AY18/19	75%												
AY 19/20	98%												
AY 20/21	87%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GMA113 Marketing Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students scored 75% or higher.	More clarity in the description, expectation and assessment of the project was added. Task force was created in order to investigate a	<table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>91%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Year	Score	AY18/19	75%	AY 19/20	91%	AY 20/21	100%
Year	Score												
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				decrease in the tendency during AY18/19 which helped to improve the results.									
<b>E.1.</b> 75% of students will earn a score of 75% or better on <b>GCO140 Understanding International Macroeconomics Project</b>	Direct, Internal, Formative	85%	The goal was met. 85% of students had a score of 75% or higher	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>74%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Year	Score	AY18/19	80%	AY 19/20	74%	AY 20/21	85%
Year	Score												
AY18/19	80%												
AY 19/20	74%												
AY 20/21	85%												
<b>E.2.</b> 70% of students will earn a cumulative score of 70% or better on <b>GFI127 Managerial Accounting, GFI119 Financial Accounting, GFI149 Corporate Finance Final Exams</b>	Direct, Internal, Formative	79%	The goal was met. 79% of students earned a cumulative score of 70% or higher	The results are consistent with previous years. No specific actions were taken.	 <table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>89%</td></tr><tr><td>AY 20/21</td><td>79%</td></tr></tbody></table>	Year	Score	AY18/19	80%	AY 19/20	89%	AY 20/21	79%
Year	Score												
AY18/19	80%												
AY 19/20	89%												
AY 20/21	79%												

<b>F.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	A practical component to the course was introduced – visit to a company to understand how they address ethical issues and dilemmas.	<table><caption>GCO130 Scores</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>93%</td></tr><tr><td>AY 20/21</td><td>98%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	89%	AY 19/20	93%	AY 20/21	98%
Academic Year	Score (%)												
AY18/19	89%												
AY 19/20	93%												
AY 20/21	98%												
<b>F.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-Cultural Negotiations and Communication Final Exams</b>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	<table><caption>GCO120+GCO130+GCO150 Cumulative Scores</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
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AY 19/20	73%												
AY 20/21	85%												

<b>SM.1.</b> 85% of students will earn a score of 75% of better on <b>Capstone</b>	Direct, Internal, Summative	94%	The target goal is met. 94% of students earned a cumulative score of 75% or higher.	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><caption>Final Master Project</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY19/20</td><td>95%</td></tr><tr><td>AY20/21</td><td>94%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	85%	AY19/20	95%	AY20/21	94%
Academic Year	Score (%)												
AY18/19	85%												
AY19/20	95%												
AY20/21	94%												
The cumulative mean value for <b>“The course made the following contribution to my personal training (scale 1-5)”</b> will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.90	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><thead><tr><th>Academic Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.46</td></tr><tr><td>AY19/20</td><td>3.89</td></tr><tr><td>AY20/21</td><td>3.90</td></tr></tbody></table>	Academic Year	Mean Value	AY18/19	3.46	AY19/20	3.89	AY20/21	3.90
Academic Year	Mean Value												
AY18/19	3.46												
AY19/20	3.89												
AY20/21	3.90												

The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.89	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><tr><th>Academic Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.45</td></tr><tr><td>AY19/20</td><td>3.87</td></tr><tr><td>AY20/21</td><td>3.89</td></tr></table>	Academic Year	Mean Value	AY18/19	3.45	AY19/20	3.87	AY20/21	3.89
Academic Year	Mean Value												
AY18/19	3.45												
AY19/20	3.87												
AY20/21	3.89												

## C. MASTER OF SCIENCE PROGRAMS

### 3. MSc in Entrepreneurship

The Master of Science in Entrepreneurship puts strong emphasis on balancing theoretical teaching with experiential learning (e.g. learning from small-business owners, visiting business incubators, field trips) to guide students through the process of starting their own business. Under the guidance of professors who are entrepreneurs themselves and expert practitioners, students will learn how to identify, create and explore entrepreneurial opportunities. The program provides students with the mindset and skills to generate new business ideas and turn them into actions, be it in new startups or in existing companies.

#### 3.1. State the learning objectives for each program

- a) Provide a broad understanding of how the business industry has evolved and how it currently operates;
- b) Prepare students for competitive markets worldwide with an education focused on a global business perspective and cultural awareness;
- c) Develop students into future leaders in the world of business by providing pertinent knowledge that can be applied to a new business venture management;
- d) Teach students how to be successful decision makers by exposing them to real world examples through industrial visits, company presentations, global study trips and more.

#### 3.2. A plan of study

Course Code	FALL TERM	TRACK 1: Brand Strategy in the XXI Century	TRACK 2: Entrepreneurship in the Digital Environment
GCO115	The Government and Legal Environment of Business	3	3
GCO120	Leadership and Managing Multicultural Teams	3	3
GMA113	Marketing Management	3	3
GFI127	Managerial Accounting	3	3
GMA112	Market Research	3	3
GDB159	Digital Law	3	3
GEN114	Discovering Entrepreneurial Opportunities	3	3



Course Code	WINTER TERM	TRACK 1: Brand Strategy in the XXI Century	TRACK 2: Entrepreneurship in the Digital Environment
GCO130	Ethics and Responsibility	3	3
GEN146	Business Plan Design	3	3
GEN124	Creativity and Psychology of New Product Development	3	3
GDB162	Social Media Management	3	
GDB161	Digital Operations		3
GMA123	Digital Marketing	3	3
Course Code	SPRING TERM	TRACK 1: Brand Strategy in the XXI Century	TRACK 2: Entrepreneurship in the Digital Environment
GCO150	Cross-Cultural Negotiations and Communication	3	3
GMB151	Global Strategy and Management	3	3
GOM145	Global Project Management	3	3
GMA144	Going to Market: Managing the Channel and Sales Force	3	3
GFI129	Entrepreneurial Finance	3	3
GDM170	Design and Creation of E-Commerce		3
GMA143	Brand Management	3	
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>	<b>6</b>
<b>TOTAL</b>		<b>60</b>	<b>60</b>

### 3.3. Describe your learning outcomes assessment process for each program

Figure 4.1.c Table for Student Learning Outcome Assessment Data

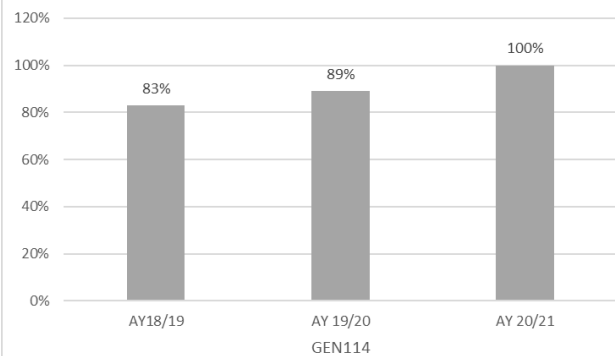
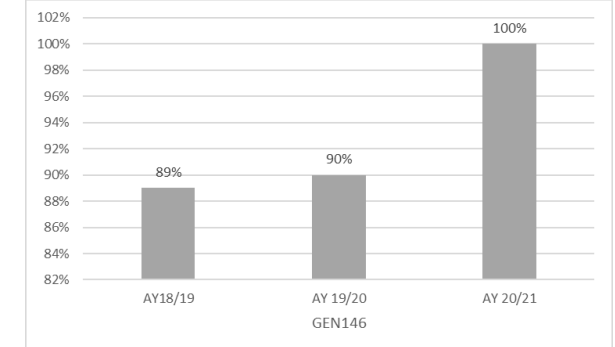
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
A. Distinguish and assess entrepreneurial opportunities assisted by the ability to mitigate risks and solve problems in a creative manner.	Direct, Internal, Formative	<b>A.1. GEN114 Discovering Entrepreneurial Opportunities</b> Each student has to prepare a paper containing the core or his or her idea of business thus giving specific answers to the fundamental questions that had been raised along the different sessions of the course. Particularly, the business feasibility, the acceptability and the logical sequence of the steps	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>

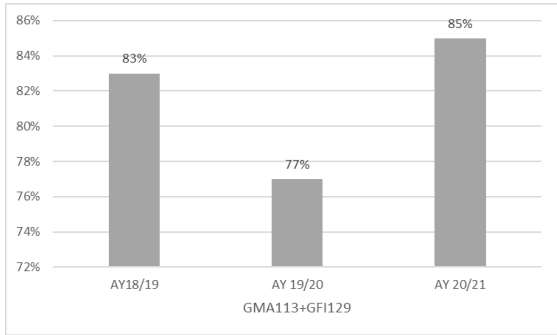
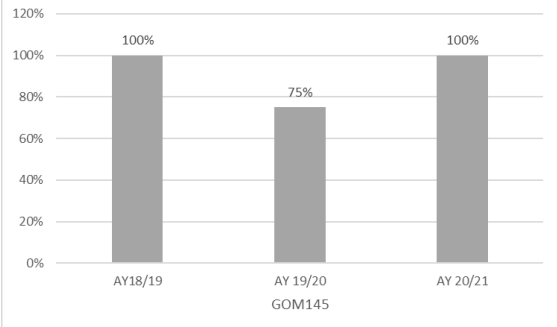
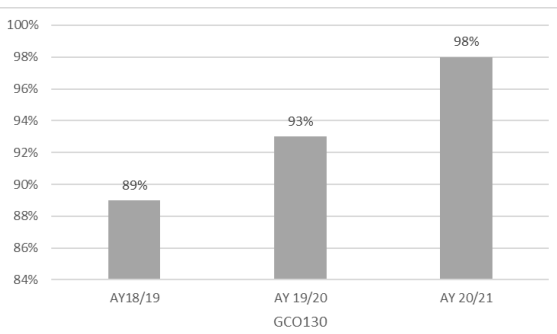
		proposed will be the key parts for assessment.	
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>B.</b> Develop entrepreneurial tenacity, resilience and self-efficacy by skilfully using marketing and finance tools and approaches.	Direct, Internal, Formative	<b>B.1.</b> <b>GEN146 Business Plan Design</b> Students develop a project – a business plan and present it to their classmates imagining the latter are investors. Potential investors should provide a feedback on the business plan and do a secret voting whether they make an investment or not. The project should contain business description, business model, STP summary, value proposition, target customers, SWOT, launch plan, opportunity analysis, marketing plan, operations plan and financial plan.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>B.2.</b> <b>GMA113 Marketing Management</b> - Final Exam <b>GFI129 Entrepreneurial Finance</b> - Final Exam	- Scores - Average cumulative score of two exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Create a balance between the start up's goals and its strategic direction.	Direct, Internal, Formative	<b>C.1; D.1.</b> <b>GOM145 Global Project Management</b> Students work in teams and define a particular project's framework. They set project goals and activities, outline project management issues, budgeting, monitoring and evaluation plan. Students learn how to collaboratively make things happen and review milestones and mistakes.	- Number of successfully completed projects - Scores
<b>D.</b> Construct and manage entrepreneurial networks: social interaction skills that enable an individual to establish, develop and maintain sets of relationships with others who assist them in			

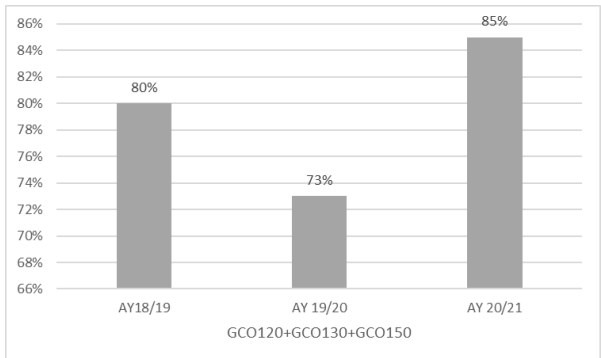
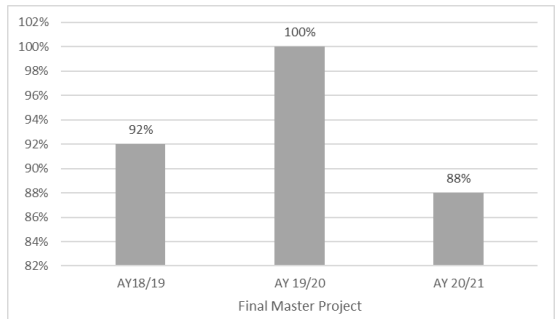
advancing their work or career.	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>E.</b> Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.	Direct, Internal, Formative	<b>E.1.</b> <b>GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBEC's competition guidelines on the structure and content of the written report.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>E.2.</b> <b>GCO120 Leadership and Managing Multicultural Teams</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b>GCO130 Ethics and Responsibility</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b>GCO150 Cross-Cultural Negotiations and Communication</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul>	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of three exams</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>A, B, C, D, E</b>	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of entrepreneurship and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	<ul style="list-style-type: none"> <li>- Score</li> </ul>

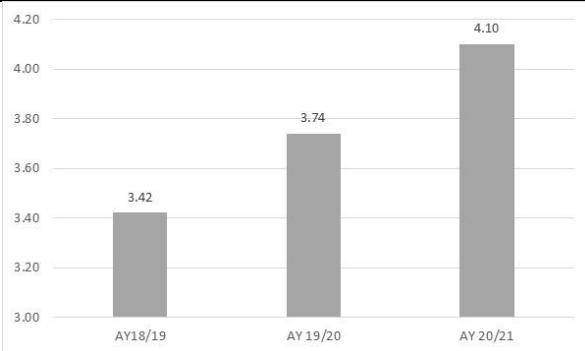
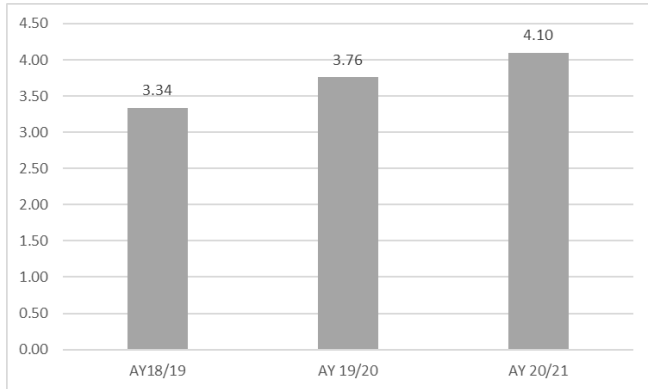
A, B, C, D, E	Indirect, External, Summative	Satisfaction Questionnaire University of Vic - Central University of Catalonia (UVic-UCC)	<ul style="list-style-type: none"><li>- Average Mean Value</li><li>- Comparison with other partners</li></ul>
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### 3.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.c Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
<b>A.1.</b> 80% of students will earn a score of 75% or better on <b>GEN 114 Discovering Entrepreneurial Opportunities Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned a score of 75% or better.	More practical orientation to the course and a project was prepared for a real company.	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>83%</td></tr><tr><td>AY 19/20</td><td>89%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Year	Score	AY18/19	83%	AY 19/20	89%	AY 20/21	100%
Year	Score												
AY18/19	83%												
AY 19/20	89%												
AY 20/21	100%												
<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GEN146 Business Plan Design Project</b>	Direct, Internal, Formative	100%	The target goal is met. 100% of students earned a score of 75% or higher.	Students received an opportunity to submit best business plans to the business incubator G-Accelerator for their practical realization.	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>90%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Year	Score	AY18/19	89%	AY 19/20	90%	AY 20/21	100%
Year	Score												
AY18/19	89%												
AY 19/20	90%												
AY 20/21	100%												

<b>B.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GMA113 Marketing Management, GFI129 Entrepreneurial Finance Exams</b>	Direct, Internal, Formative	85%	The goal is met. 85% of students earned a cumulative score of 75% or higher	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><tr><th>Academic Year</th><th>Cumulative Score (%)</th></tr><tr><td>AY18/19</td><td>83%</td></tr><tr><td>AY 19/20</td><td>77%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></table>	Academic Year	Cumulative Score (%)	AY18/19	83%	AY 19/20	77%	AY 20/21	85%
Academic Year	Cumulative Score (%)												
AY18/19	83%												
AY 19/20	77%												
AY 20/21	85%												
<b>C.1.; D.1.</b> 80% of students will earn a score of 75% or better on <b>GOM145 Global Project Management Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned at least 75% or higher	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>100%</td></tr><tr><td>AY 19/20</td><td>75%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Academic Year	Score (%)	AY18/19	100%	AY 19/20	75%	AY 20/21	100%
Academic Year	Score (%)												
AY18/19	100%												
AY 19/20	75%												
AY 20/21	100%												
<b>E.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	No specific actions were required.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>93%</td></tr><tr><td>AY 20/21</td><td>98%</td></tr></table>	Academic Year	Score (%)	AY18/19	89%	AY 19/20	93%	AY 20/21	98%
Academic Year	Score (%)												
AY18/19	89%												
AY 19/20	93%												
AY 20/21	98%												

<b>E.2.</b> 80% of students will earn a cumulative score of 75% or better on <i><b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-Cultural Negotiations and Communication Exams</b></i>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><caption>GCO120+GCO130+GCO150</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Academic Year	Score	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
Academic Year	Score												
AY18/19	80%												
AY 19/20	73%												
AY 20/21	85%												
<b>SM.1.</b> 85% of students will earn a score of 75% of better on <i><b>Final Master Project</b></i>	Direct, Internal, Summative	88%	The goal was met. 88% of students earned a score of 75% or higher	Results are generally consistent. At the moment no further actions are required however a closer attention to the performance of students will be paid.	 <table><caption>Final Master Project</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>92%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>88%</td></tr></tbody></table>	Academic Year	Score	AY18/19	92%	AY 19/20	100%	AY 20/21	88%
Academic Year	Score												
AY18/19	92%												
AY 19/20	100%												
AY 20/21	88%												

The cumulative mean value for “The course made the following contribution to my personal training (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.10	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.42</td></tr><tr><td>AY19/20</td><td>3.74</td></tr><tr><td>AY 20/21</td><td>4.10</td></tr></table>	Year	Mean Value	AY18/19	3.42	AY19/20	3.74	AY 20/21	4.10
Year	Mean Value												
AY18/19	3.42												
AY19/20	3.74												
AY 20/21	4.10												
The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.10	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.34</td></tr><tr><td>AY 19/20</td><td>3.76</td></tr><tr><td>AY 20/21</td><td>4.10</td></tr></table>	Year	Mean Value	AY18/19	3.34	AY 19/20	3.76	AY 20/21	4.10
Year	Mean Value												
AY18/19	3.34												
AY 19/20	3.76												
AY 20/21	4.10												



## 4. MSc in Marketing Management

The Master of Science in Marketing Management program is designed to develop an in-depth knowledge of relevant and innovative marketing skills and techniques for prospective students interested in pursuing marketing careers. The program provides tools, theories, frameworks, critical thinking skills and learning-by-doing projects in areas that include brand management, sales management, digital marketing, market research, and product development. This allows for more effective development, enhancement and refinement of marketing knowledge and skills that are so critical to the professional success in the field of marketing management.

### 4.1. State the learning objectives for each program

- a) Develop an ability to analyze the international business environment to produce marketing solutions effective in current and emerging markets across the globe;
- b) Provide a strategic framework to assess and implement various international marketing practices;
- c) Create awareness of digital marketing approaches and enable students to understand appropriate processes;
- d) Habituate participants to be in touch with latest innovative marketing techniques and practices;
- e) Teach to design marketing strategies and other initiatives that take into consideration globalization as well as ethics and sustainability in business;
- f) Enhance managerial competencies through activities that provide training in teamwork, leadership, communication & creativity.

### 4.2. A plan of study

Course Code	FALL TERM	
GCO115	The Government and Legal Environment of Business	3
GCO120	Leadership and Managing Multicultural Teams	3
GMA113	Marketing Management	3
GDB160	Enabling Gamification through Digital Technologies	Possible Elective
GMA112	Market Research	3
GOM116	Strategic Retail Management	3
GDB165	Agile Methodologies & Design Thinking	Possible Elective
Course Code	WINTER TERM	
GCO130	Ethics and Responsibility	3
GCO154	Research Methods in International Business	3

GEN124	Creativity and Psychology of New Product Development	3
GDB162	Social Media Management	3
GDB126	Importing and Exporting in a Global Market	Possible Elective
GMA173	Cases in Strategic Marketing – L’Oreal Brandstorm Challenge	3
GMA123	Digital Marketing	3
<b>Course Code</b>	<b>SPRING TERM</b>	
GCO150	Cross-Cultural Negotiations and Communication	3
GMB151	Global Strategy and Management	3
GOM145	Global Project Management	Possible Elective
GMA144	Going to Market: Managing the Channel and Sales Force	3
GMA174	Consumer Behaviour	3
GMA143	Brand Management	3
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>
<b>TOTAL</b>		<b>60</b>

### 4.3. Describe your learning outcomes assessment process for each program

**Figure 4.1.d Table for Student Learning Outcome Assessment Data**

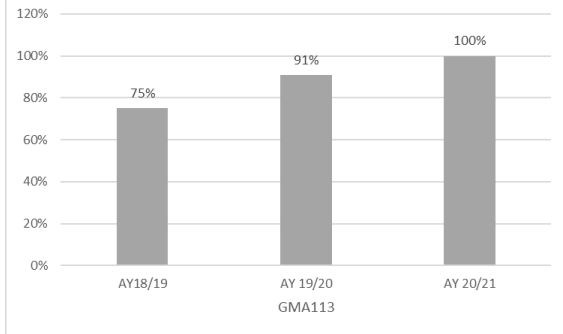
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Formulate and apply research principles and methodologies to develop insights for decision-making pertaining to marketing, consumer behavior, business environment at both national and international level.	Direct, Internal, Formative	<b>A.1.</b> <b>GMA113 Marketing Management</b> Students should select a company and produce a full strategic marketing plan which would include market analysis, competitive analysis, activities and evaluation methods.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>A.2.</b> <b>GMA113 Marketing Management</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b>GMA112 Market Research</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b>GCO154 Research Methods in International Business</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul>	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of three exams</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>

