

MSM Results of the 2008-2009 Academic Year Outcomes Assessment Report

Unit MBA Program

Mission and broad-based goals of the business school

Mission Statement:

The Maastricht School of Management is a leading provider of management education at post graduate level with world wide presence. Our mission is to enhance the professional management capacity of professionals and organizations in and for emerging economies and developing countries with the objective to substantially contribute to the development of these societies.

Broad-Based Goals of the Business School:

The Maastricht School of Management offers innovative, flexible and internationally accredited management education which accurately targets the knowledge and skills' development needs of future managers. Graduates from its current educational programs (MBA, MSc, DBA, and Executive Programs) have developed the following skills:

- a clear understanding of the role, profile, and added value of managers (in emerging markets);
- a range of knowledge and skills in a changing economic environment;
- an understanding of the strategic role that managers may play in assisting their specific organization;
- the ability to manage people (human resources),
- the capability to develop a team of competent and motivated people to deliver organizational goals,
- and are able to strategically use available information, financial and physical resources in order to achieve business objectives.

Broad-Based Goals of the program:

The intended exit qualifications of MSM MBA students meet an internationally accepted set of requirements, i.e. the Dublin Descriptors. There are 5 Dublin descriptors (all of them should be addressed upon completion of the program) which have been defined in terms of broad-based program objectives. They can be summarized in the following aspects, that the graduating students:

- have demonstrated knowledge and understanding that is founded upon and extends and/or enhances knowledge that is typically associated with Bachelor's level, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context;
- can apply their knowledge and understanding, and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study;
- have the ability to integrate knowledge and handle complexity, and formulate judgments with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments;

- can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously;
- have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.

At MSM, we have operationalized the individual Dublin descriptors into more detailed student learning outcomes [SLOs]. In the table below, we have outlined how the individual descriptors relate to these student learning outcomes.

Unit MBA Dublin descriptors and SLOs

<p>Descriptor 1:</p> <p>Have demonstrated knowledge and understanding that is founded upon and extends and/or enhances knowledge that is typically associated with Bachelor's level, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context.</p>
<p>In the MSM MBA program:</p> <p>A, The graduate has actual knowledge of the main functional areas of management (accounting, economics, finance, international business, marketing, management, MIS, operations and statistics).</p> <p>B, The graduate has knowledge of and insight in the relationship between an organization and its environment.</p> <p>C, The graduate has knowledge of methods of business research, including methods of quantitative research, and knows how to apply these to real-world business situations.</p>
<p>Descriptor 2:</p> <p>Can apply their knowledge and understanding and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study; have the ability to integrate knowledge and handle complexity.</p>
<p>In the MSM MBA program:</p> <p>A, The graduate is capable of applying knowledge of main functional areas of management (accounting, economics, finance, international business, marketing, management, MIS, operations and statistics).</p> <p>B, The graduate is capable of developing solutions for complex business problems and is capable of implementing or managing the implementation of these solutions, both individually and in a multidisciplinary team using such vehicles as case studies and projects.</p> <p>C, The graduate is capable of designing an applied research proposal involving a complex business problem and capable to conduct an applied research project with a minimum of supervision.</p>
<p>Descriptor 3:</p> <p>Can formulate judgments with incomplete or limited information, including reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.</p>
<p>In the MSM MBA program:</p> <p>A, Can critically judge the validity of management knowledge and the value of its application</p>

in specific situations.

B, The graduate is capable of managing the design and implementation of solutions for relatively complex business problems, individually (with support) and in a team consisting of different disciplines.

C, The graduate understands the ethical, normative and societal impact of business theories and models.

Descriptor 4:

Can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously.

In the MSM MBA program:

A, The graduate can write a structured report in English and give a structured oral presentation in English, and their own language, if required

B, The graduate possesses intercultural communication skills.

Descriptor 5:

Have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.

In the MSM MBA program:

A, The graduate is capable of gaining knowledge of the main functional areas on his or her own, and of applying that knowledge.

B, The graduate is capable of providing a critical reflection on theories and models, to decide whether or not to integrate this into already existing knowledge

C, The graduate takes the responsibility for the continuous development of his or her own knowledge and skills

Intended Student Learning Outcomes for the Business Degree Program

MSM Response:

- The graduate has actual knowledge of the main functional areas of management (accounting, economics, finance, international business, marketing, management, MIS, operations and statistics).
- The graduate has knowledge of, and insights into, the relationship between an organization and its environment.
- The graduate has knowledge of methods of business research, including methods of quantitative research, and knows how to apply these to real world business situations.
- The graduate is capable of applying knowledge of main functional areas of management (accounting, economics, finance, international business, marketing, management, MIS, operations and statistics).
- The graduate is capable of developing solutions for complex business problems and is capable of implementing or managing the implementation of these solutions, both individually and in a multidisciplinary team using such vehicles as case studies and projects.

- The graduate is capable of designing an applied research proposal involving a complex business problem and capable to conduct an applied research project with a minimum of supervision.
- The graduate can critically judge the validity of management knowledge and its value of its application in specific situations.
- The graduate is capable of managing the design and implementation of solutions for relatively complex business problems, individually (with support) and in a team consisting of different disciplines.
- The graduate understands the ethical, normative and societal impact of business theories and models.
- The graduate can write a structured report in English and give a structured oral presentation in English about research completed individually or in a group.
- The graduate possesses intercultural communication skills.
- The graduate is capable of gaining knowledge of the main functional areas on his or her own, and of applying that knowledge.
- The graduate takes the responsibility for the continuous development of his or her own knowledge and skills

Measurement examples for the Student Learning Outcomes (SLOs):

Direct measures:

1. To determine whether students in the MBA program are capable of researching, preparing, and defending a thesis that is at the Master Degree level of competence.
2. To determine whether graduating students in the MBA program have improved and retained their comprehensive knowledge since their entry into the program.

Indirect Measures:

1. To determine whether the graduates of the MBA program are satisfied with the program enough to recommend it to other people.
2. To determine whether graduates of the MBA program are experiencing an increase in their salaries.

Academic Assessment – Year 2008/2009

Unit: **MBA**

Intended Student Outcomes:

To determine whether students in the MBA program are capable of researching, preparing, and defending a thesis that is at the Master Degree level of competence.

Means of Assessment for Outcome Identified Above:

Thesis evaluation

Criteria for Success:

More than 80% of the graduates have a score of good (70) or distinction (80) for the thesis.

Summary of Assessment Data Collected:

Out of 46 students in the MBA 25 class, 37 have received a score of good or distinction for the thesis segment. This means MSM has met its criteria for success for this specific intended student outcome. This could be attributed to the fact that not only there are thesis writing workshops conducted throughout the program, but the students can further improve their thesis output by using the guidelines for the thesis process which is the first book that has been published in the MSM book series "*How to write your MBA thesis*". In this book they address the specific problems that our students, coming mostly from developing countries and emerging economies may encounter in their research.

Academic Assessment – Year 2008/2009

Unit: **MBA**

Intended Student Outcomes:

To determine whether graduating students in the MBA program have improved and retained their comprehensive knowledge since their entry into the program.

Means of Assessment for Outcome Identified Above:

Entry and Exit Exam

Criteria for Success:

More than 80% of the graduating students in the MBA program have improved and retained their comprehensive knowledge since their entry into