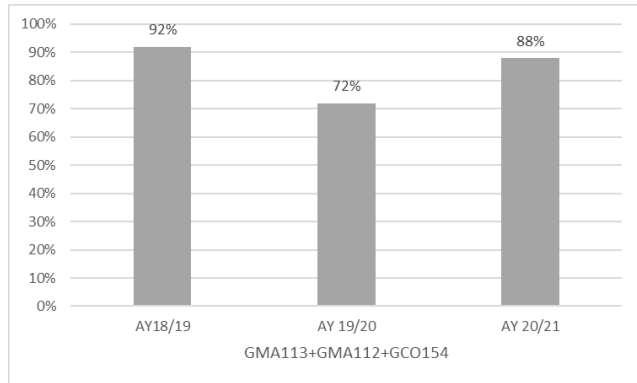
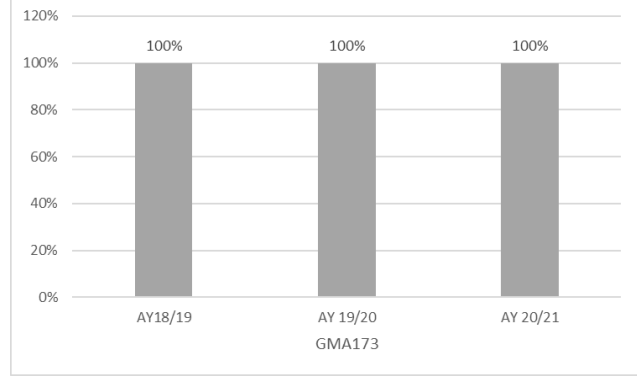
<b>B. Assess and construct</b> marketing, brand and operational strategies at national and international level with the use of marketing principles and tools.	Direct, Internal, Formative	<b>B.1.</b> <b>GMA 173</b> <b>Cases in Strategic Marketing</b> Students should invent a future skincare experience for health-conscious consumers as specified in the Loreal Brandstorm 2019 Case. The objective of the case is to create a disruptive innovation for skincare experience to attract, engage and educate health-conscious consumers by leveraging new online and offline services, digital solutions and connected technologies.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C. Produce and manage</b> strategies concerning the digital aspect of marketing.	Direct, Internal, Formative	<b>C.1.</b> <b>GMA123</b> <b>Digital Marketing</b> Students are working on a digital marketing plan including SEO actions and Google Adwords campaigns. The project should specify the tactical implementation of digital marketing strategy, SMART goals and specific details.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D. Devise and appraise</b> strategies for various stages of marketing operations, including design, retail management and distribution.	Direct, Internal, Formative	<b>D.1.</b> <b>GOM116</b> <b>Strategic Retail Management</b> Students work on retail and distribution plan for an existing or non-existing business. The project should describe a challenge to be solved, market analysis and benchmark of solutions, main strategies, action plan, timeline, conclusions and result's forecast.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>

	Direct, Internal, Formative	<b>D.2.</b> <b>GOM116 Strategic Retail Management</b> - Final Exam <b>GMA144 Going to Market: Managing the Channel and Sales Force</b> - Final Exam	- Scores - Average cumulative score of two exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>E.</b> Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.	Direct, Internal, Formative	<b>E.1.</b> <b>GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBEC's competition guidelines on the structure and content of the written report.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>E.2.</b> <b>GCO120 Leadership and Managing Multicultural Teams</b> - Final Exam <b>GCO130 Ethics and Responsibility</b> - Final Exam <b>GCO150 Cross-Cultural Negotiations and Communication</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>A, B, C, D, E</b>	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of marketing management and work with a tutor, other students during	- Score

		consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	
<b>A, B, C, D, E</b>	Indirect, External, Summative	Satisfaction Questionnaire University of Murcia (Spain)	<ul style="list-style-type: none"> <li>- Average Mean Value</li> <li>- Comparison with other partners</li> </ul>

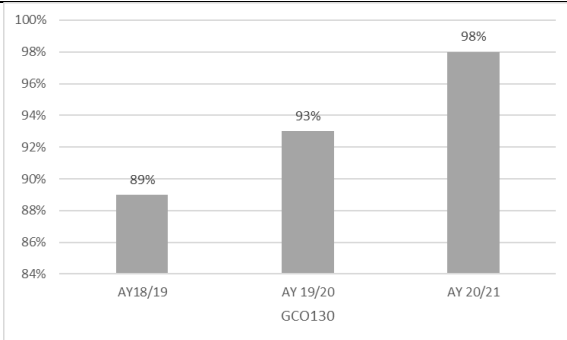
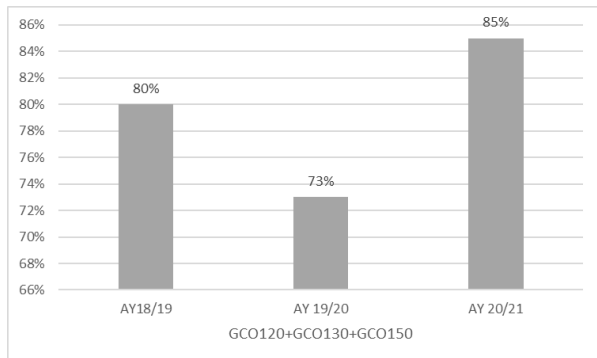
## 4.4. Measurement and Analysis of Student Learning and Performance

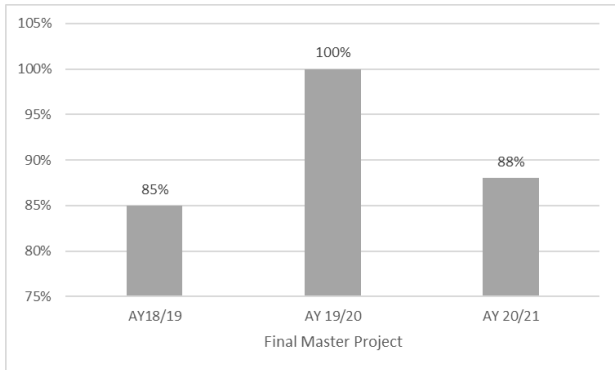
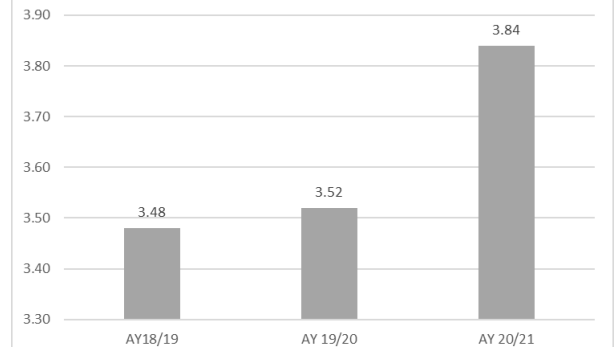
Performance Indicator	Figure 4.2.d Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
A.1. 80% of students will earn a score of 75% or better on <b>GMA113 Marketing Management Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned a score 75% or better	More clarity in the description, expectation and assessment of the project was added. Task force was created in order to investigate a decrease in the tendency during AY18/19 which helped to improve the results.	 <table><caption>Figure 4.2.d Measurement and Analysis of Student Learning and Performance</caption><thead><tr><th>Academic Year</th><th>Percentage of Students Meeting Goal</th></tr></thead><tbody><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20 GMA113</td><td>91%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Academic Year	Percentage of Students Meeting Goal	AY18/19	75%	AY 19/20 GMA113	91%	AY 20/21	100%
Academic Year	Percentage of Students Meeting Goal												
AY18/19	75%												
AY 19/20 GMA113	91%												
AY 20/21	100%												

<b>A.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GMA113 Marketing Management, GMA112 Market Research, GCO154 Research Methods in International Business Final Exams</b>	Direct, Internal, Formative	88%	The target goal was met. 88% of students earned a cumulative score of 75% or higher	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><tr><th>Academic Year</th><th>Cumulative Score (%)</th></tr><tr><td>AY18/19</td><td>92%</td></tr><tr><td>AY 19/20</td><td>72%</td></tr><tr><td>AY 20/21</td><td>88%</td></tr></table>	Academic Year	Cumulative Score (%)	AY18/19	92%	AY 19/20	72%	AY 20/21	88%
Academic Year	Cumulative Score (%)												
AY18/19	92%												
AY 19/20	72%												
AY 20/21	88%												
<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GMA 173 Cases in Strategic Marketing Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or better.	No further actions are required as of today. However, we need to investigate whether the project requirements are too easy for the students.	 <table><tr><th>Academic Year</th><th>Cumulative Score (%)</th></tr><tr><td>AY18/19</td><td>100%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Academic Year	Cumulative Score (%)	AY18/19	100%	AY 19/20	100%	AY 20/21	100%
Academic Year	Cumulative Score (%)												
AY18/19	100%												
AY 19/20	100%												
AY 20/21	100%												

<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>GMA123 Digital Marketing Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned a score of 75% or higher.	The results are consistent with previous years, no further actions are required.	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>93%</td></tr><tr><td>AY19/20</td><td>96%</td></tr><tr><td>AY20/21</td><td>100%</td></tr></tbody></table>	Year	Score	AY18/19	93%	AY19/20	96%	AY20/21	100%
Year	Score												
AY18/19	93%												
AY19/20	96%												
AY20/21	100%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GOM116 Strategic Retail Management Project</b>		83%	The target goal was met. 83% of students earned a score of 75% or higher.	Decrease is being observed. A focus group will be created to investigate this tendency.	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>91%</td></tr><tr><td>AY19/20</td><td>87%</td></tr><tr><td>AY20/21</td><td>83%</td></tr></tbody></table>	Year	Score	AY18/19	91%	AY19/20	87%	AY20/21	83%
Year	Score												
AY18/19	91%												
AY19/20	87%												
AY20/21	83%												
<b>D.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GOM116 Strategic Retail Management, GMA144 Going to Market: Managing the Channel and Sales Force Exams</b>	Direct, Internal, Formative	66%	The target goal was not met. Only 66% of students earned a cumulative score of 75% or higher.	The objective was not met for two consecutive years. Initially it was thought the decrease was due to Covid-19. A focus group will be created to investigate this tendency.	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>83%</td></tr><tr><td>AY19/20</td><td>66%</td></tr><tr><td>AY20/21</td><td>66%</td></tr></tbody></table>	Year	Score	AY18/19	83%	AY19/20	66%	AY20/21	66%
Year	Score												
AY18/19	83%												
AY19/20	66%												
AY20/21	66%												



<b>E.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	The results are consistent. No actions are required.	 <table><caption>GCO130 Scores</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>93%</td></tr><tr><td>AY 20/21</td><td>98%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	89%	AY 19/20	93%	AY 20/21	98%
Academic Year	Score (%)												
AY18/19	89%												
AY 19/20	93%												
AY 20/21	98%												
<b>E.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-Cultural Negotiations and Communication Exams</b>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><caption>GCO120+GCO130+GCO150 Scores</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
Academic Year	Score (%)												
AY18/19	80%												
AY 19/20	73%												
AY 20/21	85%												

<b>SM.1.</b> 85% of students will earn a score of 75% of better on <b><i>Final Master Project</i></b>	Direct, Internal, Summative	88%	The goal was met. 88% of students earned a cumulative score of 75% or higher.	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><caption>Final Master Project</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>88%</td></tr></tbody></table>	Year	Score	AY18/19	85%	AY19/20	100%	AY20/21	88%
Year	Score												
AY18/19	85%												
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The cumulative mean value for <b>“The course made the following contribution to my personal training (scale 1-5)”</b> will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.84	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><caption>Cumulative Mean Values</caption><thead><tr><th>Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.48</td></tr><tr><td>AY19/20</td><td>3.52</td></tr><tr><td>AY20/21</td><td>3.84</td></tr></tbody></table>	Year	Mean Value	AY18/19	3.48	AY19/20	3.52	AY20/21	3.84
Year	Mean Value												
AY18/19	3.48												
AY19/20	3.52												
AY20/21	3.84												

The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.81	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	<table><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>81%</td></tr><tr><td>AY 20/21</td><td>73%</td></tr></tbody></table>	Year	Percentage	AY18/19	75%	AY 19/20	81%	AY 20/21	73%
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## 5. MSc in Digital Marketing and E-commerce

The Master of Science in Digital Marketing & E-Commerce introduces students to the dynamic and complex field of digital marketing and e-commerce and provides both theoretical and practical knowledge of its various areas that include digital marketing strategy and planning, website management, content marketing, inbound marketing, email marketing, search engine optimization (SEO), search engine marketing, lead generation, webinars, social media, online reputation management, and affiliate marketing. Students acquire skills required in the industry to manage an integrated system of various platforms, channels, tools, and digital models across different geographical markets.

### 5.1. State the learning objectives for each program

- a) Provide understanding of core concepts of multi-channel marketing and digital marketing strategies as well as e-commerce platforms;
- b) Develop ability to work with current digital marketing tools;
- c) Develop the ability to contribute, from the functional scope, to the digital marketing strategy of the company, with an international vision of the organization;
- d) Teach to manage all aspects of Digital Marketing – SEO, Social Media Marketing, PPC, Conversion Optimization, Web Analytics, Content Marketing, Mobile Marketing, E-mail Marketing, etc.;
- e) Develop ability to formulate, plan and execute effective Digital Marketing campaigns.

### 5.2. A plan of study

Course Code	FALL TERM	
GCO115	The Government and Legal Environment of Business	3
GCO120	Leadership and Managing Multicultural Teams	3
GMA113	Marketing Management	3
GMA112	Market Research	3
GDB159	Digital Law	3
GDB165	Agile Methodologies & Design Thinking	3
Course Code	WINTER TERM	
GCO130	Ethics and Responsibility	3

GCO154	Research Methods in International Business	3
GDB162	Social Media Management	3
GDM169	Mobile Marketing	3
GDM168	Design and Web Optimization	3
GMA123	Digital Marketing	3
<b>Course Code</b>	<b>SPRING TERM</b>	
GCO150	Cross-Cultural Negotiations and Communication	3
GDB164	Digital Strategy	3
GMA144	Going to Market: Managing the Channel and Sales Force	3
GDB166	UX & Conversion	3
GDM170	Design and Creation of E-Commerce	3
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>
<b>TOTAL</b>		<b>60</b>

### 5.3. Describe your learning outcomes assessment process for each program

Figure 4.1.e Table for Student Learning Outcome Assessment Data

Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Appraise and devise strategies and methods for building online relations with the customers.	Direct, Internal, Formative	<b>A.1.</b> <b><i>GDB162 Social Media Management</i></b> Students work in teams and are assigned a role of either Brand Managers, Sales Managers, Media and PR Agency & Client (trade). The objective is to create a 360° strategy to launch a brand-new product online. Students should develop a social media strategy which includes market analysis, structured communication plan, content strategy, channels, KPI's, action plan.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>B.</b> Measure and strategize various aspects of digital	Direct, Internal, Formative	<b>B.1.</b> <b><i>GDM168 Design &amp; Web Optimization</i></b>	<ul style="list-style-type: none"> <li>- Number of successfully</li> </ul>

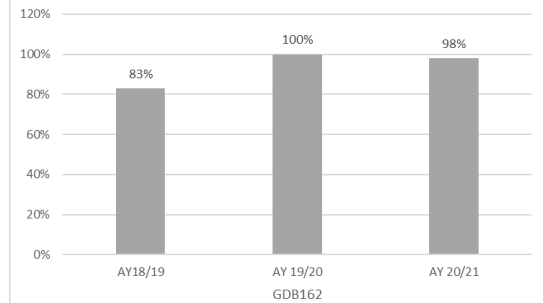
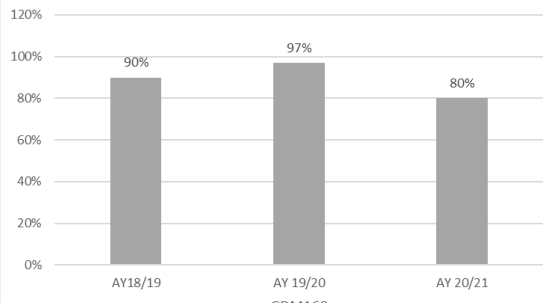
marketing pertaining to search engine and websites.		Students should create a portfolio website for self-promotional purposes. The project involves building a wordpress.com basic website with the content developed. Additionally, students should prepare a course paper outlining objectives of the website, domain selected (it has to be real), coherence between the web's objective, content and design, technical resolution to all website aspects, texts, SEO, pages structure, including website map and page mockups, SEO justified texts for the pages and three blog entries, images and style, plugins, hosting.	completed projects - Scores
	Direct, Internal, Formative	<b>B.2.</b> <b>GDM169 Mobile Marketing</b> - Final Exam <b>GDM168 Design and Web Optimization</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Produce and manage strategies concerning the digital aspect of marketing.	Direct, Internal, Formative	<b>C.1.</b> <b>GMA123 Digital Marketing</b> Students are working on a digital marketing plan including SEO actions and Google Adwords campaigns. The project should specify the tactical implementation of digital marketing strategy, SMART goals and specific details.	- Number of successfully completed projects - Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D.</b> Construct and manage research methodologies to develop insights and facilitate the formation of	Direct, Internal, Formative	<b>D.1.</b> <b>GMA112 Market Research</b> Students apply market research skills in order to find a solution to a specific	- Number of successfully completed projects - Scores

innovative ideas in the area of digital marketing and e-commerce.		problem. They should interpret the results and propose a creative solution based on evidence obtained as a result of their research.	
	Direct, Internal, Formative	<b>D.2.</b> <b>GMA112 Market Research</b> - Final Exam <b>GCO154 Research Methods in International Business</b> - Final Exam	- Scores - Average cumulative score of three exams
E. Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.	Direct, Internal, Formative	<b>E.1.</b> <b>GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBEC's competition guidelines on the structure and content of the written report.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>E.2.</b> <b>GCO120 Leadership and Managing Multicultural Teams</b> - Final Exam <b>GCO130 Ethics and Responsibility</b> - Final Exam <b>GCO150 Cross-Cultural Negotiations and Communication</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
A, B, C, D, E	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of digital marketing and e-commerce and work with a tutor, other	- Score

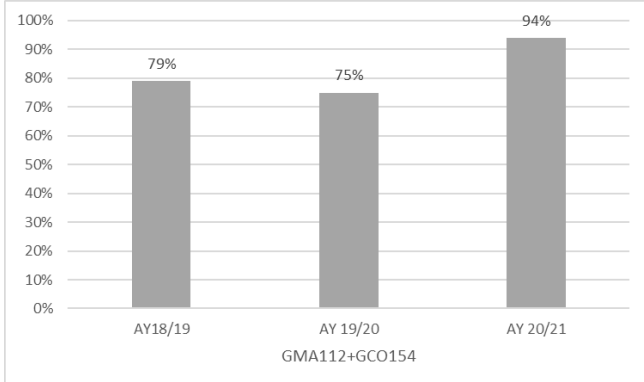
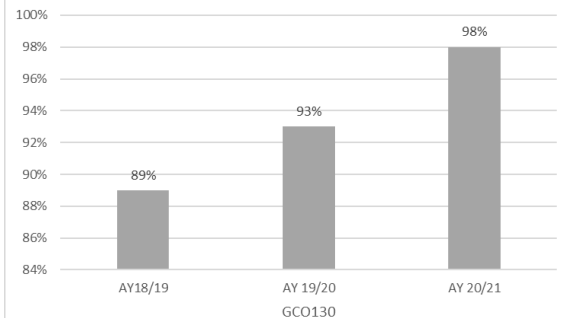
		students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	
<b>A, B, C, D, E</b>	Indirect, External, Summative	Satisfaction Questionnaire University of Murcia (Spain)	<ul style="list-style-type: none"> <li>- Average Mean Value</li> <li>- Comparison with other partners</li> </ul>

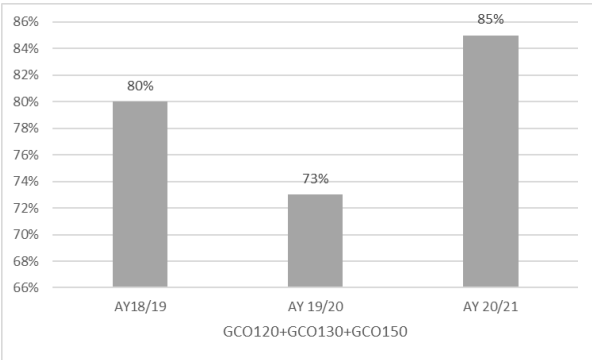
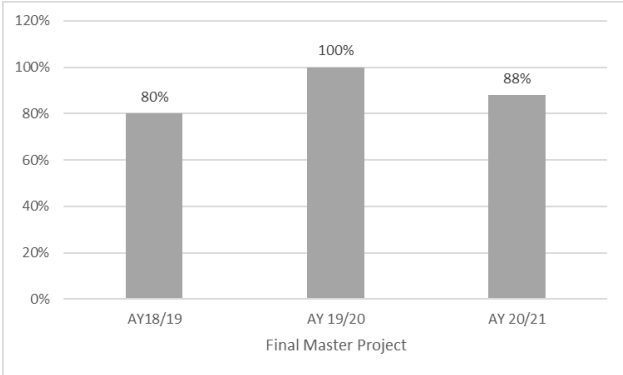


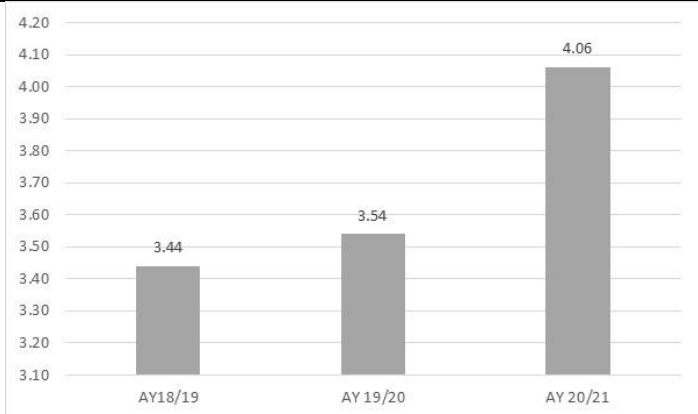
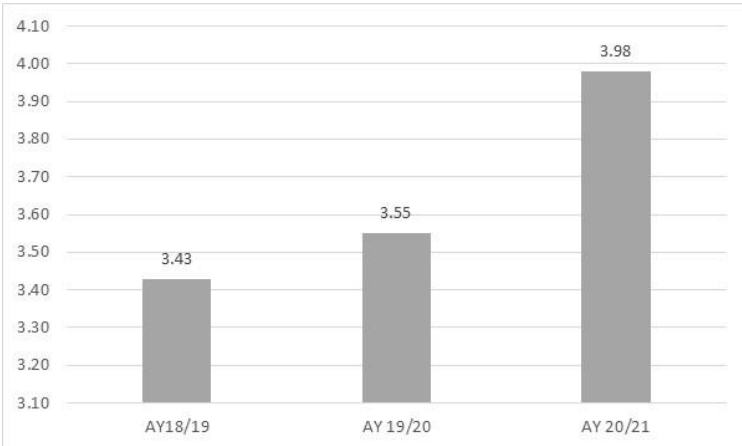
## 5.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.e Measurement and Analysis of Student Learning and Performance				
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends
A.1. 80% of students will earn a score of 75% or better on <b>GDB162 Social Media Management Project</b>	Direct, Internal, Formative	98%	The target goal was met. 98% of students earned a score of 75% of higher.	Results are consistent. No actions are required.	
B.1. 80% of students will earn a score of 75% or better on <b>GDM168 Design &amp; Web Optimization Project</b>	Direct, Internal, Formative	80%	The goal was met. 80% of students earned a score of 75% or higher.	The objective was met but the results decreased 17 points. A focus group needs to be created to investigate the reasons.	

<b>B.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GDM169 Mobile Marketing, GDM168 Design and Web Optimization, Exams</b>	Direct, Internal, Formative	58%	The target goal was not met. Only 58% of students earned a cumulative score of 75% or higher.	Attending classes and brainstorming with professors will be done to check how the content could be improved to raise the grade average of students.	<table><caption>GDM169+GDM168</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>82%</td></tr><tr><td>AY 20/21</td><td>58%</td></tr></tbody></table>	Year	Score (%)	AY18/19	89%	AY 19/20	82%	AY 20/21	58%
Year	Score (%)												
AY18/19	89%												
AY 19/20	82%												
AY 20/21	58%												
<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>GMA123 Digital Marketing Project</b>	Direct, Internal, Formative	92%	The goal was met. 92% of students earned a score of 75% or higher.	The results are consistent with previous years. No actions are required.	<table><caption>GMA123</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>93%</td></tr><tr><td>AY 19/20</td><td>96%</td></tr><tr><td>AY 20/21</td><td>92%</td></tr></tbody></table>	Year	Score (%)	AY18/19	93%	AY 19/20	96%	AY 20/21	92%
Year	Score (%)												
AY18/19	93%												
AY 19/20	96%												
AY 20/21	92%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GMA112 Market Research Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	No specific actions were taken.	<table><caption>GMA112</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>82%</td></tr><tr><td>AY 19/20</td><td>87%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Year	Score (%)	AY18/19	82%	AY 19/20	87%	AY 20/21	100%
Year	Score (%)												
AY18/19	82%												
AY 19/20	87%												
AY 20/21	100%												

<b>D.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GMA112 Market Research, GCO154 Research Methods in International Business Exams</b>	Direct, Internal, Formative	94%	The target goal was met. 94% of students earned a cumulative score of 75% or higher	A more structured and standardized syllabus for the Research Methods course was introduced.	 <table><caption>GMA112+GCO154 Cumulative Scores</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>79%</td></tr><tr><td>AY 19/20</td><td>75%</td></tr><tr><td>AY 20/21</td><td>94%</td></tr></tbody></table>	Year	Score	AY18/19	79%	AY 19/20	75%	AY 20/21	94%
Year	Score												
AY18/19	79%												
AY 19/20	75%												
AY 20/21	94%												
<b>E.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	Results are consistent with previous years, no further actions are required.	 <table><caption>GCO130 Scores</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>93%</td></tr><tr><td>AY 20/21</td><td>98%</td></tr></tbody></table>	Year	Score	AY18/19	89%	AY 19/20	93%	AY 20/21	98%
Year	Score												
AY18/19	89%												
AY 19/20	93%												
AY 20/21	98%												

<b>E.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-Cultural Negotiations and Communication Exams</b>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><caption>Cumulative Scores for GCO120+GCO130+GCO150</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Academic Year	Score	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
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AY18/19	80%												
AY 19/20	73%												
AY 20/21	85%												
<b>SM.1.</b> 85% of students will earn a score of 75% of better on <b>Final Master Project</b>	Direct, Internal, Summative	88%	The target goal was met. 88% of students earned a score of 75% or higher.	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team	 <table><caption>Final Master Project Scores</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>88%</td></tr></tbody></table>	Academic Year	Score	AY18/19	80%	AY 19/20	100%	AY 20/21	88%
Academic Year	Score												
AY18/19	80%												
AY 19/20	100%												
AY 20/21	88%												

				conflicts were addressed.									
The cumulative mean value for “The course made the following contribution to my personal training (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.06	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.44</td></tr><tr><td>AY 19/20</td><td>3.54</td></tr><tr><td>AY 20/21</td><td>4.06</td></tr></table>	Year	Mean Value	AY18/19	3.44	AY 19/20	3.54	AY 20/21	4.06
Year	Mean Value												
AY18/19	3.44												
AY 19/20	3.54												
AY 20/21	4.06												
The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.98	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.43</td></tr><tr><td>AY 19/20</td><td>3.55</td></tr><tr><td>AY 20/21</td><td>3.98</td></tr></table>	Year	Mean Value	AY18/19	3.43	AY 19/20	3.55	AY 20/21	3.98
Year	Mean Value												
AY18/19	3.43												
AY 19/20	3.55												
AY 20/21	3.98												

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## 6. MSc in Operations and Supply Chain Management

The Master of Science in Operations and Supply Chain Management is designed to provide students with a fundamental understanding of the operations and supply chain function with a global perspective, focusing on the overarching effects of operations and supply chain management on the performance of an organization. This master teaches future business managers how to gain the competitive edge in markets worldwide with high levels of technical and managerial competence.

The program engages students with the process and techniques used to develop a variety of management strategies across operations, procurement and sourcing and supply chains. With this increased understanding, students will be better positioned to shape and impact the sales and profits of a business.

### 6.1. State the learning objectives for each program

- a) Provide a theoretical and practical exposition of the factors that are necessary for effective operations and supply management in today's global and highly competitive markets;
- b) Develop a profound understanding of the processes and techniques for developing operations strategy and managing operations and supply chain activities;
- c) Prepare students for competitive markets worldwide with an education focused on a global business perspective and cultural awareness;
- d) Develop students into future leaders in the world of business by providing pertinent knowledge that can be applied to operations and supply chain management;
- e) Teach students how to be successful decision makers by exposing them to real world examples through industrial visits, company presentations, global study trips and more;
- f) Develop various soft skills such as leadership, communication, negotiations and introduce students to the ethical variable in the area of international business.

### 6.2. A plan of study

Course Code	FALL TERM	
GCO120	Leadership and Managing Multicultural Teams	3

GFI127	Managerial Accounting	3
GFI119	Financial Accounting	3
GDB167	Big Data	3
GOM116	Strategic Retail Management	3
<b>Course Code</b>	<b>WINTER TERM</b>	
GCO130	Ethics and Responsibility	3
GOM125	Operations Management	3
GCO154	Research Methods in International Business	3
GOM126	Importing and Exporting in a Global Market	3
GDB161	Digital Operations	3
<b>Course Code</b>	<b>SPRING TERM</b>	
GMB151	Global Strategy and Management	3
GOM145	Global Project Management	3
GOM182	Supply Chain Management	3
GOM181	Supply Chain Strategy & Finance	3
GOM147	Globalization of Innovation	3
GDM170	Design and Creation of E-Commerce	3
GOM148	Trend Topics in Supply Chain Management	3
WIVTA	ZLC-MIT Week	3
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>
<b>TOTAL</b>		<b>60</b>

### 6.3. Describe your learning outcomes assessment process for each program

**Figure 4.1.f Table for Student Learning Outcome Assessment Data**

Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
A. Utilize concepts, strategies and analytics to identify connections and solve problems in operations and supply chain management.	Direct, Internal, Formative	<b>A.1.</b> <b>GOM125 Operations Management</b> Students should design and develop an operation plan and define concept, strategy, technology, market, and implementation approach including planning and control techniques related to capacity and inventory management.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>A.2.</b> <b>GOM125 Operations Management</b> - Final Exam	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of two exams</li> </ul>



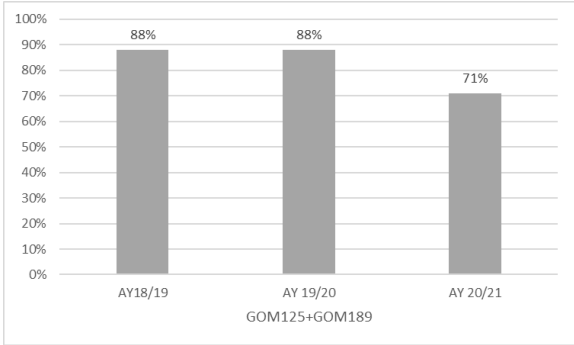
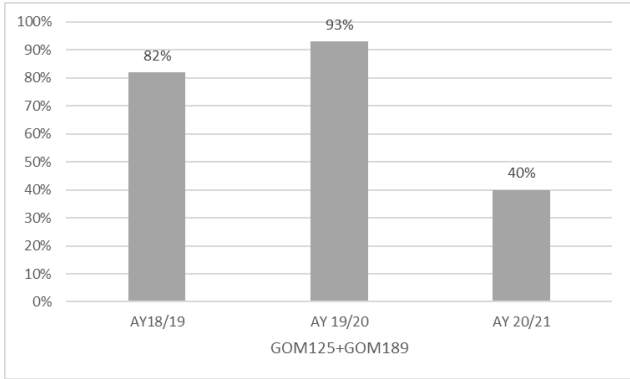
		<b>GOM182 Supply Chain Management</b> - Final Exam	
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>B.</b> Analyze the complexity, trends and impacts of operations and supply chain innovation to create improvements and solve problems in a sustainable manner.	Direct, Internal, Formative	<b>B.1. GOM148 Trend Topics in Supply Chain</b> Students should develop a modernization plan for the CEO of the company XYZ, through the automation of the supply chain and establish a risk matrix for the particular project. The project must include the knowledge acquired during the course, such as quality of plan proposal, quality of the risk matrix, assumptions done and criteria used when designing the plan.	- Number of successfully completed projects - Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Understand the key aspects of strategic project management and its importance within the global strategy of the organization, select and adequately use the tools required for the effective management of project budgets.	Direct, Internal, Formative	<b>C.1. GOM145 Global Project Management</b> Students work in teams and define a particular project's framework. They set project goals and activities, outline project management issues, budgeting, monitoring and evaluation plan. Students learn how to collaboratively make things happen and review milestones and mistakes.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>C.2. GFI127 Managerial Accounting</b> - Final Exam <b>GMB151 Global Strategy and Management</b> - Final Exam <b>GOM145 Global Project Management</b> - Final Exam	- Scores - Average cumulative score of three exams

	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D.</b> Understand the international sales environment from a strategic and operational point of view and conduct analyses of the retail environment of firms in order to identify potential problems or opportunities for their operational retail programs.	Direct, Internal, Formative	<b>D.1.</b> <b>GOM116</b> <b>Strategic Retail Management</b> Students work on retail and distribution plan for an existing or non-existing business. The project should describe a challenge to be solved, market analysis and benchmark of solutions, main strategies, action plan, timeline, conclusions and result's forecast.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
<b>E.</b> Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.	Direct, Internal, Formative	<b>E.1.</b> <b>GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBECC's competition guidelines on the structure and content of the written report.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>E.2.</b> <b>GCO120 Leadership and Managing Multicultural Teams</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b>GCO130 Ethics and Responsibility</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul>	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of two exams</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>A, B, C, D, E</b>	Direct, Internal, Summative	Students choose a topic of interest in the area of operations and supply chain management and	<ul style="list-style-type: none"> <li>- Score</li> </ul>

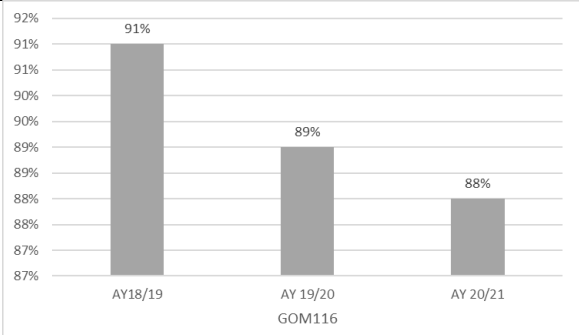
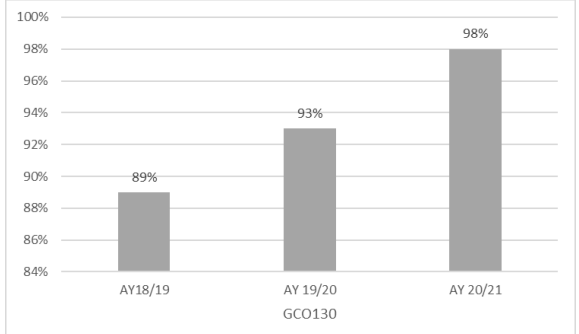
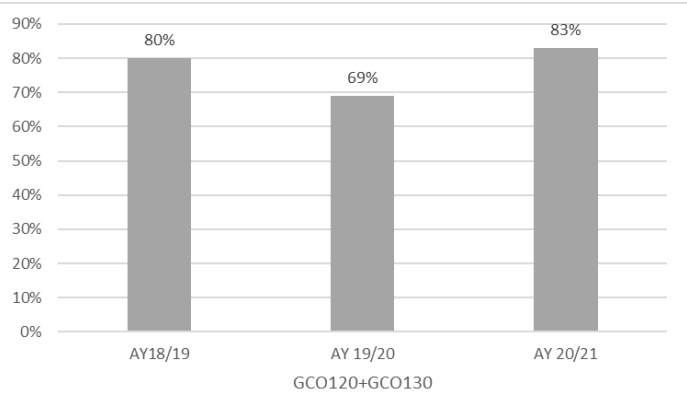
		work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	
<b>A, B, C, D, E</b>	Indirect, External, Summative	Satisfaction Questionnaire Zaragoza Logistics Center – MIT Global Scale Network	<ul style="list-style-type: none"> <li>- Average Mean Value</li> <li>- Comparison with other partners</li> </ul>

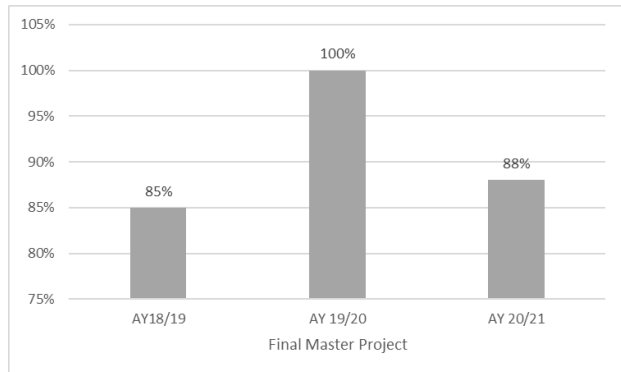
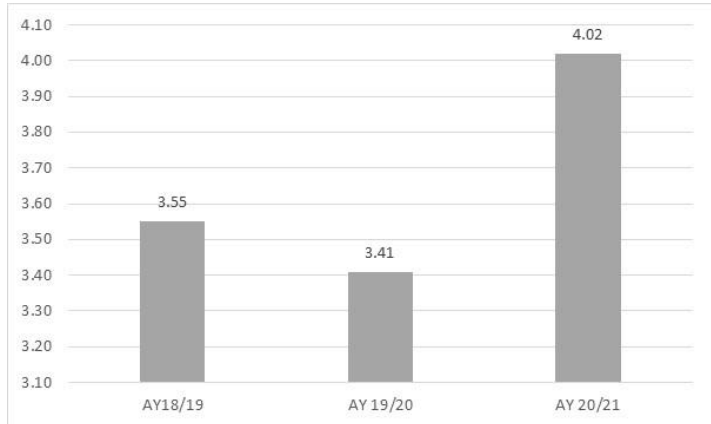
## 6.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.e Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
A.1. 80% of students will earn a score of 75% or better on <b>GOM125 Operations Management Project</b>	Direct, Internal, Formative	83%	The target goal was met. 83% of students earned a score of 75% or higher.	The professor chosen to give this course has a great knowledge and experience in the field. The focus will be on improving the professor’s skills to transfer this knowledge to students.	<table><caption>Student Performance Trends for GOM125</caption><thead><tr><th>Academic Year</th><th>Percentage of Students (75% or better)</th></tr></thead><tbody><tr><td>AY18/19</td><td>96%</td></tr><tr><td>AY 19/20 GOM125</td><td>81%</td></tr><tr><td>AY 20/21</td><td>83%</td></tr></tbody></table>	Academic Year	Percentage of Students (75% or better)	AY18/19	96%	AY 19/20 GOM125	81%	AY 20/21	83%
Academic Year	Percentage of Students (75% or better)												
AY18/19	96%												
AY 19/20 GOM125	81%												
AY 20/21	83%												

<b>A.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GOM125 Operations Management, GOM182 Supply Chain Management Exams</b>	Direct, Internal, Formative	71%	The goal was not met. Only 71% of students earned a cumulative score of 75% or higher	Based on the informal feedback of students the structure of the final exams of both course will be revised.	 <table><caption>Cumulative Scores for GOM125+GOM189</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>88%</td></tr><tr><td>AY19/20</td><td>88%</td></tr><tr><td>AY20/21</td><td>71%</td></tr></tbody></table>	Year	Score (%)	AY18/19	88%	AY19/20	88%	AY20/21	71%
Year	Score (%)												
AY18/19	88%												
AY19/20	88%												
AY20/21	71%												
<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GOM148 Trend Topics in Supply Chain Project</b>	Direct, Internal, Formative	40%	The target goal was not met. Only 40% of students earned a score of 75% or higher.	A general review of the syllabus content and the final project of this course will be done with the help of some experts in the field to increase the students' interest.	 <table><caption>Cumulative Scores for GOM125+GOM189</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>82%</td></tr><tr><td>AY19/20</td><td>93%</td></tr><tr><td>AY20/21</td><td>40%</td></tr></tbody></table>	Year	Score (%)	AY18/19	82%	AY19/20	93%	AY20/21	40%
Year	Score (%)												
AY18/19	82%												
AY19/20	93%												
AY20/21	40%												

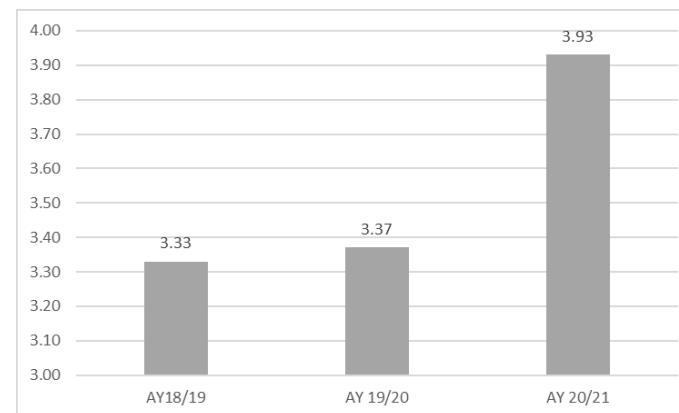
<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>GOM145 Global Project Management Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned at least 75% or higher	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	<table><tr><th>AY</th><th>Score</th></tr><tr><td>AY18/19</td><td>86%</td></tr><tr><td>AY 19/20</td><td>75%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	AY	Score	AY18/19	86%	AY 19/20	75%	AY 20/21	100%
AY	Score												
AY18/19	86%												
AY 19/20	75%												
AY 20/21	100%												
<b>C.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GFI127 Managerial Accounting, GMB151 Global Strategy and Management, GOM145 Global Project Management Exams</b>	Direct, Internal, Formative	93%	The target goal was met. 93% of students earned a cumulative score of 75% or higher.	The structure of the final exams was revised.	<table><tr><th>AY</th><th>Score</th></tr><tr><td>AY18/19</td><td>82%</td></tr><tr><td>AY 19/20</td><td>83%</td></tr><tr><td>AY 20/21</td><td>93%</td></tr></table>	AY	Score	AY18/19	82%	AY 19/20	83%	AY 20/21	93%
AY	Score												
AY18/19	82%												
AY 19/20	83%												
AY 20/21	93%												

<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GOM116 Strategic Retail Management Project</b>	Direct, Internal, Formative	88%	The target goal was met. 88% of students earned a score of 75% or higher.	The results are consistent with previous years, no further actions are required.	
<b>E.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	The results are consistent, no specific actions were taken.	
<b>E.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and</b>	Direct, Internal, Formative	83%	The target goal is met. 83% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	

Responsibility Final Exams													
<b>SM.1</b> 85% of students will earn a score of 75% of better on <b>Final Master Project</b>	Direct, Internal, Summative	88%	The goal is met. 88% of students earned a score of 75% or higher	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><caption>Final Master Project</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>88%</td></tr></tbody></table>	Year	Score	AY18/19	85%	AY 19/20	100%	AY 20/21	88%
Year	Score												
AY18/19	85%												
AY 19/20	100%												
AY 20/21	88%												
The cumulative mean value for “ <b>The course made the following contribution to my personal training (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.02	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><caption>Cumulative Mean Values</caption><thead><tr><th>Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.55</td></tr><tr><td>AY 19/20</td><td>3.41</td></tr><tr><td>AY 20/21</td><td>4.02</td></tr></tbody></table>	Year	Mean Value	AY18/19	3.55	AY 19/20	3.41	AY 20/21	4.02
Year	Mean Value												
AY18/19	3.55												
AY 19/20	3.41												
AY 20/21	4.02												



The cumulative mean value for “ <b>The learning outcome and evaluation criteria were clear. (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.93	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.
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## 7. MSc in International Business Management

The Master of Science in International Business Management has been carefully designed to develop talented and curious students into future global professionals who can handle the challenges faced by multinational companies worldwide. This program provides an in-depth examination of business issues ranging from the global economy to cross-cultural negotiations and leadership. Students will have the opportunity to learn how business is conducted within specific regions around the globe such as Asia, Latin America, Europe and Russia and will graduate competent, marketable and ready to succeed in launching or continuing their career in the diverse field of international business management in Spain, Europe, and the rest of the world.

### 7.1. State the learning objectives for each program

- Develop an understanding on how cultural, economic, and political frameworks affect global business practices and how they can be managed;
- Improve an understanding of the global problems faced by companies and develop the ability to integrate solutions into core business practices;
- Build the necessary skills to create global strategies in different business operations, marketing, and finance;
- Establish a global vision that incorporates every facet of business development and constructs cultural diversity as an advantage;
- Help gain advanced leadership skills to empower, inspire and manage innovation and creative problem solving while managing a business internationally.

### 7.2. A plan of study

Course Code	FALL TERM	TRACK 1: Doing Business in Europe & CIS	TRACK 2: The Economy of Asia and Chinese Business	TRACK 3: Doing Business in Latin America and Brasil
GCO115	The Government and Legal Environment of Business	3	3	3
GCO120	Leadership and Managing Multicultural Teams	3	3	3
GMA113	Marketing Management	3	3	3
GFI127	Managerial Accounting	3	3	3
GMB121	Statistical Analysis for Management	3	3	3
GFI118	Global Financial Markets, Instruments and Financing	3	3	3

GGB122	Doing Business in Europe	3		
GDB165	Agile Methodologies & Design Thinking	Possible Elective	Possible Elective	Possible Elective
<b>Course Code</b>	<b>WINTER TERM</b>	<b>TRACK 1: Doing Business in Europe &amp; CIS</b>	<b>TRACK 2: The Economy of Asia and Chinese Business</b>	<b>TRACK 3: Doing Business in Latin America and Brasil</b>
GCO130	Ethics and Responsibility	3	3	3
GCO140	Understanding International Macroeconomy	3	3	3
GCO154	Research Methods in International Business	3	3	3
GGB142	Doing Business in Latin America			3
GDB161	Digital Operations	Possible Elective	Possible Elective	Possible Elective
GOM126	Importing and Exporting in a Global Market	3	3	3
GGB141	The Economics of Asia		3	
GEN176	Geopolitics of World Business (Global Study Trip/Conference)	Possible Elective	Possible Elective	Possible Elective
<b>Course Code</b>	<b>SPRING TERM</b>	<b>TRACK 1: Doing Business in Europe &amp; CIS</b>	<b>TRACK 2: The Economy of Asia and Chinese Business</b>	<b>TRACK 3: Doing Business in Latin America and Brasil</b>
GCO150	Cross-Cultural Negotiations and Communication	3	3	3
GMB151	Global Strategy and Management	3	3	3
GOM145	Global Project Management	3	3	3
GGB175	Doing Business in Brazil			3
GGB152	Doing Business in Russia and CIS	3		
GOM147	Globalization of Innovation	3	3	3
GDM170	Design and Creation of E-Commerce	Possible Elective	Possible Elective	Possible Elective
GGB153	Doing Business in China		3	
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL</b>		<b>60</b>	<b>60</b>	<b>60</b>

### 7.3. Describe your learning outcomes assessment process for each program

Figure 4.1.g Table for Student Learning Outcome Assessment Data

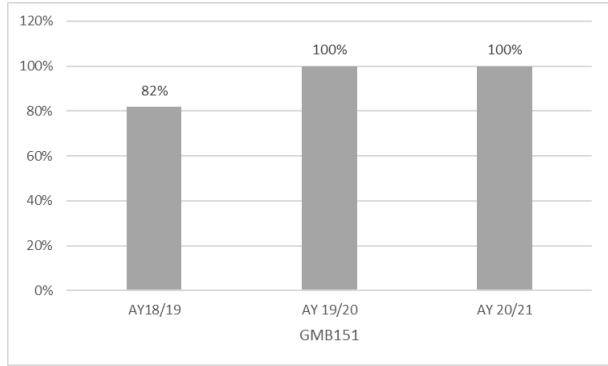
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
A. Analyze strategic management principles and tools for decision-	Direct, Internal, Formative	A.1. <i>GMB151 Global Strategy and Management</i>	- Number of successfully completed projects

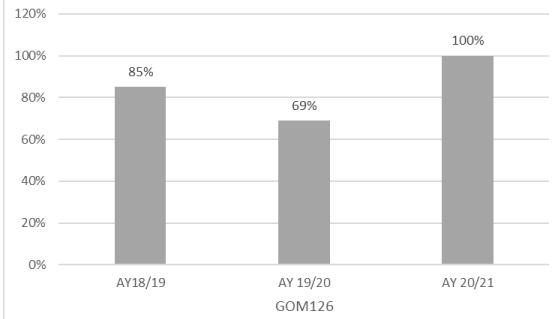
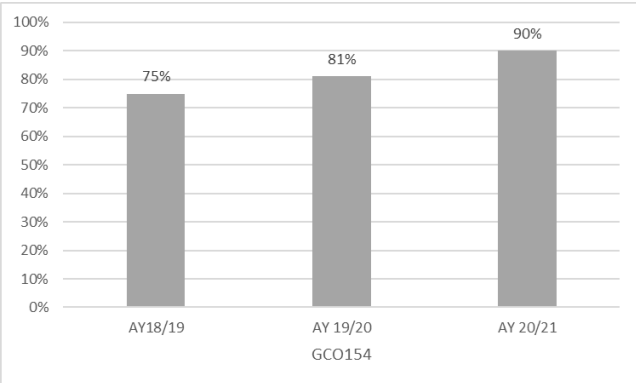
making in the context of international business.		A final project is a case analysis of a global strategy and management for a multi-national corporation. Students are required to download and analyze the latest annual report of the organization of their choice by using and applying concepts discussed during the course.	- Scores
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>B.</b> Conduct research and analysis on an international business idea with a clear understanding of import and export conditions.	Direct, Internal, Formative	<b>B.1.</b> <b>GOM126 Importing and Exporting in a Global Market</b> Students work on an internationalization project for a company. For each company (fictitious, but with existing products), the project group will have to study the import of various components from other countries, as these components are necessary to make the product(s) that the company will export. Afterwards the project group will have to study to which countries they will export the products, and through which channels.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>B.2.</b> <b>GCO154 Research Methods in International Business</b> - Final Exam <b>Two Subjects "Doing Business in..." according to a chosen track</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career

<b>C.</b> Understand the process of creating value in international business by interpreting financial information and managing financial and legal risk.	Direct, Internal, Formative	<b>C.1.</b> <b>GCO115 The Government and Legal Environment of Business</b> - Final Exam <b>GFI127 Managerial Accounting</b> - Final Exam	- Scores Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D.</b> Understand the key aspects of strategic project management and its importance within the global strategy of the organization, select and adequately use the tools required for the effective management of project budgets.	Direct, Internal, Formative	<b>D.1.</b> <b>GOM145 Global Project Management</b> Students work in teams and define a particular project's framework. They set project goals and activities, outline project management issues, budgeting, monitoring and evaluation plan. Students learn how to collaboratively make things happen and review milestones and mistakes.	- Number of successfully completed projects - Scores
<b>E.</b> Understand and evaluate marketing strategies for international business management and formulate strategic and operational marketing decisions in an international context.	Direct, Internal, Formative	<b>E.1.</b> <b>GMA113 Marketing Management</b> Students should select a company and produce a full strategic marketing plan which would include market analysis, competitive analysis, activities and evaluation methods.	- Number of successfully completed projects - Scores
<b>F.</b> Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.	Direct, Internal, Formative	<b>F.1.</b> <b>GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should	- Number of successfully completed projects - Scores

		follow IBECC's competition guidelines on the structure and content of the written report.	
	Direct, Internal, Formative	<b>F.2.</b> <b>GCO120 Leadership and Managing Multicultural Teams</b> - Final Exam <b>GCO130 Ethics and Responsibility</b> - Final Exam <b>GCO150 Cross-Cultural Negotiations and Communication</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
A, B, C, D, E, F	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of international business management and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score
A, B, C, D, E, F	Indirect, External, Summative	Satisfaction Questionnaire University of Murcia (Spain)	- Average Mean Value - Comparison with other partners

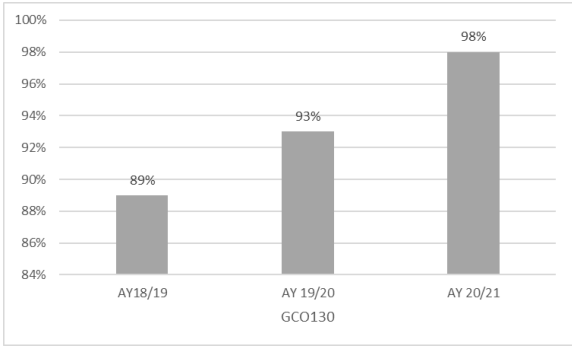
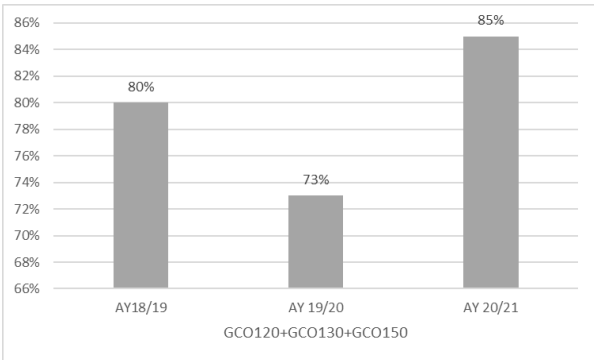
## 7.4. Measurement and Analysis of Student Learning and Performance

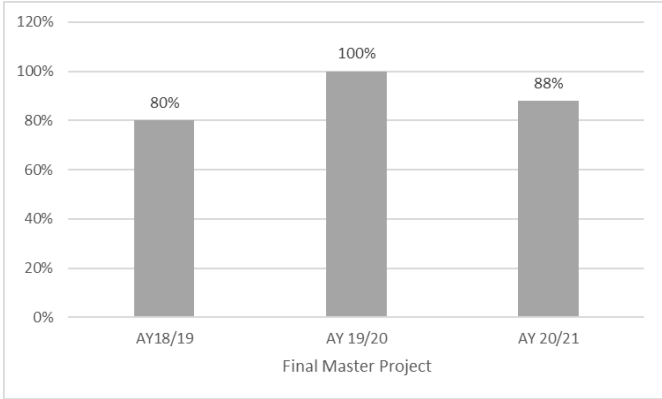
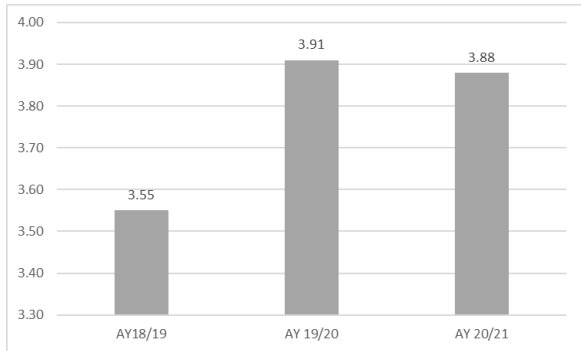
Performance Indicator	Figure 4.2.g Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
<b>A.1.</b> 80% of students will earn a score of 75% or better on <b>GMB151 Global Strategy and Management Project</b>	Direct, Internal, Formative	100%	The results have been steadily improving over the last two academic years with the last year reaching at 100% of students scoring 75% or better	The course workload was reconsidered in accordance with Bologna system, standardized syllabus was designed, new professor with 20+ years of teaching experience took over the course.	 <table><caption>Student Performance Trends for GMB151</caption><thead><tr><th>Academic Year</th><th>Performance (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>82%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Academic Year	Performance (%)	AY18/19	82%	AY 19/20	100%	AY 20/21	100%
Academic Year	Performance (%)												
AY18/19	82%												
AY 19/20	100%												
AY 20/21	100%												

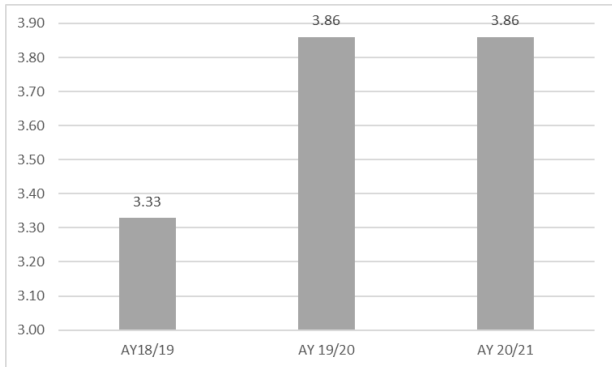
<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GOM126 Importing and Exporting in a Global Market Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or better.	The results are consistent, no specific actions were taken.	 <table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY 19/20</td><td>69%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Year	Score	AY18/19	85%	AY 19/20	69%	AY 20/21	100%
Year	Score												
AY18/19	85%												
AY 19/20	69%												
AY 20/21	100%												
<b>B.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO154 Research Methods in International Business, Two Subjects "Doing Business in..." according to a chosen track (Exams)</b>	Direct, Internal, Formative	90%	The target goal was met. Only 90% of students earned a cumulative score of 75% or higher	A more structured and standardized syllabus for the Research Methods course was introduced.	 <table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>81%</td></tr><tr><td>AY 20/21</td><td>90%</td></tr></tbody></table>	Year	Score	AY18/19	75%	AY 19/20	81%	AY 20/21	90%
Year	Score												
AY18/19	75%												
AY 19/20	81%												
AY 20/21	90%												



<b>C.1.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO115 The Government and Legal Environment of Business, GFI127 Managerial Accounting Final Exams</b>	Direct, Internal, Formative	88%	The goal was met. 88% of students earned a cumulative score of 75% or higher.	Assessment criteria of the class assignments and final exam were updated	<table><caption>GCO115+GFI127</caption><thead><tr><th>AY</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>79%</td></tr><tr><td>AY 19/20</td><td>59%</td></tr><tr><td>AY 20/21</td><td>88%</td></tr></tbody></table>	AY	Score	AY18/19	79%	AY 19/20	59%	AY 20/21	88%
AY	Score												
AY18/19	79%												
AY 19/20	59%												
AY 20/21	88%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GOM145 Global Project Management Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned at least 75% or higher	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	<table><caption>GOM145</caption><thead><tr><th>AY</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>86%</td></tr><tr><td>AY 19/20</td><td>75%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	AY	Score	AY18/19	86%	AY 19/20	75%	AY 20/21	100%
AY	Score												
AY18/19	86%												
AY 19/20	75%												
AY 20/21	100%												
<b>E.1.</b> 80% of students will earn a score of 75% or better on <b>GMA113 Marketing Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students scored 75% or higher.	More clarity in the description, expectation and assessment of the project was added. Task force was created in order to	<table><caption>GMA113</caption><thead><tr><th>AY</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>91%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	AY	Score	AY18/19	75%	AY 19/20	91%	AY 20/21	100%
AY	Score												
AY18/19	75%												
AY 19/20	91%												
AY 20/21	100%												

				investigate a decrease in the tendency during AY18/19 which helped to improve the results.									
<b>F.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	A practical component to the course was introduced – visit to a company to understand how they address ethical issues and dilemmas.	 <table><caption>GCO130 Scores</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>93%</td></tr><tr><td>AY 20/21</td><td>98%</td></tr></tbody></table>	Academic Year	Score	AY18/19	89%	AY 19/20	93%	AY 20/21	98%
Academic Year	Score												
AY18/19	89%												
AY 19/20	93%												
AY 20/21	98%												
<b>F.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-Cultural Negotiations</b>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><caption>GCO120+GCO130+GCO150 Cumulative Scores</caption><thead><tr><th>Academic Year</th><th>Cumulative Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Academic Year	Cumulative Score	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
Academic Year	Cumulative Score												
AY18/19	80%												
AY 19/20	73%												
AY 20/21	85%												

<b>and Communication Final Exams</b>													
<b>SM.1</b> 85% of students will earn a score of 75% or better on <b>Final Master Project</b>	Direct, Internal, Summative	88%	The goal is met. 88% of students earned a score of 75% or higher	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><caption>Final Master Project</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>88%</td></tr></tbody></table>	Year	Score	AY18/19	80%	AY 19/20	100%	AY 20/21	88%
Year	Score												
AY18/19	80%												
AY 19/20	100%												
AY 20/21	88%												
The cumulative mean value for “ <b>The course made the following contribution to my personal training (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.88	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><caption></caption><thead><tr><th>Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.55</td></tr><tr><td>AY 19/20</td><td>3.91</td></tr><tr><td>AY 20/21</td><td>3.88</td></tr></tbody></table>	Year	Mean Value	AY18/19	3.55	AY 19/20	3.91	AY 20/21	3.88
Year	Mean Value												
AY18/19	3.55												
AY 19/20	3.91												
AY 20/21	3.88												

The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.86	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><thead><tr><th>Academic Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.33</td></tr><tr><td>AY 19/20</td><td>3.86</td></tr><tr><td>AY 20/21</td><td>3.86</td></tr></tbody></table>	Academic Year	Mean Value	AY18/19	3.33	AY 19/20	3.86	AY 20/21	3.86
Academic Year	Mean Value												
AY18/19	3.33												
AY 19/20	3.86												
AY 20/21	3.86												

## 8. MSc in Financial Management, Digital Banking & Internet Finance

The Master of Science in Financial Management, Digital Banking & Internet Finance aims to help students meet the challenges of today's financial industry. Students would learn the various forms of financial management and be able to adapt to the revolution in the finance industry, such as digital banking and internet finance. This program combines theoretical teaching and experiential learning to equip the students with the knowledge and skills required to succeed.

### 8.1. State the learning objectives for each program

- Provide a broad understanding of how the financial services industry has evolved and how it currently operates;
- Prepare students for competitive financial markets worldwide with an education focused on a global business perspective and cultural awareness;
- Develop students into future leaders in the financial world by providing pertinent knowledge that can be applied to financial management, including innovative companies in the area of fintech;

### 8.2. A plan of study

Course Code	FALL TERM	
GCO115	The Government and Legal Environment of Business	3
GCO120	Leadership and Managing Multicultural Teams	3
GFI127	Managerial Accounting	3
GFI119	Financial Accounting	3
GIF171	FinTech: Principles and Technologies of Internet Finance	6
Course Code	WINTER TERM	
GCO130	Ethics and Responsibility	3
GCO154	Research Methods in International Business	3
GCO140	Understanding International Macroeconomy	3
GFI156	Cost Accounting	6
GFI155	Financial Reporting	3
Course Code	SPRING TERM	
GCO150	Cross-Cultural Negotiations and Communication	3
GFI157	Advanced Accounting	3

GFI129	Entrepreneurial Finance	3
GIF172	Digital Banking & New Customer Experience	6
GDB167	Big Data	3
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>
<b>TOTAL</b>		<b>60</b>

### 8.3. Describe your learning outcomes assessment process for each program

**Figure 4.1.h Table for Student Learning Outcome Assessment Data**

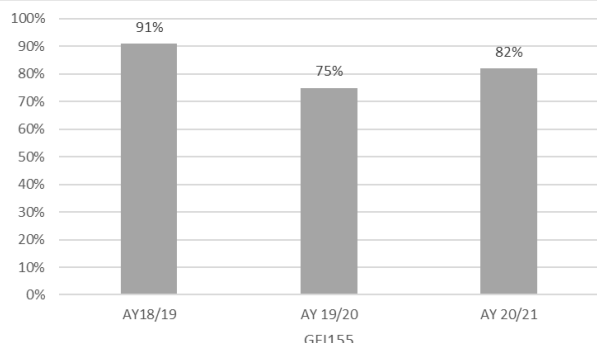
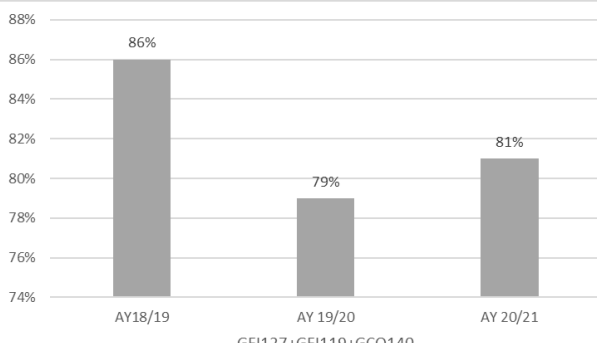
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Evaluate economic and financial conditions, understand the impacts of relevant factors and interpret financial data to present strategies.	Direct, Internal, Formative	<b>A.1.</b> <b><i>GFI155 Financial Reporting</i></b> Students should obtain the most recent annual report of two companies from the same industry and analyze the financial statement for two years. Students need to analyze and evaluate the recent performance of these firms, prepare a written analysis, and then present findings and recommendations. This project will help students to develop the ability to understand, analyze, and make decisions based on financial information.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>A.2.</b> <b><i>GFI127 Managerial Accounting</i></b> - Final Exam <b><i>GFI119 Financial Accounting</i></b> - Final Exam <b><i>GCO140 Understanding International Macroeconomy</i></b> - Final Exam	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of three exams</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>B.</b> Design and manage finance and digital banking initiatives.	Direct, Internal, Formative	<b>B.1.</b> <b><i>GFI172 Digital Banking &amp; New Customer Experience</i></b>	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> </ul>

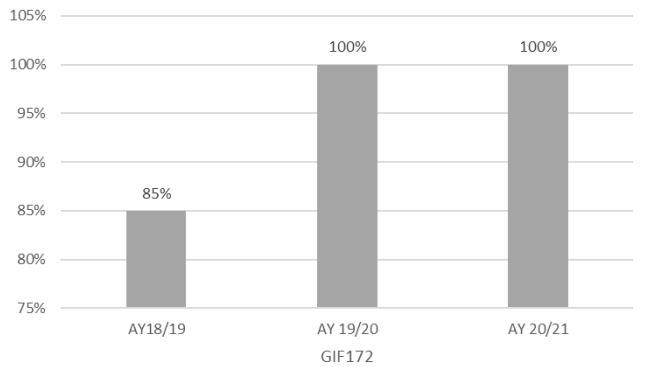
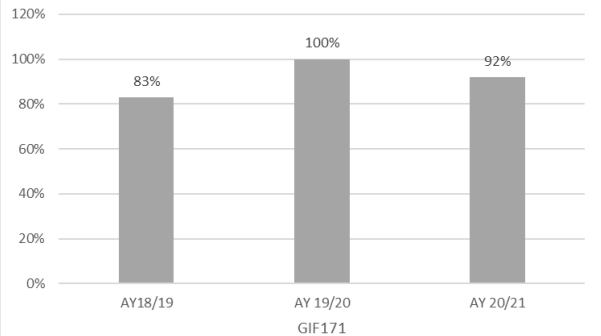
		The final project will consist of an individual work that will require developing the basic features of an identified digital value proposition in a digital banking model.	- Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C. Demonstrate capacity to understand principles, trends and impacts of Internet Finance and FinTech industry has on it.</b>	Direct, Internal, Formative	<b>C.1. GIF171 FinTech: Principles and Technologies of Internet Finance</b> Each student should put together and present a short research paper on the FinTech topic. Students should evaluate opportunities, challenges, risks, future predictions, recommended uses based on various scenarios.	- Number of successfully completed projects - Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D. Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.</b>	Direct, Internal, Formative	<b>D.1. GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBEC's competition guidelines on the structure and content of the written report.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>D.2. GCO120 Leadership and Managing Multicultural Teams</b> - Final Exam <b>GCO130 Ethics and Responsibility</b> - Final Exam	- Scores - Average cumulative score of three exams

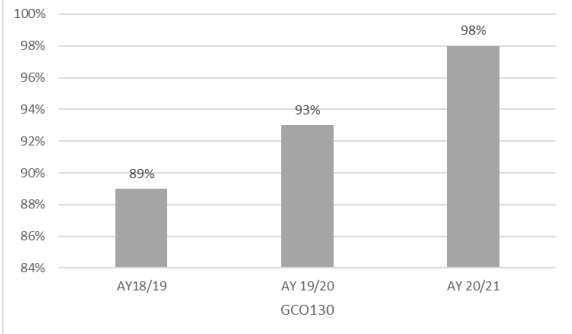
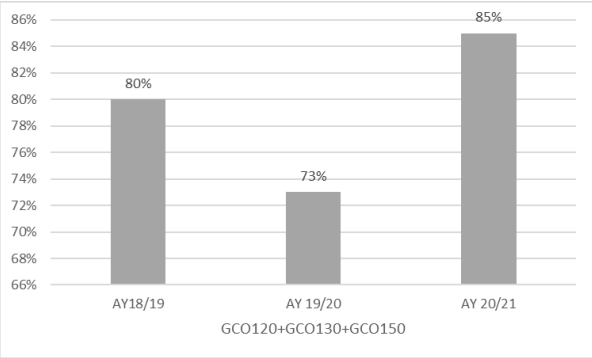
		<b>GCO150 Cross-Cultural Negotiations and Communication</b> - Final Exam	
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>A, B, C, D</b>	Direct, Internal, Summative	<b>SM.1. PROJECT Final Master Project</b> Students choose a topic of interest in the area of financial management and internet finance and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score
<b>A, B, C, D</b>	Indirect, External, Summative	Satisfaction Questionnaire University of Vic - Central University of Catalonia (UVic-UCC)	- Average Mean Value - Comparison with other partners



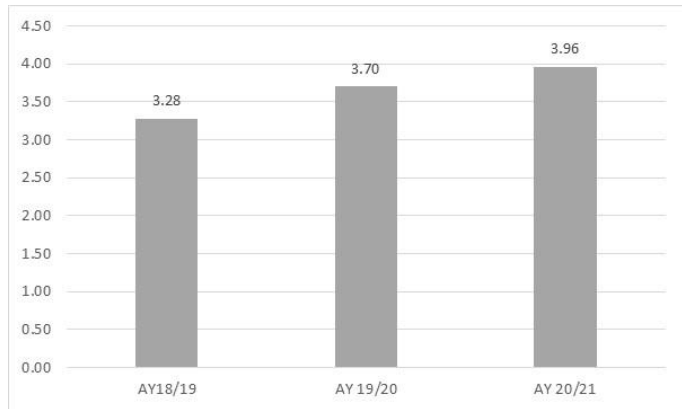
## 8.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.h Measurement and Analysis of Student Learning and Performance													
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.									
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends									
A.1. 80% of students will earn a score of 75% or better on <b>GFI155 Financial Reporting Project</b>	Direct, Internal, Formative	82%	The target goal was met. 82% of students earned a score of 75% or higher	The professor offered them several practical examples and cases to learn from during the class which increased their readiness for the final project.	 <table><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>91%</td></tr><tr><td>AY19/20</td><td>75%</td></tr><tr><td>AY20/21</td><td>82%</td></tr></tbody></table>		Academic Year	Score (%)	AY18/19	91%	AY19/20	75%	AY20/21	82%
Academic Year	Score (%)													
AY18/19	91%													
AY19/20	75%													
AY20/21	82%													
A.2. 80% of students will earn a cumulative score of 75% or better on <b>GFI127 Managerial Accounting, GFI119 Financial Accounting, GCO140</b>	Direct, Internal, Formative	81%	The target goal was met. 81% of students earned a cumulative score of 75% or higher	Level tests done for students taking these courses related to accounting background. Professors targeted students' levels by presenting	 <table><thead><tr><th>Academic Year</th><th>Cumulative Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>86%</td></tr><tr><td>AY19/20</td><td>79%</td></tr><tr><td>AY20/21</td><td>81%</td></tr></tbody></table>		Academic Year	Cumulative Score (%)	AY18/19	86%	AY19/20	79%	AY20/21	81%
Academic Year	Cumulative Score (%)													
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<b>Understanding International Macroeconomy Final Exams</b>				different types of activities for different groups to prepare them for final assessments.									
<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GIF172 Digital Banking &amp; New Customer Experience Project</b>	Direct, Internal, Formative	100%	The goal was met. 100% of students earned a score of 75% or higher	No specific actions were required.	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>100%</td></tr></table>	Year	Score	AY18/19	85%	AY19/20	100%	AY20/21	100%
Year	Score												
AY18/19	85%												
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AY20/21	100%												
<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>GIF171 FinTech: Principles and Technologies of Internet Finance Project</b>	Direct, Internal, Formative	92%	The target goal was met. 92% of students earned a score of 75% or higher	Continuous observations of classes to be done to make sure the goal is always met.	 <table><tr><th>Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>83%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>92%</td></tr></table>	Year	Score	AY18/19	83%	AY19/20	100%	AY20/21	92%
Year	Score												
AY18/19	83%												
AY19/20	100%												
AY20/21	92%												

<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	A practical component to the course was introduced – visit to a company to understand how they address ethical issues and dilemmas.	 <table><caption>GCO130 Scores</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>93%</td></tr><tr><td>AY 20/21</td><td>98%</td></tr></tbody></table>	Academic Year	Score	AY18/19	89%	AY 19/20	93%	AY 20/21	98%
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<b>D.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-Cultural Negotiations and Communication Final Exams</b>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><caption>GCO120+GCO130+GCO150 Cumulative Scores</caption><thead><tr><th>Academic Year</th><th>Cumulative Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Academic Year	Cumulative Score	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
Academic Year	Cumulative Score												
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AY 20/21	85%												

<b>SM.1</b> 85% of students will earn a score of 75% of better on <b><i>Final Master Project</i></b>	Direct, Internal, Summative	88%	The goal is met. 88% of students earned a score of 75% or higher	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	<table><caption>Final Master Project</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>88%</td></tr></tbody></table>	Year	Score	AY18/19	80%	AY19/20	100%	AY20/21	88%
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AY19/20	100%												
AY20/21	88%												
The cumulative mean value for <b>“The course made the following contribution to my personal training (scale 1-5)”</b> will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.07	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	<table><thead><tr><th>Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.59</td></tr><tr><td>AY19/20</td><td>3.78</td></tr><tr><td>AY20/21</td><td>4.07</td></tr></tbody></table>	Year	Mean Value	AY18/19	3.59	AY19/20	3.78	AY20/21	4.07
Year	Mean Value												
AY18/19	3.59												
AY19/20	3.78												
AY20/21	4.07												

The cumulative mean value for “ <b>The learning outcome and evaluation criteria were clear. (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.96	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><caption>Cumulative Mean Values</caption><thead><tr><th>Academic Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.28</td></tr><tr><td>AY19/20</td><td>3.70</td></tr><tr><td>AY20/21</td><td>3.96</td></tr></tbody></table>	Academic Year	Mean Value	AY18/19	3.28	AY19/20	3.70	AY20/21	3.96
Academic Year	Mean Value												
AY18/19	3.28												
AY19/20	3.70												
AY20/21	3.96												

## 9. MSc in Finance

The Master of Science in Finance at GBSB Global Business School provides an exceptional academic training program that reveals to students how truly fascinating the world of international finance can be. This program goes way beyond a basic understanding of banking and accounting and aims to uncover the diverse concepts, markets and opportunities of the financial industry.

The program focuses on both internal finance of companies as well as financial management and dynamic global financial markets and instruments. The former includes the analysis of financial rates, company capital structure and overall financial health and economic performance and is essential for the management and decision-making of companies ranging from start-up enterprises to large scale corporations. The latter provides an overview of the Wall Street universe, which highly influences modern society and the political stage, in which various financial tools, companies and holdings are traded daily.

### 9.1. State the learning objectives for each program

- a) Train professionals capable of using models, methods and instruments of financial management;
- b) Provide a strategic framework to assess and implement various global financial practices;
- c) Give students a broad and professional knowledge of all areas of international finance;
- d) Develop strategic understanding of finance and an ability to take into account the relationships between finance and other areas of business;
- e) Create awareness of the fast-changing and diverse world of finance and the challenges it faces;
- f) Enhance interpersonal and leadership skills to be highly effective business managers and leader.

### 9.2. A plan of study

Course Code	FALL TERM	
GCO115	The Government and Legal Environment of Business	3
GCO120	Leadership and Managing Multicultural Teams	3
GFI127	Managerial Accounting	3
GFI119	Financial Accounting	3

GMB121	Statistical Analysis for Management	3
GFI118	Global Financial Markets, Instruments and Financing	3
<b>Course Code</b>	<b>WINTER TERM</b>	
GCO130	Ethics and Responsibility	3
GCO154	Research Methods in International Business	3
GCO140	Understanding International Macroeconomy	3
GFI128	Investments	3
GFI156	Cost Accounting	6
GFI155	Financial Reporting	3
<b>Course Code</b>	<b>SPRING TERM</b>	
GCO150	Cross-Cultural Negotiations and Communication	3
GMB151	Global Strategy and Management	3
GFI149	Corporate Finance	3
GFI157	Advanced Accounting	3
GFI148	Mergers, Acquisitions and Alliances	3
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>

### 9.3. Describe your learning outcomes assessment process for each program

**Figure 4.1.i Table for Student Learning Outcome Assessment Data**

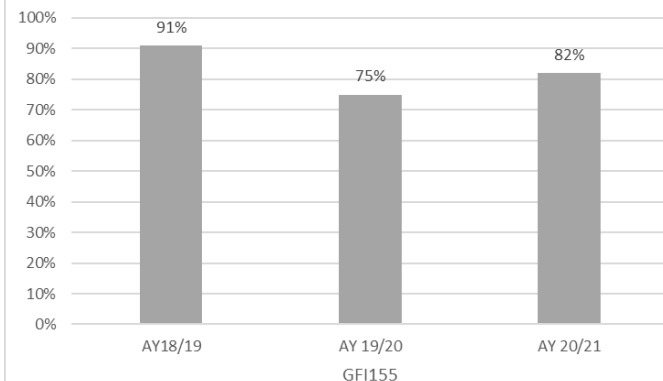
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
A. Evaluate economic and financial conditions, understand the impacts of relevant factors and interpret financial data to present strategies.	Direct, Internal, Formative	<b>A.1.</b> <b>GFI155 Financial Reporting</b> Students should obtain the most recent annual report of two companies from the same industry and analyze the financial statement for two years. Students need to analyze and evaluate the recent performance of these firms, prepare a written analysis, and then present findings and recommendations. This project will help students to develop the ability to understand, analyze, and make decisions based on financial information.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>A.2.</b>	- Scores

		<b>GFI127 Managerial Accounting</b> - Final Exam <b>GFI119 Financial Accounting</b> - Final Exam <b>GCO140 Understanding International Macroeconomy</b> - Final Exam	- Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>B.</b> Predict and evaluate the impact of financial decisions on corporate goals.	Direct, Internal, Formative	<b>B.1. GFI149 Corporate Finance</b> The project focuses on repercussion of news, announcements, credit and dividend policies on the Company's Stock Price. Students should submit both a written report and present the findings.	- Number of successfully completed projects - Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Critically assess and formulate various types of investment decisions.	Direct, Internal, Formative	<b>C.1. GFI128 Investments</b> Every student should create their own investment portfolio from a hypothetical amount of money. The portfolio should be designed from the first week and every week could be changed according the concepts and topics introduced during the course. Students should provide a complete analysis of the portfolio: asset allocations/ risk-return profile/ diversification structure and finally gains or losses obtained.	- Number of successfully completed projects - Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D.</b> Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical	Direct, Internal, Formative	<b>D.1. GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report	- Number of successfully completed projects - Scores



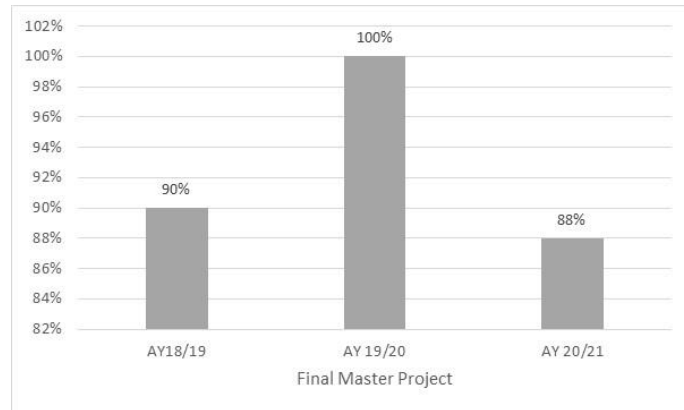
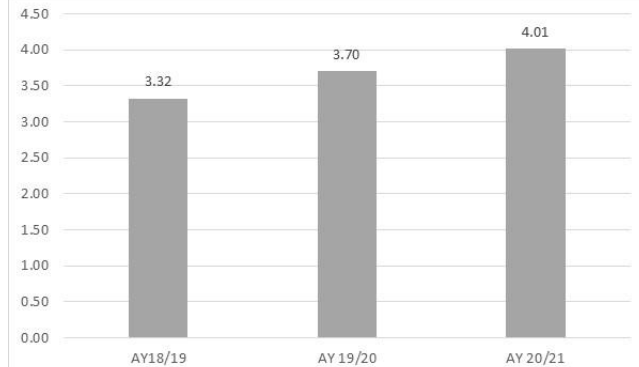
values over other personal values.		stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBECC's competition guidelines on the structure and content of the written report.	
	Direct, Internal, Formative	<b>D.2.</b> <b>GCO120 Leadership and Managing Multicultural Teams</b> - Final Exam <b>GCO130 Ethics and Responsibility</b> - Final Exam <b>GCO150 Cross-Cultural Negotiations and Communication</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>A, B, C, D</b>	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of finance and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score

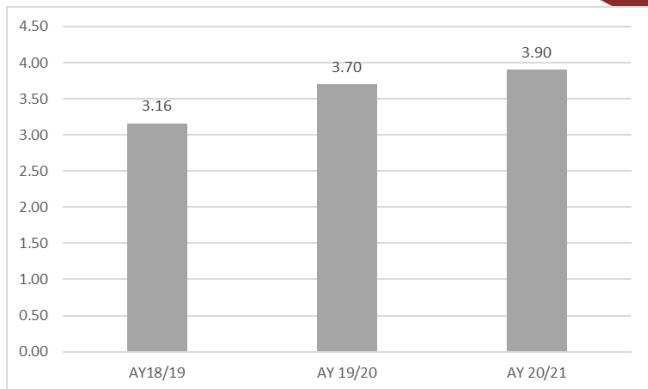
## 9.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.i Measurement and Analysis of Student Learning and Performance													
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.									
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends									
A.1. 80% of students will earn a score of 75% or better on <b>GFI155 Financial Reporting Project</b>	Direct, Internal, Formative	82%	The target goal was met. 82% of students earned a score of 75% or higher	The professor offered them several practical examples and cases to learn from during the class which increased their readiness for the final project.	<div><table><caption>Student Performance Trends for GFI155</caption><thead><tr><th>Academic Year</th><th>Percentage</th></tr></thead><tbody><tr><td>AY18/19</td><td>91%</td></tr><tr><td>AY 19/20</td><td>75%</td></tr><tr><td>AY 20/21</td><td>82%</td></tr></tbody></table></div>		Academic Year	Percentage	AY18/19	91%	AY 19/20	75%	AY 20/21	82%
Academic Year	Percentage													
AY18/19	91%													
AY 19/20	75%													
AY 20/21	82%													

<b>A.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GFI127 Managerial Accounting, GFI119 Financial Accounting, GCO140 Understanding International Macroeconomy Final Exams</b>	Direct, Internal, Formative	81%	The target goal was met. 81% of students earned a cumulative score of 75% or higher	Level tests done for students taking this courses related to accounting background. Professors targeted students' levels by presenting different types of activities for different groups to prepare them for final assessments.	<table border="1"><thead><tr><th>Academic Year</th><th>Cumulative Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>86%</td></tr><tr><td>AY 19/20</td><td>78%</td></tr><tr><td>AY 20/21</td><td>81%</td></tr></tbody></table>	Academic Year	Cumulative Score (%)	AY18/19	86%	AY 19/20	78%	AY 20/21	81%
Academic Year	Cumulative Score (%)												
AY18/19	86%												
AY 19/20	78%												
AY 20/21	81%												
<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GFI149 Corporate Finance Project</b>	Direct, Internal, Formative	55%	The target goal was not met. Only 55% of students managed to earn a score of 75% or higher.	To deal with the drastic decrease of years 20-21, tutorial sessions will be provided to students based on continuous observation class observation during the academic year.	<table border="1"><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20 GFI149</td><td>100%</td></tr><tr><td>AY 20/21</td><td>55%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	75%	AY 19/20 GFI149	100%	AY 20/21	55%
Academic Year	Score (%)												
AY18/19	75%												
AY 19/20 GFI149	100%												
AY 20/21	55%												

<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>GFI128 Investments Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	No specific actions were required.	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Year	Score	AY18/19	80%	AY 19/20	100%	AY 20/21	100%
Year	Score												
AY18/19	80%												
AY 19/20	100%												
AY 20/21	100%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	A practical component to the course was introduced – visit to a company to understand how they address ethical issues and dilemmas.	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY 19/20</td><td>93%</td></tr><tr><td>AY 20/21</td><td>98%</td></tr></tbody></table>	Year	Score	AY18/19	89%	AY 19/20	93%	AY 20/21	98%
Year	Score												
AY18/19	89%												
AY 19/20	93%												
AY 20/21	98%												
<b>D.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-</b>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Year	Score	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
Year	Score												
AY18/19	80%												
AY 19/20	73%												
AY 20/21	85%												

Cultural Negotiations and Communication Final Exams													
SM.1 85% of students will earn a score of 75% of better on <b>Final Master Project</b>	Direct, Internal, Summative	88%	The goal is met. 88% of students earned a score of 75% or higher	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><caption>Final Master Project</caption><thead><tr><th>AY</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>90%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>88%</td></tr></tbody></table>	AY	Score	AY18/19	90%	AY19/20	100%	AY20/21	88%
AY	Score												
AY18/19	90%												
AY19/20	100%												
AY20/21	88%												
The cumulative mean value for <b>“The course made the following contribution to my personal training (scale 1-5)”</b> will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.01	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><thead><tr><th>AY</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.32</td></tr><tr><td>AY19/20</td><td>3.70</td></tr><tr><td>AY20/21</td><td>4.01</td></tr></tbody></table>	AY	Mean Value	AY18/19	3.32	AY19/20	3.70	AY20/21	4.01
AY	Mean Value												
AY18/19	3.32												
AY19/20	3.70												
AY20/21	4.01												

The cumulative mean value for “ <b>The learning outcome and evaluation criteria were clear. (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.90	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><caption>Cumulative Mean Values</caption><thead><tr><th>Academic Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.16</td></tr><tr><td>AY 19/20</td><td>3.70</td></tr><tr><td>AY 20/21</td><td>3.90</td></tr></tbody></table>	Academic Year	Mean Value	AY18/19	3.16	AY 19/20	3.70	AY 20/21	3.90
Academic Year	Mean Value												
AY18/19	3.16												
AY 19/20	3.70												
AY 20/21	3.90												

## 10. MSc in Digital Business

The Master of Science in Digital Business is the most relevant and innovative master program for the challenges facing professionals today. By using a multitude of teaching methods – everything from case studies to industrial visits, workshops and more – students will learn to become change agents in the digital arena with a global vision transferable to markets worldwide. Program coursework is very expansive, covering topics like e-commerce, digital business model design, social networks, SEO/SEM strategies, web analytics, mobile marketing and more.

### 10.1. State the learning objectives for each program

- a) Develop knowledge associated with digital environment which includes deep understanding of concepts, tools and digital technologies related with different functional areas of a company;
- b) Teach how to digitize a business and optimize global business practices online to expand or improve the efficiency of a corporation or organization;
- c) Provide the latest in technological advancement and innovative business strategies in order to develop professionals with a competitive edge in the global job market;
- d) Develop a global perspective to create digital solutions and business strategies effective and applicable in the digital environment;
- e) Support entrepreneurial minded students and teach them how to build online businesses, troubleshoot common challenges, and overall succeed in the digital sphere.

### 10.2. A plan of study

Course Codes	FALL TERM	TRACK 1: Designing a Digital Startup	TRACK 2: Digital Corporate Challenges
GCO115	The Government and Legal Environment of Business	3	3
GCO120	Leadership and Managing Multicultural Teams	3	3
GMA113	Marketing Management	3	3
GDB160	Enabling Gamification through Digital Technologies		3
GDB159	Digital Law	3	3
GEN114	Discovering Entrepreneurial Opportunities	3	
GDB165	Agile Methodologies & Design Thinking	3	3

Course Codes	WINTER TERM	TRACK 1: Designing a Digital Startup	TRACK 2: Digital Corporate Challenges
GCO130	Ethics and Responsibility	3	3
GCO140	Understanding International Macroeconomy	3	3
GOM125	Operations Management	3	3
GCO154	Research Methods in International Business		3
GEN146	Business Plan Design	3	
GEN124	Creativity and Psychology of New Product Development	3	
GDB162	Social Media Management		3
GDB161	Digital Operations	3	3
GMA123	Digital Marketing	3	3
Course Codes	SPRING TERM	TRACK 1: Designing a Digital Startup	TRACK 2: Digital Corporate Challenges
GCO150	Cross-Cultural Negotiations and Communication	3	3
GMB151	Global Strategy and Management	3	3
GDB164	Digital Strategy	3	3
GFI129	Entrepreneurial Finance	3	
GDB166	UX & Conversion	3	3
GDB167	Big Data		3
<b>PROJECT</b>	<b>Final Master Project</b>	<b>6</b>	<b>6</b>

### 10.3. Describe your learning outcomes assessment process for each program

Figure 4.1.j Table for Student Learning Outcome Assessment Data

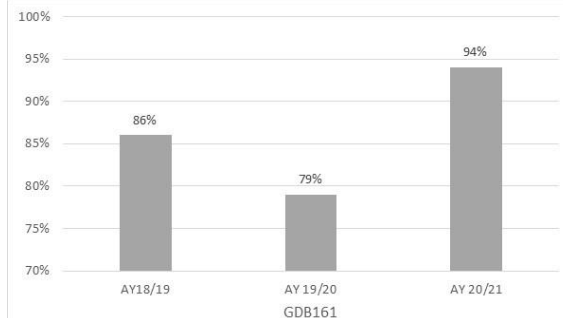
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Design and manage digital business operations with a clear understanding of digital market conditions.	Direct, Internal, Formative	<b>A.1.</b> <b>GDB161 Digital Operations</b> Students should design and develop a digital operations plan, define concept, strategy, technology, market, implementation.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>B.</b> Evaluate and develop digital business strategies with the use of business and digital	Direct, Internal, Formative	<b>B.1.</b> <b>GDB164 Digital Strategy</b> Students prepare a business case applying the	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> </ul>

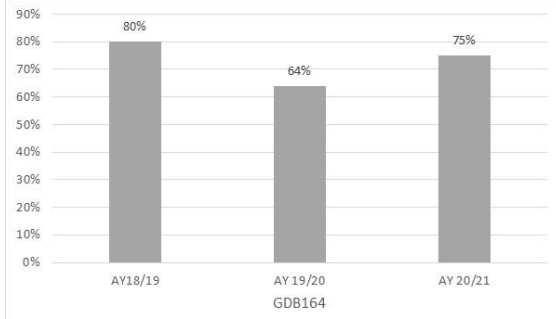
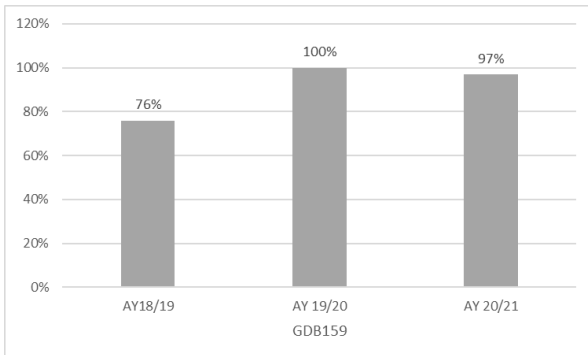
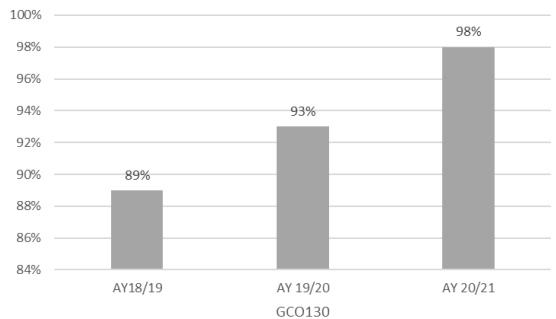


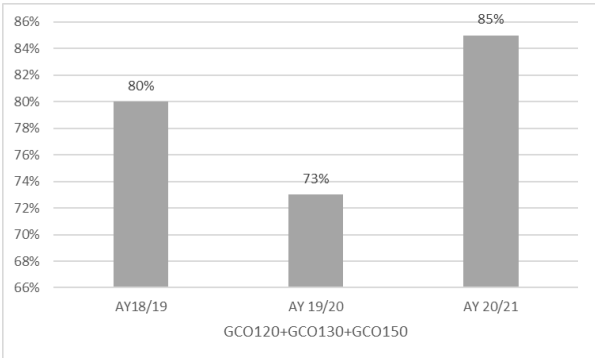
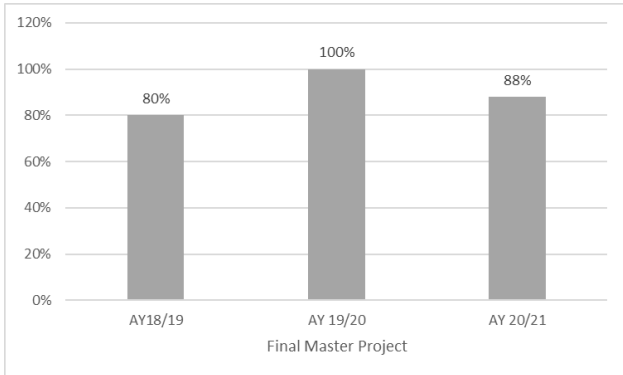
tools (such as digital marketing tools, UX and conversion).		platform business model canvas.	- Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Understand the legal procedures concerning digital business to ensure compliance.	Direct, Internal, Formative	<b>C.1.</b> <b>GDB159 Digital Law</b> Students work in groups to develop compliance policy plan on one of the following topics: 1. Website / App 2. Data Protection 3. On-line marketing campaigns 4. Social media	- Number of successfully completed projects - Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>D.</b> Apply the leadership, management styles and behaviour of employees in multicultural teams and prioritize ethical values over other personal values.	Direct, Internal, Formative	<b>D.1.</b> <b>GCO130 Ethics and Responsibility</b> Students work in teams and should prepare a fully referenced written report stating the legal and ethical dimension of the chosen problem and should recommend a solution outlining necessary steps, leadership style and notions in the organizational behavior in order for a change to happen. Students should follow IBEC's competition guidelines on the structure and content of the written report.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>D.2.</b> <b>GCO120 Leadership and Managing Multicultural Teams</b> - Final Exam <b>GCO130 Ethics and Responsibility</b> - Final Exam <b>GCO150 Cross-Cultural Negotiations and Communication</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career

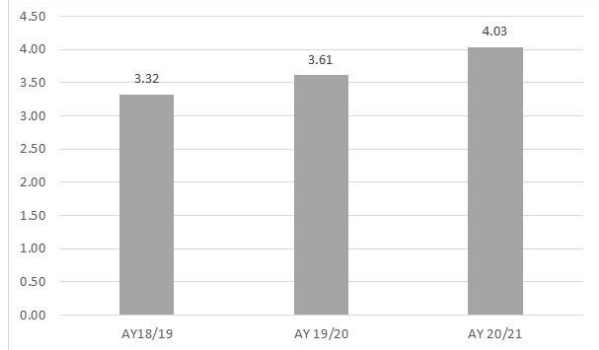
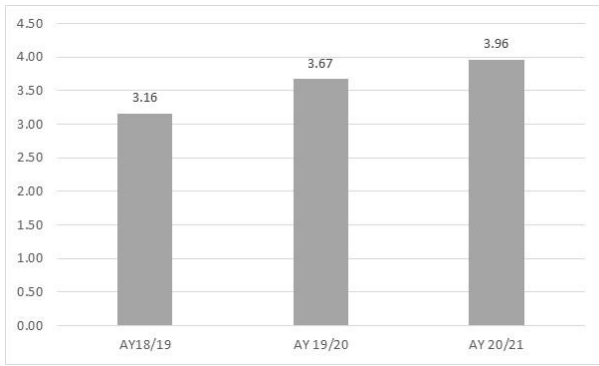
A, B, C, D	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of digital business and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score
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## 10.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.j Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
A.1. 80% of students will earn a score of 75% or better on <b>GDB161 Digital Operations Project</b>	Direct, Internal, Formative	94%	The goal was met. 94% of students earned a score 75% or higher	A new professor was assigned to teach this course and several practical activities were added to the syllabus.	 <table><caption>Student Performance Trends for GDB161</caption><thead><tr><th>Academic Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>86%</td></tr><tr><td>AY 19/20</td><td>79%</td></tr><tr><td>AY 20/21</td><td>94%</td></tr></tbody></table>	Academic Year	Score (%)	AY18/19	86%	AY 19/20	79%	AY 20/21	94%
Academic Year	Score (%)												
AY18/19	86%												
AY 19/20	79%												
AY 20/21	94%												

<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>GDB164 Digital Strategy Project</b>	Direct, Internal, Formative	75%	The goal was met. 75% of students had a score of 75% or better	To address the decreasing tendency in the AY 19-20, more details and guidance was provided to students regarding the final project.	 <table><tr><th>Academic Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY19/20</td><td>64%</td></tr><tr><td>AY20/21</td><td>75%</td></tr></table>	Academic Year	Score	AY18/19	80%	AY19/20	64%	AY20/21	75%
Academic Year	Score												
AY18/19	80%												
AY19/20	64%												
AY20/21	75%												
<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>GDB159 Digital Law Project</b>	Direct, Internal, Formative	97%	The goal was met. 97% of students had a score of 75% or better	The new professor assigned to teach this course has made sure to transfer the content of Digital law in a smoother and more practical interesting way for students.	 <table><tr><th>Academic Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>76%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>97%</td></tr></table>	Academic Year	Score	AY18/19	76%	AY19/20	100%	AY20/21	97%
Academic Year	Score												
AY18/19	76%												
AY19/20	100%												
AY20/21	97%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>GCO130 Ethics and Responsibility Project</b>	Direct, Internal, Formative	98%	The goal was met. 98% of students earned a score of 75% or better	A practical component to the course was introduced – visit to a company to understand how they address	 <table><tr><th>Academic Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>89%</td></tr><tr><td>AY19/20</td><td>93%</td></tr><tr><td>AY20/21</td><td>98%</td></tr></table>	Academic Year	Score	AY18/19	89%	AY19/20	93%	AY20/21	98%
Academic Year	Score												
AY18/19	89%												
AY19/20	93%												
AY20/21	98%												

				ethical issues and dilemmas.									
<b>D.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>GCO120 Leadership and Managing Multicultural Teams, GCO130 Ethics and Responsibility, GCO150 Cross-Cultural Negotiations and Communication Final Exam</b>	Direct, Internal, Formative	85%	The target goal is met. 85% of students earned a cumulative score of 75% or higher.	Disruption due to COVID-19 could have impacted the results in AY 19/20 but the results reverted back to normal in AY 20/21.	 <table><caption>GCO120+GCO130+GCO150</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>73%</td></tr><tr><td>AY 20/21</td><td>85%</td></tr></tbody></table>	Academic Year	Score	AY18/19	80%	AY 19/20	73%	AY 20/21	85%
Academic Year	Score												
AY18/19	80%												
AY 19/20	73%												
AY 20/21	85%												
<b>SM.1</b> 85% of students will earn a score of 75% or better on <b>Final Master Project</b>	Direct, Internal, Summative	88%	The goal is met. 88% of students earned a score of 75% or higher	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the	 <table><caption>Final Master Project</caption><thead><tr><th>Academic Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>88%</td></tr></tbody></table>	Academic Year	Score	AY18/19	80%	AY 19/20	100%	AY 20/21	88%
Academic Year	Score												
AY18/19	80%												
AY 19/20	100%												
AY 20/21	88%												

				ways for resolving team conflicts were addressed.									
The cumulative mean value for “The course made the following contribution to my personal training (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.03	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.32</td></tr><tr><td>AY 19/20</td><td>3.61</td></tr><tr><td>AY 20/21</td><td>4.03</td></tr></table>	Year	Mean Value	AY18/19	3.32	AY 19/20	3.61	AY 20/21	4.03
Year	Mean Value												
AY18/19	3.32												
AY 19/20	3.61												
AY 20/21	4.03												
The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.96	The mean value is above the benchmark	More practical activities, real-life examples, industrial visits, and guest speakers were added to the program. We should continue to find the best way to connect the learning outcomes with labor market.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.16</td></tr><tr><td>AY 19/20</td><td>3.67</td></tr><tr><td>AY 20/21</td><td>3.96</td></tr></table>	Year	Mean Value	AY18/19	3.16	AY 19/20	3.67	AY 20/21	3.96
Year	Mean Value												
AY18/19	3.16												
AY 19/20	3.67												
AY 20/21	3.96												

## D. MASTER OF ARTS PROGRAMS

### 11. MA in Communication and Future Marketing

The Master of Arts in Communication & Future Marketing teaches students the most effective ways of planning and launching an integrated, multi-channel communication and marketing campaign that will succeed today across global markets. This program will help students develop expertise in business innovation, global marketing, emerging technologies and company or personal branding. With courses on marketing of destinations, experiential marketing, international negotiations and business development, students will be prepared to enter international careers in marketing and communication.

#### 11.1. State the learning objectives for each program

- a) Develop a deeper understanding of strategic marketing, integrated marketing communications, the role of marketing research, and new media communication;
- b) Prepare students for competitive markets worldwide with an education focused on a global business perspective and cultural awareness;
- c) Develop students into future leaders of the business world by providing pertinent knowledge that can be applied to marketing and communication;
- d) Teach students how to be successful decision makers by exposing them to real world examples through industrial visits, company presentations, global study trips and more;
- e) Develop strong philosophy embedded in business ethics and sustainability;
- f) Enhance managerial competencies through activities that provide training in teamwork, leadership, communication & creativity.

#### 11.2. A plan of study

Course Code	FALL TERM	ECTS
MIC136	Agile Fundamentals: Scrum, Kanban, Lean and XP	5
MC137	Communication Planning and Advertising	5
MCT111	Digital Marketing	4
MC138	Social Media & Public Relations	5

Course Code	WINTER TERM	ECTS
MIC135	Marketing of Innovations	4
MC136	Strategic Marketing Simulation Business Game	5
MC139	Experiential Brand Marketing	5
Course Code	SPRING TERM	ECTS
CO119	Financial Strategies for Business Development	4
CO120	Entrepreneurial Project Management	4
CO115	Ethics and Responsibility	2
CO113	Communication, Time Management & Leadership	6
CO151	Capstone Consultations	5
PROJECT	Final Master Project	6
<b>TOTAL</b>		<b>60</b>

### 11.3. Describe your learning outcomes assessment process for each program

Figure 4.1.k Table for Student Learning Outcome Assessment Data

Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Evaluate and construct a marketing communication plan with the use of various marketing tools in recognition of technological developments.	Direct, Internal, Formative	<b>A.1.</b> <b>MC138 Social Media &amp; Public Relations</b> As a final project, students will develop a social media strategy for either their personal brand or for an organization. The deliverables for the project include competitive research, social media strategy and one campaign. The project should outline the application of frameworks learned during the course, competitive research and the consistency of the plan. Project must include research of the industry, social media strategy and at least one social media campaign.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>

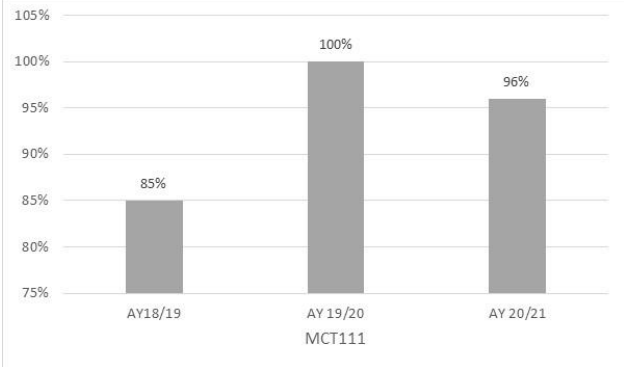
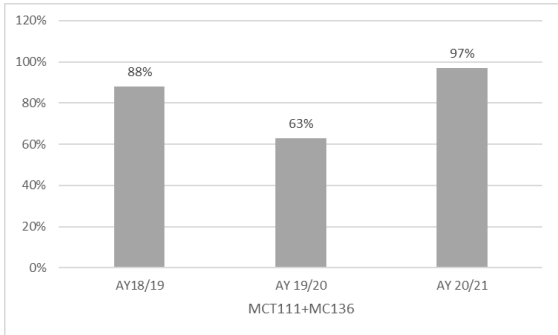


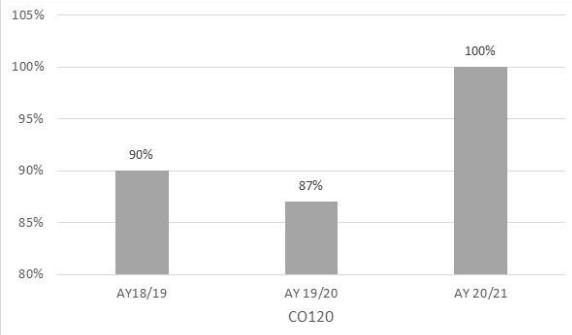
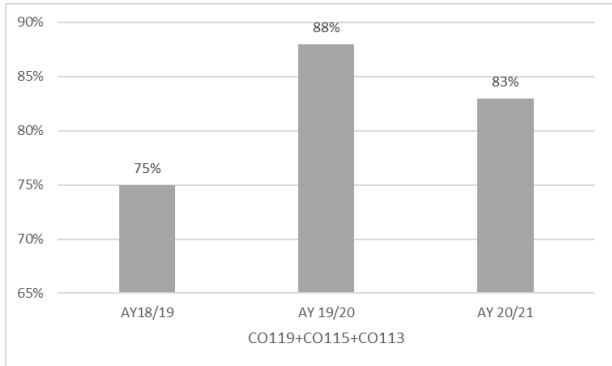
	Direct, Internal, Formative	<b>MC137 Communication Planning and Advertising</b> - Final Exam <b>MC138 Social Media &amp; Public Relations</b> - Final Exam	- Scores - Average cumulative score of two exams
	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>B. Compose and adapt digital marketing strategies.</b>	Direct, Internal, Formative	<b>B.1. MCT111 Digital Marketing</b> Students are working on a digital marketing plan including SEO actions and Google Adwords campaigns. The project should specify the tactical implementation of digital marketing strategy, SMART goals and specific details.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>B.2. MCT111 Digital Marketing</b> - Final Exam <b>MC136 Strategic Marketing Simulation Business Game</b> - Final Exam	- Scores - Average cumulative score of two exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C. Lead projects with the use of project management techniques, fundamentals of finance and strong leadership, business ethics and interpersonal skills.</b>	Direct, Internal, Formative	<b>C.1. CO120 Entrepreneurial Project Management</b> Students should design own project from scratch applying the concepts learnt throughout a course (the topics can range from a new business idea to a proposition of an improvement of a specific company function). Students should write a project proposal and prepare a video about the project to be pitched to the class. The proposal should outline: Project Framework, Problem Statement and Project Justification, Project Goals and Activities, Project Management / Leadership Outlines, Budgeting, Monitoring and Evaluation Plan,	- Number of successfully completed projects - Scores

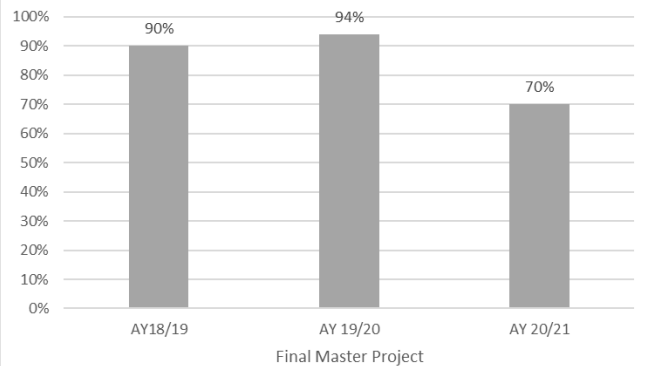
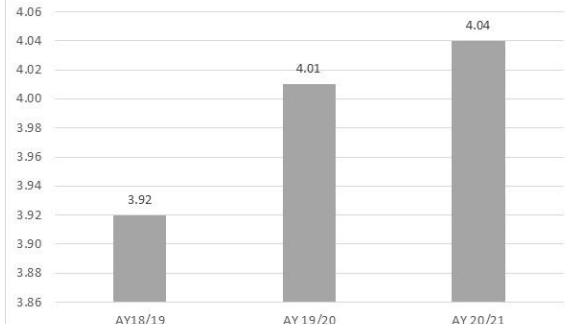
		Conclusion.	
	Direct, Internal, Formative	<b>C.2.</b> <b>CO119 Financial Strategies for Business</b> - Final Exam <b>CO115 Ethics and Responsibility</b> - Final Exam <b>CO113 Communication, Time Management &amp; Leadership</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>A, B, C</b>	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of communication and future marketing and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score
<b>A, B, C</b>	Indirect, External, Summative	Satisfaction Questionnaire University of Murcia (Spain)	- Average Mean Value - Comparison with other partners

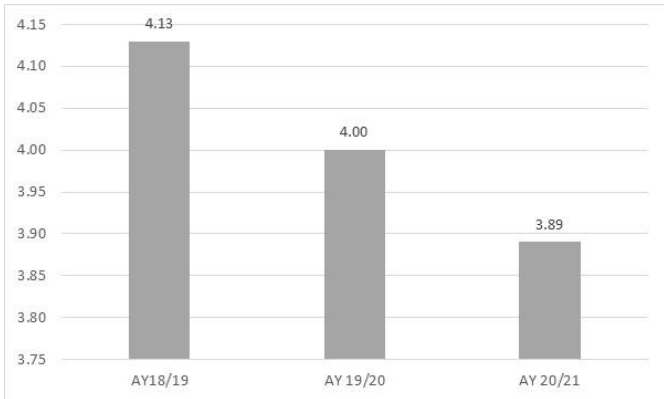
## 11.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.k Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
<b>A.1.</b> 80% of students will earn a score of 75% or better on <b>MC138 Social Media &amp; Public Relations Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	The results are consistent with previous years.	<table><caption>MC138 Scores</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>97%</td></tr><tr><td>AY19/20</td><td>90%</td></tr><tr><td>AY20/21</td><td>100%</td></tr></tbody></table>	Year	Score (%)	AY18/19	97%	AY19/20	90%	AY20/21	100%
Year	Score (%)												
AY18/19	97%												
AY19/20	90%												
AY20/21	100%												
<b>A.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>MC137 Communication Planning and Advertising, MC138 Social Media &amp; Public Relations Exams</b>	Direct, Internal, Formative	83%	The target goal was met. 83% of students earned a score of 75% or higher.	The results have been lower in AY 19/20 but started improving again in AY 20/21. Such volatility may be attributed to the impact of COVID and shift to 100% online studies.	<table><caption>MC137+MC138 Cumulative Scores</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>94%</td></tr><tr><td>AY19/20</td><td>73%</td></tr><tr><td>AY20/21</td><td>83%</td></tr></tbody></table>	Year	Score (%)	AY18/19	94%	AY19/20	73%	AY20/21	83%
Year	Score (%)												
AY18/19	94%												
AY19/20	73%												
AY20/21	83%												

<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>MCT111 Digital Marketing Project</b>	Direct, Internal, Formative	96%	The target goal was met. 96% of students earned a score of 75% or higher.	The results are consistent with previous years. Improvement is attributed to a compulsory use of digital analytics tools in the report.	 <table><caption>MCT111 Scores</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>96%</td></tr></tbody></table>	Year	Score	AY18/19	85%	AY19/20	100%	AY20/21	96%
Year	Score												
AY18/19	85%												
AY19/20	100%												
AY20/21	96%												
<b>B.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>MCT111 Digital Marketing, MC136 Strategic Marketing Simulation Business Game Exams</b>	Direct, Internal, Formative	97%	The target goal was met. 97% of students earned a score of 75% or higher.	In AY19/20 a decrease is observed that can be attributed to the impact of COVID and shift to 100% online studies.	 <table><caption>MCT111+MC136 Scores</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>88%</td></tr><tr><td>AY19/20</td><td>63%</td></tr><tr><td>AY20/21</td><td>97%</td></tr></tbody></table>	Year	Score	AY18/19	88%	AY19/20	63%	AY20/21	97%
Year	Score												
AY18/19	88%												
AY19/20	63%												
AY20/21	97%												

<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>CO120 Entrepreneurial Project Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	The results improved even further due to synergies in this module with a G-Accelerator and the school's focus on entrepreneurship.	 <table><tr><th>Academic Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>90%</td></tr><tr><td>AY 19/20 CO120</td><td>87%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Academic Year	Score	AY18/19	90%	AY 19/20 CO120	87%	AY 20/21	100%
Academic Year	Score												
AY18/19	90%												
AY 19/20 CO120	87%												
AY 20/21	100%												
<b>C.2.</b> 80% of students will earn a score of 75% or better on <b>CO119 Financial Strategies for Business, CO115 Ethics and Responsibility, CO113 Communication, Time Management &amp; Leadership Exams</b>	Direct, Internal, Formative	83%	The target goal was met. 83% of students earned a score of 75% or higher.	A focus group has been created to investigate the issue of poor results in AY 18/19 and recommendation for improvement were provided and implemented.	 <table><tr><th>Academic Year</th><th>Score</th></tr><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20 CO119+CO115+CO113</td><td>88%</td></tr><tr><td>AY 20/21</td><td>83%</td></tr></table>	Academic Year	Score	AY18/19	75%	AY 19/20 CO119+CO115+CO113	88%	AY 20/21	83%
Academic Year	Score												
AY18/19	75%												
AY 19/20 CO119+CO115+CO113	88%												
AY 20/21	83%												

<b>SM.1</b> 85% of students will earn a score of 75% of better on <b><i>Final Master Project</i></b>	Direct, Internal, Summative	70%	The target goal was not met. Only 70% of students earned a score of 75% or higher.	The results significantly dropped in AY 20/21. A closer investigation is required on whether such decrease can be attributed to disruptions associated with COVID-19.	 <table><caption>Final Master Project</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>90%</td></tr><tr><td>AY 19/20</td><td>94%</td></tr><tr><td>AY 20/21</td><td>70%</td></tr></tbody></table>	Year	Score (%)	AY18/19	90%	AY 19/20	94%	AY 20/21	70%
Year	Score (%)												
AY18/19	90%												
AY 19/20	94%												
AY 20/21	70%												
The cumulative mean value for <b>“The course made the following contribution to my personal training (scale 1-5)”</b> will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.04	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><thead><tr><th>Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.92</td></tr><tr><td>AY 19/20</td><td>4.01</td></tr><tr><td>AY 20/21</td><td>4.04</td></tr></tbody></table>	Year	Mean Value	AY18/19	3.92	AY 19/20	4.01	AY 20/21	4.04
Year	Mean Value												
AY18/19	3.92												
AY 19/20	4.01												
AY 20/21	4.04												

The cumulative mean value for “ <b>The learning outcome and evaluation criteria were clear. (scale 1-5)</b> ” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.89	The mean value is above the benchmark	<p>More practical components will be added to the program – visits, guest speakers, career workshops, etc.</p> <p>More practical activities, real-life examples, industrial visits, and guest speakers to be added to the program. We should find the best way to connect the learning outcomes with labor market.</p>	 <table><tr><th>Academic Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>4.13</td></tr><tr><td>AY19/20</td><td>4.00</td></tr><tr><td>AY20/21</td><td>3.89</td></tr></table>	Academic Year	Mean Value	AY18/19	4.13	AY19/20	4.00	AY20/21	3.89
Academic Year	Mean Value												
AY18/19	4.13												
AY19/20	4.00												
AY20/21	3.89												

## 12. MA in Business Innovation

This program transforms business professionals of today into the leaders, drivers and advocates of innovation of tomorrow. This program encourages, nurtures, and develops the innovative potential students possess. It is designed to have an impact on students and their ability to effectively manage, articulate, and implement innovative processes within their places of employment.

Students are trained to analyze global industries, to understand markets of uncertainty and change, and to add value to a product or service in the business world. This program encompasses hands-on courses that will push students to advance their skills in brainstorming, agile methodologies, and creative thinking.

### 12.1. State the learning objectives for each program

- Enhance students' ability to develop products or services in a start-up context or within an existing organization;
- Help students to focus on business strategy and how to implement it effectively;
- Adopt a new way of thinking to find creative solutions to the challenges faced;
- Develop a deeper understanding of innovation processes and methods, business model design, product and service development, and design thinking;
- Develop students as leaders to promote innovation spirit within the organization.

### 12.2. A plan of study

Course Code	FALL TERM	ECTS
MIC136	Agile Fundamentals: Scrum, Kanban, Lean and XP	5
IC132	Design Thinking and Business Model Design	5
IC138	Strategic Management of Technology	4
IC134	Product Innovation Management and NPD	5
Course Code	WINTER TERM	ECTS
MIC135	Marketing of Innovations	4
IC137	Knowledge Management and Business Intelligence	5
IC139	Digital Transformation & Change Management	5



Course Code	SPRING TERM	ECTS
CO119	Financial Strategies for Business Development	4
CO120	Entrepreneurial Project Management	4
CO115	Ethics and Responsibility	2
CO113	Communication, Time Management & Leadership	6
CO151	Capstone Consultations	5
PROJECT	Final Master Project	6
<b>TOTAL</b>		60

### 12.3. Describe your learning outcomes assessment process for each program

**Figure 4.1.I Table for Student Learning Outcome Assessment Data**

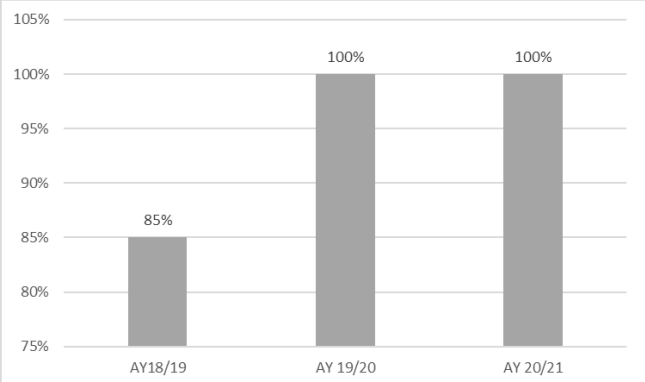
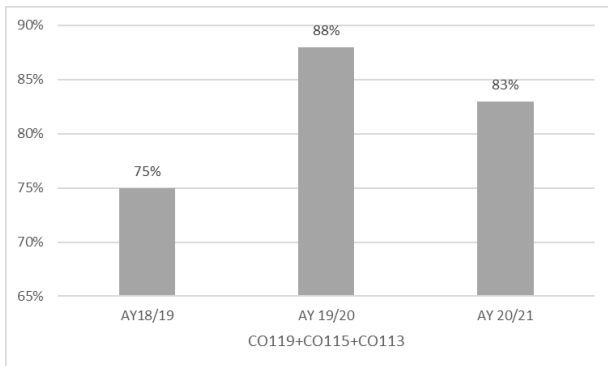
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Distinguish, evaluate and utilize opportunities, potential disruptive innovations and “open” innovation to launch innovative projects that promote competitiveness, innovation and sustainability.	Direct, Internal, Formative	<b>A.1.; B.1.</b> <b>IC134 Product Innovation Management and NPD</b> New product project launching: students should show evidence of knowledge in entrepreneurship understanding, accuracy in the usage of concepts, tools and techniques for product development and consistency from previous deliverables through the final project. The project should outline innovation, opportunities identification, project management, synthesis and conclusions.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>A.2.; B.2.</b> <b>IC132 Design Thinking and Business Model Design</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b>MC139 Digital Transformation &amp; Change Management</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul>	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of two exams</li> </ul>
<b>B.</b> Develop creative and critical thinking to navigate with ease among models for the implementation of business innovation projects.	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>

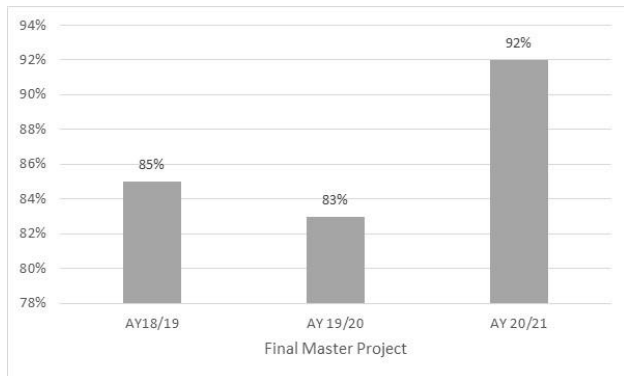
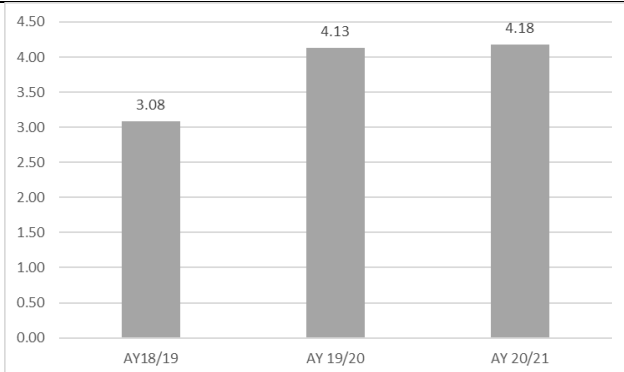
C. Lead projects with the use of project management techniques, fundamentals of finance and strong leadership, business ethics and interpersonal skills.	Direct, Internal, Formative	<b>C.1.</b> <b>CO120 Entrepreneurial Project Management</b> Students should design own project from scratch applying the concepts learnt throughout a course (the topics can range from a new business idea to a proposition of an improvement of a specific company function). Students should write a project proposal and prepare a video about the project to be pitched to the class. The proposal should outline: Project Framework, Problem Statement and Project Justification, Project Goals and Activities, Project Management / Leadership Outlines, Budgeting, Monitoring and Evaluation Plan, Conclusion.	- Number of successfully completed projects - Scores
	Direct, Internal, Formative	<b>C.2.</b> <b>CO119 Financial Strategies for Business</b> - Final Exam <b>CO115 Ethics and Responsibility</b> - Final Exam <b>CO113 Communication, Time Management &amp; Leadership</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
A, B, C	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of business innovation and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score

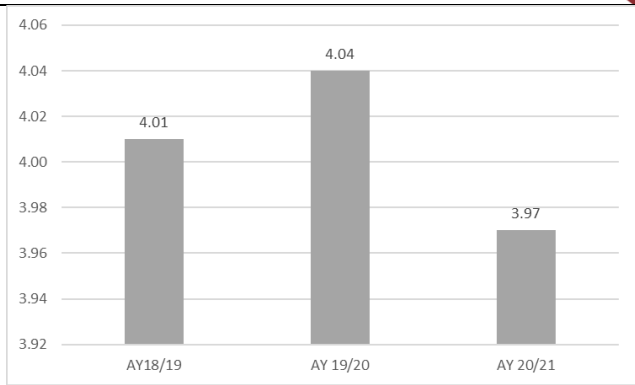
A, B, C	Indirect, External, Summative	Satisfaction Questionnaire University of Vic - Central University of Catalonia (UVic-UCC)	<ul style="list-style-type: none"><li>- Average Mean Value</li><li>- Comparison with other partners</li></ul>
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## 12.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.I Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.								
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
<b>A.1.; B.1.</b> 80% of students will earn a score of 75% or better on <b>IC134 Product Innovation Management and NPD Project</b>	Direct, Internal, Formative	77%	The target goal was not met. Only 77% of students earned a score of 75% or higher.	Due to Covid-19 Rapid Prototyping workshops were not possible to develop practical innovative thinking and design skills. The workshops are introduced again to keep the practical focus.	<table><caption>IC134 Results</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>90%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>77%</td></tr></tbody></table>	Year	Score (%)	AY18/19	90%	AY19/20	100%	AY20/21	77%
Year	Score (%)												
AY18/19	90%												
AY19/20	100%												
AY20/21	77%												
<b>A.2.; B.2.</b> 80% of students will earn a score of 75% or better on <b>IC132 Design Thinking and Business Model Design, MC139 Digital Transformation &amp; Change Management Exams</b>	Direct, Internal, Formative	77%	The target goal was not met. Only 77% of students earned a score of 75% or higher.	Speakers and industrial visits were not possible due to COVID-19. These will be reintroduced to achieve previous level of results.	<table><caption>IC132+MC139 Results</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>0%</td></tr><tr><td>AY19/20</td><td>93%</td></tr><tr><td>AY20/21</td><td>77%</td></tr></tbody></table>	Year	Score (%)	AY18/19	0%	AY19/20	93%	AY20/21	77%
Year	Score (%)												
AY18/19	0%												
AY19/20	93%												
AY20/21	77%												

					These units were first introduced in AY/2018-2019 and therefore data for AY 2018-2019 is not available.									
<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>CO120 Entrepreneurial Project Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	The results improved even further due to synergies in this module with a G-Accelerator and the school's focus on entrepreneurship.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>		Academic Year	Score (%)	AY18/19	85%	AY 19/20	100%	AY 20/21	100%
Academic Year	Score (%)													
AY18/19	85%													
AY 19/20	100%													
AY 20/21	100%													
<b>C.2.</b> 80% of students will earn a score of 75% or better on <b>CO119 Financial Strategies for Business, CO115 Ethics and Responsibility, CO113 Communication, Time Management &amp; Leadership Exams</b>	Direct, Internal, Formative	83%	The target goal was met. 83% of students earned a score of 75% or higher.	The results are consistent with previous years. No specific actions were taken.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>88%</td></tr><tr><td>AY 20/21</td><td>83%</td></tr></table>		Academic Year	Score (%)	AY18/19	75%	AY 19/20	88%	AY 20/21	83%
Academic Year	Score (%)													
AY18/19	75%													
AY 19/20	88%													
AY 20/21	83%													

<b>SM.1</b> 85% of students will earn a score of 75% of better on <b><i>Final Master Project</i></b>	Direct, Internal, Summative	92%	The target goal was met. 92% of students earned a score of 75% or higher.	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><caption>Final Master Project</caption><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY19/20</td><td>83%</td></tr><tr><td>AY20/21</td><td>92%</td></tr></tbody></table>	Year	Score	AY18/19	85%	AY19/20	83%	AY20/21	92%
Year	Score												
AY18/19	85%												
AY19/20	83%												
AY20/21	92%												
The cumulative mean value for <b>“The course made the following contribution to my personal training (scale 1-5)”</b> will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.18	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><thead><tr><th>Year</th><th>Mean Value</th></tr></thead><tbody><tr><td>AY18/19</td><td>3.08</td></tr><tr><td>AY19/20</td><td>4.13</td></tr><tr><td>AY20/21</td><td>4.18</td></tr></tbody></table>	Year	Mean Value	AY18/19	3.08	AY19/20	4.13	AY20/21	4.18
Year	Mean Value												
AY18/19	3.08												
AY19/20	4.13												
AY20/21	4.18												

The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.97	The mean value is above the benchmark	<p>More practical components will be added to the program – visits, guest speakers, career workshops, etc.</p> <p>More practical activities, real-life examples, industrial visits, and guest speakers to be added to the program. We should find the best way to connect the learning outcomes with labor market.</p>	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>4.01</td></tr><tr><td>AY 19/20</td><td>4.04</td></tr><tr><td>AY 20/21</td><td>3.97</td></tr></table>	Year	Mean Value	AY18/19	4.01	AY 19/20	4.04	AY 20/21	3.97
Year	Mean Value												
AY18/19	4.01												
AY 19/20	4.04												
AY 20/21	3.97												

## 13. MA in Tourism and Hospitality Management

The Master of Arts in Tourism & Hospitality Management program offers advanced insight into the tourism industry and provides students with the opportunity to develop their knowledge and interests within the field of hospitality management in one of the most exciting and popular touristic destinations in Europe - Spain.

This master applies broad perspectives on tourism by combining various approaches to global tourism companies, sustainable tourism, marketing of destinations, and emerging issues in international tourism and hospitality. The program provides students with the most current industry knowledge presented in the most practical and effective manner to ensure that students are prepared for the current climate on an international scale. The innovative program structure gives students an opportunity to participate in challenging projects, workshops, events and case studies that simulate the real-life business world to prepare them for what's ahead.

### 13.1. State the learning objectives for each program

- a) Provide the most innovative practical knowledge as applied to tourism and hospitality management;
- b) Prepare students for competitive markets worldwide with an education focused on a global business perspective and cultural awareness;
- c) Develop students into future leaders of the business world by providing pertinent industry knowledge that can be applied to tourism and hospitality management;
- d) Teach students how to be successful decision makers by exposing them to real world examples through industrial visits, company presentations, global study trips and more;

### 13.2. A plan of study

Course Code	FALL TERM	ECTS
THM120	Sustainable Tourism Development	5
THM121	International Tourism and Hospitality Management	5
MCT111	Digital Marketing	4
Course Code	WINTER TERM	ECTS
THM123	Strategic Food & Beverage Management	5



THM122	Destination Management & Tourism Product Conception	5
THM124	Event Management in Tourism	2
THM125	BIT in Tourism	2
	Operations and Touristic Facilities Management	5
<b>Course Code</b>	<b>SPRING TERM</b>	<b>ECTS</b>
CO119	Financial Strategies for Business Development	4
CO120	Entrepreneurial Project Management	4
CO115	Ethics and Responsibility	2
CO113	Communication, Time Management & Leadership	6
CO151	Capstone Consultations	5
PROJECT	Final Master Project	6
<b>TOTAL</b>		<b>60</b>

### 13.3. Describe your learning outcomes assessment process for each program

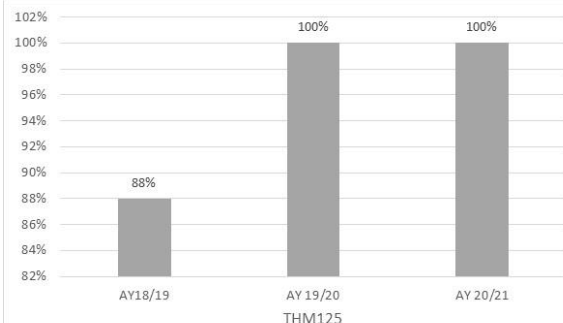
Figure 4.1.m Table for Student Learning Outcome Assessment Data

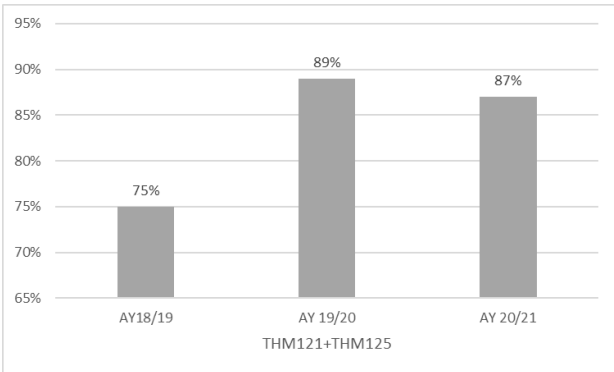
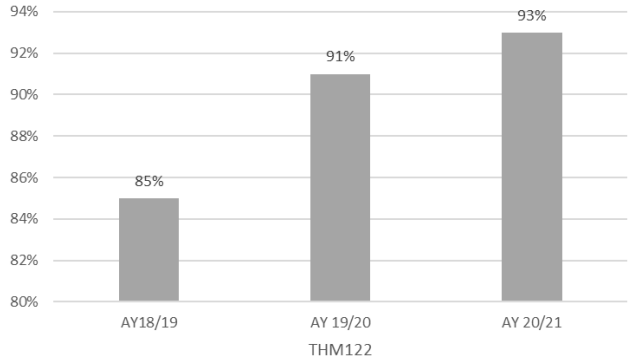
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A. Evaluate operations and trends within the tourism and hospitality industry to optimize operations management and service delivery.</b>	Direct, Internal, Formative	<b>A.1.</b> <b>THM125 Operations and Touristic Facilities Management</b> Students need to do a strategic analysis of one of the five challenges of the hotel, to be visited, designated by the lecturer. Students have to outline concepts, clarity of exposition & analysis accuracy.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>A.2.</b> <b>THM121 International Tourism and Hospitality Management</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b>THM125 Operations and Touristic Facilities Management</b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul>	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of two exams</li> </ul>

	Indirect	Evaluation Survey (Students)	- Satisfaction, relevance to career
<b>B.</b> Develop and apply marketing knowledge and skills to formulate strategies for promoting tourism products and destinations.	Direct, Internal, Formative	<b>B.1.</b> <b>THM122 Destination Management &amp; Tourism Product Conception</b> Students choose a destination of their interest and provide a research brief, destination information, proposal and market research objectives. Based on the finding, students provide recommendations for the destination brand.	- Number of successfully completed projects - Scores
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Apply critical thinking skills, innovative mindset and research methodologies to formulate and manage sustainable initiatives in the area of tourism and hospitality.	Direct, Internal, Formative	<b>C.1.</b> <b>THM120 Sustainable Tourism Development</b> Students should analyze a chosen destination and prepare sustainable tourism product for it. Arguments – why destination was chosen, competitors of destination, possible/existing visitors, why this product and what benefits it could bring to destination, how it is sustainable.	- Number of successfully completed projects - Scores
<b>D.</b> Lead projects with the use of project management techniques, fundamentals of finance and strong leadership, business ethics and interpersonal skills.	Direct, Internal, Formative	<b>D.1.</b> <b>CO120 Entrepreneurial Project Management</b> Students should design own project from scratch applying the concepts learnt throughout a course (the topics can range from a new business idea to a proposition of an improvement of a specific company function). Students should write a project proposal and prepare a video about the project to be pitched to the class. The proposal should outline: Project Framework, Problem Statement and Project Justification, Project	- Number of successfully completed projects - Scores

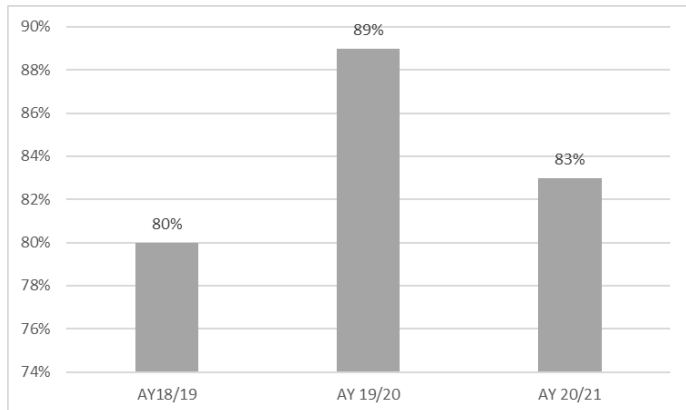
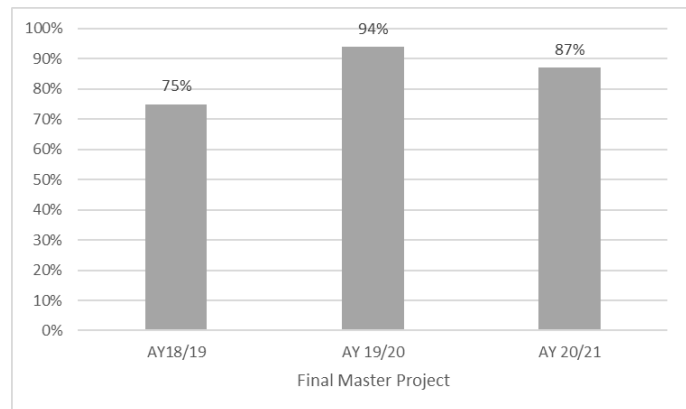
		Goals and Activities, Project Management / Leadership Outlines, Budgeting, Monitoring and Evaluation Plan, Conclusion.	
	Direct, Internal, Formative	<b>D.2.</b> <b>CO119 Financial Strategies for Business</b> - Final Exam <b>CO115 Ethics and Responsibility</b> - Final Exam <b>CO113 Communication, Time Management &amp; Leadership</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>A, B, C, D</b>	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of tourism and hospitality and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score

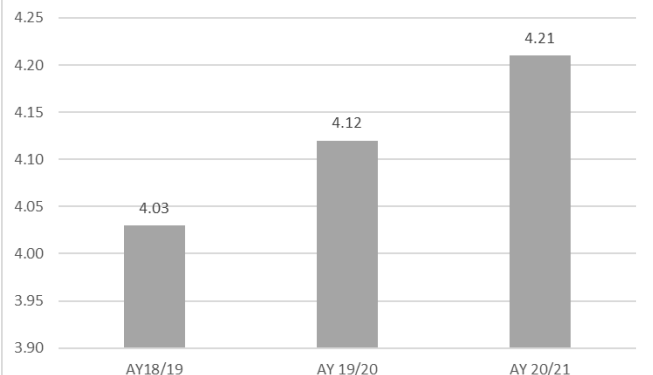
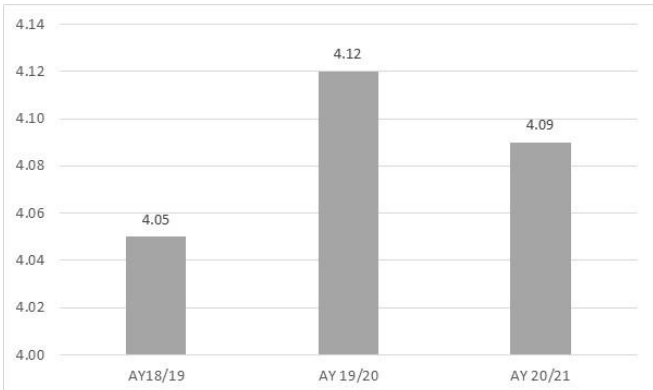
## 13.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.m Measurement and Analysis of Student Learning and Performance													
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.		Identified in Criterion 4.4.	Identified in Criterion 4.2.									
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends									
<b>A.1.</b> 80% of students will earn a score of 75% or better on <b>THM125 Operations and Touristic Facilities Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or better.	The results continued to improve. Despite practical visits to hotels were not possible, inviting speakers online helped maintain the results.	 <table><caption>Student Performance Trends for THM125</caption><thead><tr><th>Academic Year</th><th>Performance (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>88%</td></tr><tr><td>AY19/20</td><td>100%</td></tr><tr><td>AY20/21</td><td>100%</td></tr></tbody></table>		Academic Year	Performance (%)	AY18/19	88%	AY19/20	100%	AY20/21	100%
Academic Year	Performance (%)													
AY18/19	88%													
AY19/20	100%													
AY20/21	100%													

<b>A.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>THM121 International Tourism and Hospitality Management, THM125 Operations and Touristic Facilities Management Exams</b>	Direct, Internal, Formative	87%	The target goal was met. 87% if students earned a cumulative score of 75% or higher.	The results continued to improve. Despite practical visits to hotels were not possible, inviting speakers online helped maintain the results.	 <table><caption>THM121+THM125 Cumulative Scores</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>89%</td></tr><tr><td>AY 20/21</td><td>87%</td></tr></tbody></table>	Year	Score (%)	AY18/19	75%	AY 19/20	89%	AY 20/21	87%
Year	Score (%)												
AY18/19	75%												
AY 19/20	89%												
AY 20/21	87%												
<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>THM122 Destination Management &amp; Tourism Product Conception Project</b>	Direct, Internal, Formative	93%	The target goal was met. 93% of students earned a score of 75% or higher. An increasing tendency is observed.	The results are consistent with previous years, no specific actions were taken.	 <table><caption>THM122 Scores</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY 19/20</td><td>91%</td></tr><tr><td>AY 20/21</td><td>93%</td></tr></tbody></table>	Year	Score (%)	AY18/19	85%	AY 19/20	91%	AY 20/21	93%
Year	Score (%)												
AY18/19	85%												
AY 19/20	91%												
AY 20/21	93%												

<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>THM120 Sustainable Tourism Development Project</b>	Direct, Internal, Formative	91%	The target goal was met. 91% of students earned a score of 75% or higher.	The results are consistent with previous years, no specific actions were taken.	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>91%</td></tr></tbody></table>	Year	Score	AY18/19	85%	AY 19/20	100%	AY 20/21	91%
Year	Score												
AY18/19	85%												
AY 19/20	100%												
AY 20/21	91%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>CO120 Entrepreneurial Project Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	The results improved even further due to synergies in this module with a G-Accelerator and the school's focus on entrepreneurship	<table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>AY18/19</td><td>85%</td></tr><tr><td>AY 19/20</td><td>87%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Year	Score	AY18/19	85%	AY 19/20	87%	AY 20/21	100%
Year	Score												
AY18/19	85%												
AY 19/20	87%												
AY 20/21	100%												

<b>D.2.</b> 80% of students will earn a cumulative score of 75% or better on <b>CO119 Financial Strategies for Business, CO115 Ethics and Responsibility, CO113 Communication, Time Management &amp; Leadership Exams</b>	Direct, Internal, Formative	83%	The target goal was met. 83% of students earned a score of 75% or higher.	The results are consistent with previous years. No specific actions were required.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>89%</td></tr><tr><td>AY 20/21</td><td>83%</td></tr></table>	Academic Year	Score (%)	AY18/19	80%	AY 19/20	89%	AY 20/21	83%
Academic Year	Score (%)												
AY18/19	80%												
AY 19/20	89%												
AY 20/21	83%												
<b>SM.1</b> 85% of students will earn a score of 75% of better on <b>Final Master Project</b>	Direct, Internal, Summative	87%	The target goal was met. 87% of students earned a score of 75% or higher.	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>75%</td></tr><tr><td>AY 19/20</td><td>94%</td></tr><tr><td>AY 20/21</td><td>87%</td></tr></table> <p>Final Master Project</p>	Academic Year	Score (%)	AY18/19	75%	AY 19/20	94%	AY 20/21	87%
Academic Year	Score (%)												
AY18/19	75%												
AY 19/20	94%												
AY 20/21	87%												

The cumulative mean value for “The course made the following contribution to my personal training (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.21	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>4.03</td></tr><tr><td>AY 19/20</td><td>4.12</td></tr><tr><td>AY 20/21</td><td>4.21</td></tr></table>	Year	Mean Value	AY18/19	4.03	AY 19/20	4.12	AY 20/21	4.21
Year	Mean Value												
AY18/19	4.03												
AY 19/20	4.12												
AY 20/21	4.21												
The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.09	The mean value is above the benchmark	<p>More practical components will be added to the program – visits, guest speakers, career workshops, etc.</p> <p>More practical activities, real-life examples, industrial visits, and guest speakers to be added to the program. We should find the best way to connect the learning outcomes with labor market.</p>	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>4.05</td></tr><tr><td>AY 19/20</td><td>4.12</td></tr><tr><td>AY 20/21</td><td>4.09</td></tr></table>	Year	Mean Value	AY18/19	4.05	AY 19/20	4.12	AY 20/21	4.09
Year	Mean Value												
AY18/19	4.05												
AY 19/20	4.12												
AY 20/21	4.09												



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## 14. MA in Fashion & Luxury Business Management

The Master of Arts in Fashion and Luxury Business Management is designed for students who are interested in business, management and the fashion and luxury goods industry. This industry is complex, global and highly competitive. It therefore requires graduates who can respond effectively to the constantly changing challenges by defining new strategies to ensure market success.

Fashion and Luxury goods companies around the world are constantly looking for people capable to match creativity and management: a new generation of managers suited to the specific requirements of this industry. The program prepares students for the complexity of the fashion and luxury world on every level. Students learn business management skills and market analysis tactics that are necessary to compete in global markets.

### 14.1. State the learning objectives for each program

- Provide the most innovative practical knowledge as applied to the fashion and luxury industry;
- Prepare students for competitive markets worldwide with an education focused on a global business perspective and cultural awareness;
- Develop students into the future leaders of the fashion and luxury world by providing pertinent industry knowledge that can be applied on a global scale;
- Teach students how to be future decision makers by exposing them to real world examples with industrial visits, company presentations, global trips and more.

### 14.2. A plan of study

Course Code	FALL TERM	ECTS
FLM143	Technology and Innovation in the Fashion and Luxury Business	4
FLM138	The Fashion Industry	5
FLM140	Fashion and Luxury Marketing	5
Course Code	WINTER TERM	ECTS
FLM127	Sustainability in Design of Fashion & Luxury	5
FLM128	Principles of Luxury & Luxury Sector	5
FLM144	Strategic Fashion & Luxury Branding	2

FLM142	Event Management in Fashion & Luxury (BIT)	2
FLM130	Luxury Channel and Distribution Management	5
<b>Course Code</b>	<b>SPRING TERM</b>	<b>ECTS</b>
CO119	Financial Strategies for Business Development	4
CO120	Entrepreneurial Project Management	4
CO115	Ethics and Responsibility	2
CO113	Communication, Time Management & Leadership	6
CO151	Capstone Consultations	5
PROJECT	Final Master Project	6
<b>TOTAL</b>		<b>60</b>

### 14.3. Describe your learning outcomes assessment process for each program

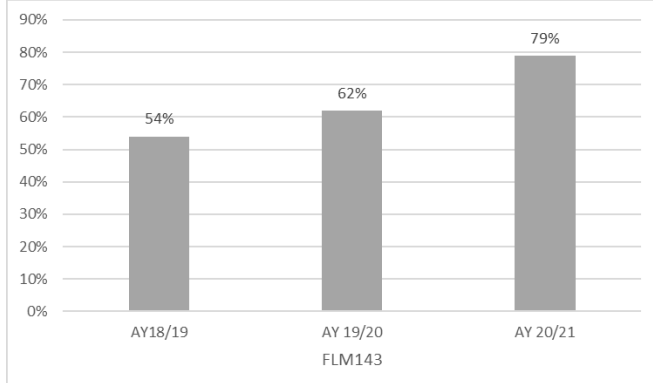
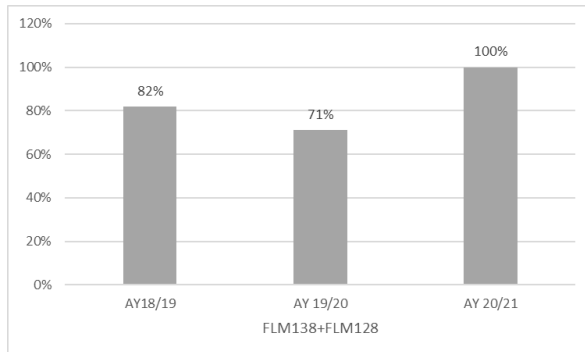
Figure 4.1.n Table for Student Learning Outcome Assessment Data

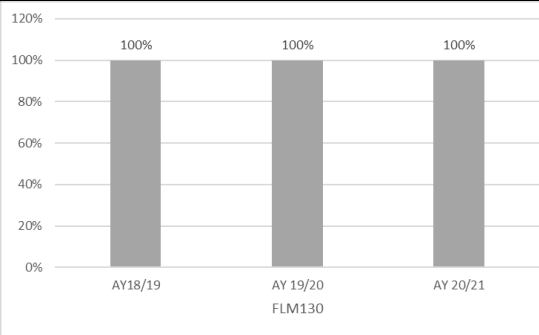
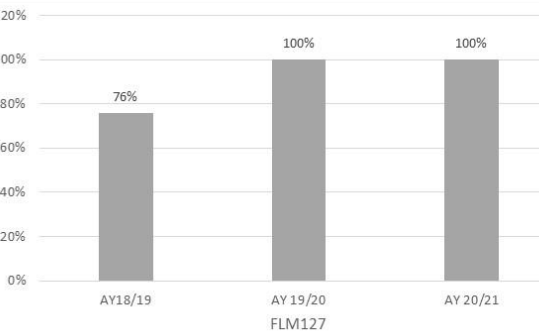
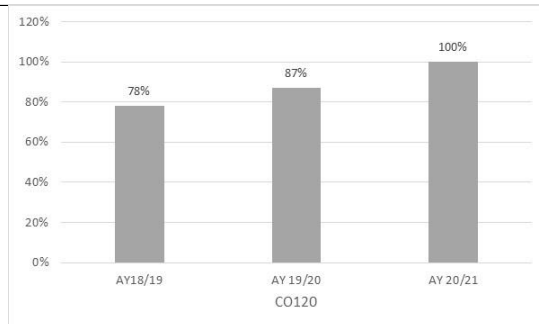
Learning Outcome	Type	Assessment Method	Data Gathered & Analyzed
<b>A.</b> Identify, design and develop innovative initiatives relevant to the Fashion and Luxury industry.	Direct, Internal, Formative	<b>A.1.</b> <b><i>FLM143 Technology and Innovation in the Fashion and Luxury Business</i></b> The final project will consist of an imaginary product/service/business model that the student would be launching into the market.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
	Direct, Internal, Formative	<b>A.2.</b> <b><i>FLM138 The Fashion Industry</i></b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul> <b><i>FLM128 Principles of Luxury &amp; Luxury Sector</i></b> <ul style="list-style-type: none"> <li>- Final Exam</li> </ul>	<ul style="list-style-type: none"> <li>- Scores</li> <li>- Average cumulative score of two exams</li> </ul>
	Indirect	Evaluation Survey (Students)	<ul style="list-style-type: none"> <li>- Satisfaction, relevance to career</li> </ul>
<b>B.</b> Perform research and analysis on trends in the Fashion and Luxury industry to formulate relevant marketing,	Direct, Internal, Formative	<b>B.1.</b> <b><i>FLM130 Luxury Channel and Distribution Management</i></b> A research report intended for the Board of Directors	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>

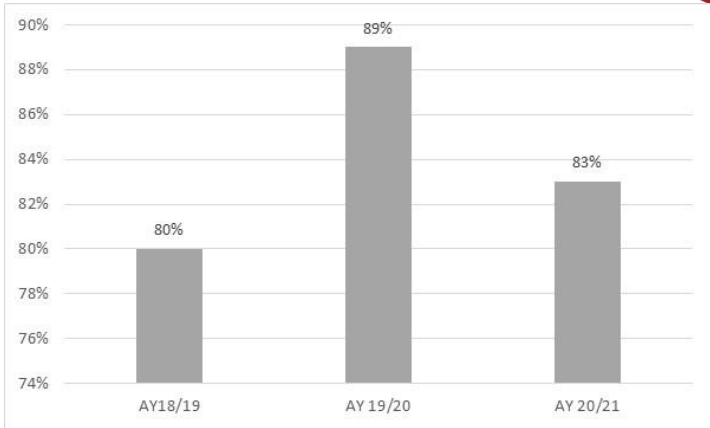
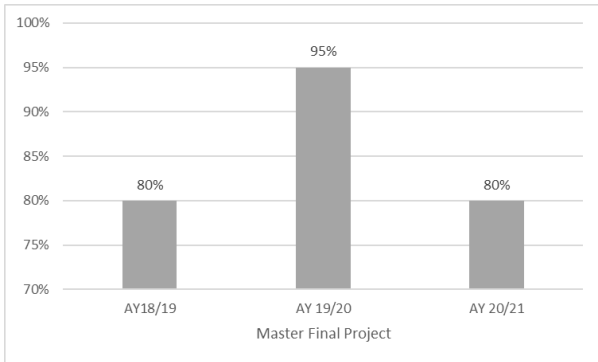
expansion and operational strategies.		on Distribution expansion for a premium/luxury brand. A report discussing the expansion strategy and plan for entry into new countries (United States/Middle East/Asia).	
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>C.</b> Assess the economic and environmental impacts of business activities of fashion and luxury companies and apply measures to optimize sustainability.	Direct, Internal, Formative	<b>C.1. FLM127 Sustainability in Design of Fashion &amp; Luxury</b> Comparison and analysis of two different brands from the sustainability perspective. The main components of the project are background of brands (the challenges the brands faced) sustainable business models analysis, sustainable strategies (describe strategies the companies use to be sustainable, communication and relations with consumers, prices analysis), social, environmental, economic impacts; recommendations for improvement of brands sustainability.	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>
<b>D.</b> Lead projects with the use of project management techniques, fundamentals of finance and strong leadership, business ethics and interpersonal skills.	Direct, Internal, Formative	<b>D.1. CO120 Entrepreneurial Project Management</b> Students should design own project from scratch applying the concepts learnt throughout a course (the topics can range from a new business idea to a proposition of an improvement of a specific company function). Students should write a project proposal and prepare a video about the project to be pitched to the class. The proposal should outline: Project Framework, Problem Statement and Project Justification, Project Goals and Activities,	<ul style="list-style-type: none"> <li>- Number of successfully completed projects</li> <li>- Scores</li> </ul>

		Project Management / Leadership Outlines, Budgeting, Monitoring and Evaluation Plan, Conclusion.	
	Direct, Internal, Formative	<b>D.2.</b> <b>CO119 Financial Strategies for Business</b> - Final Exam <b>CO115 Ethics and Responsibility</b> - Final Exam <b>CO113 Communication, Time Management &amp; Leadership</b> - Final Exam	- Scores - Average cumulative score of three exams
	Indirect	Evaluation Survey (Students)	Satisfaction, relevance to career
<b>A, B, C, D</b>	Direct, Internal, Summative	<b>SM.1.</b> <b>PROJECT Final Master Project</b> Students choose a topic of interest in the area of fashion and luxury and work with a tutor, other students during consultations and mentors who assist them in the final master project development process. Students have to defend the final master project before a panel of three committee members.	- Score

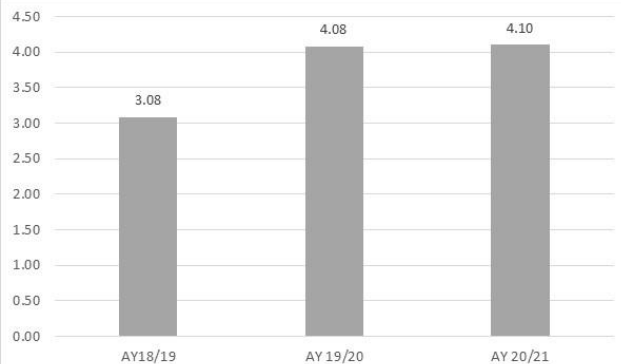
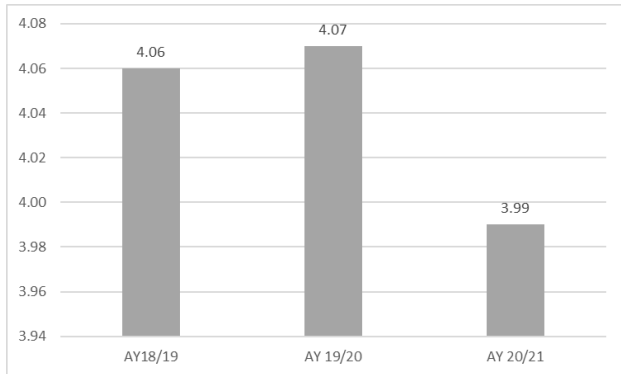
## 14.4. Measurement and Analysis of Student Learning and Performance

Performance Indicator	Figure 4.2.n Measurement and Analysis of Student Learning and Performance												
Identified in Criterion 4.2.	Identified in Criterion 4.1.	Identified in Criterion 4.2.	Identified in Criterion 4.4.	Identified in Criterion 4.2.									
Measurable Goal	Measurement Instrument or Process	Current Results	Analysis of Results	Actions Taken or Improvement Made	Resulting Trends								
<b>A.1.</b> 80% of students will earn a score of 75% or better on <b>FLM143 Technology and Innovation in the Fashion and Luxury Business Project</b>	Direct, Internal, Formative	79%	The target goal was not met by 1% as 79% instead of 80% of students earned a score of 75% or better	Despite the fact the objective was not met, the results continue to improve because course structure was significantly improved.	 <table><tr><th>Academic Year</th><th>Performance (%)</th></tr><tr><td>AY18/19</td><td>54%</td></tr><tr><td>AY 19/20</td><td>62%</td></tr><tr><td>AY 20/21</td><td>79%</td></tr></table>	Academic Year	Performance (%)	AY18/19	54%	AY 19/20	62%	AY 20/21	79%
Academic Year	Performance (%)												
AY18/19	54%												
AY 19/20	62%												
AY 20/21	79%												
<b>A.2.</b> 80% of students will earn a score of 75% or better on <b>FLM138 The Fashion Industry, FLM128 Principles of Luxury &amp; Luxury Sector Exams</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	Disruption due to Covid-19 decreased results in AY 19/20, however, these improved significantly once studies resumed on campus.	 <table><tr><th>Academic Year</th><th>Performance (%)</th></tr><tr><td>AY18/19</td><td>82%</td></tr><tr><td>AY 19/20</td><td>71%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></table>	Academic Year	Performance (%)	AY18/19	82%	AY 19/20	71%	AY 20/21	100%
Academic Year	Performance (%)												
AY18/19	82%												
AY 19/20	71%												
AY 20/21	100%												

<b>B.1.</b> 80% of students will earn a score of 75% or better on <b>FLM130 Luxury Channel and Distribution Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students had a score of 75% or higher.	The results are stable and consistent over years. However, we need to investigate whether the requirements of the project are too easy for the students.	 <table><caption>FLM130 Scores</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>100%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Year	Score (%)	AY18/19	100%	AY 19/20	100%	AY 20/21	100%
Year	Score (%)												
AY18/19	100%												
AY 19/20	100%												
AY 20/21	100%												
<b>C.1.</b> 80% of students will earn a score of 75% or better on <b>FLM127 Sustainability in Design of Fashion &amp; Luxury Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students had a score of 75% or higher.	More guest speakers were invited who provided practical example of sustainable fashion business.	 <table><caption>FLM127 Scores</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>76%</td></tr><tr><td>AY 19/20</td><td>100%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Year	Score (%)	AY18/19	76%	AY 19/20	100%	AY 20/21	100%
Year	Score (%)												
AY18/19	76%												
AY 19/20	100%												
AY 20/21	100%												
<b>D.1.</b> 80% of students will earn a score of 75% or better on <b>CO120 Entrepreneurial Project Management Project</b>	Direct, Internal, Formative	100%	The target goal was met. 100% of students earned a score of 75% or higher.	The results improved even further due to synergies in this module with a G-Accelerator and the school's focus on entrepreneurship.	 <table><caption>CO120 Scores</caption><thead><tr><th>Year</th><th>Score (%)</th></tr></thead><tbody><tr><td>AY18/19</td><td>78%</td></tr><tr><td>AY 19/20</td><td>87%</td></tr><tr><td>AY 20/21</td><td>100%</td></tr></tbody></table>	Year	Score (%)	AY18/19	78%	AY 19/20	87%	AY 20/21	100%
Year	Score (%)												
AY18/19	78%												
AY 19/20	87%												
AY 20/21	100%												

<b>D.2.</b> 80% of students will earn a score of 75% or better on <b>CO119 Financial Strategies for Business, CO115 Ethics and Responsibility, CO113 Communication, Time Management &amp; Leadership Exams</b>	Direct, Internal, Formative	83%	The target goal was met. 83% of students earned a score of 75% or higher.	No specific actions were taken.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>89%</td></tr><tr><td>AY 20/21</td><td>83%</td></tr></table>	Academic Year	Score (%)	AY18/19	80%	AY 19/20	89%	AY 20/21	83%
Academic Year	Score (%)												
AY18/19	80%												
AY 19/20	89%												
AY 20/21	83%												
<b>SM.1</b> 85% of students will earn a score of 75% of better on <b>Final Master Project</b>	Direct, Internal, Summative	80%	The target goal was not met. Only 80% of students earned a score of 75% or higher.	Introduction of the course – Capstone Consultations which prepares students to prepare and defend final project. The syllabus for capstone was made more structured; the ways for resolving team conflicts were addressed.	 <table><tr><th>Academic Year</th><th>Score (%)</th></tr><tr><td>AY18/19</td><td>80%</td></tr><tr><td>AY 19/20</td><td>95%</td></tr><tr><td>AY 20/21</td><td>80%</td></tr></table>	Academic Year	Score (%)	AY18/19	80%	AY 19/20	95%	AY 20/21	80%
Academic Year	Score (%)												
AY18/19	80%												
AY 19/20	95%												
AY 20/21	80%												



The cumulative mean value for “The course made the following contribution to my personal training (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	4.1	The mean value is above the benchmark	We should continue to provide students with the most updated curriculum aligned with industry needs.	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>3.08</td></tr><tr><td>AY 19/20</td><td>4.08</td></tr><tr><td>AY 20/21</td><td>4.10</td></tr></table>	Year	Mean Value	AY18/19	3.08	AY 19/20	4.08	AY 20/21	4.10
Year	Mean Value												
AY18/19	3.08												
AY 19/20	4.08												
AY 20/21	4.10												
The cumulative mean value for “The learning outcome and evaluation criteria were clear. (scale 1-5)” will be not less than 3.00 for the program.	Indirect, Internal, Summative	3.99	The mean value is above the benchmark	<p>More practical components will be added to the program – visits, guest speakers, career workshops, etc.</p> <p>More practical activities, real-life examples, industrial visits, and guest speakers to be added to the program. We should find the best way to connect the learning outcomes with labor market.</p>	 <table><tr><th>Year</th><th>Mean Value</th></tr><tr><td>AY18/19</td><td>4.06</td></tr><tr><td>AY 19/20</td><td>4.07</td></tr><tr><td>AY 20/21</td><td>3.99</td></tr></table>	Year	Mean Value	AY18/19	4.06	AY 19/20	4.07	AY 20/21	3.99
Year	Mean Value												
AY18/19	4.06												
AY 19/20	4.07												
AY 20/21	3.99												

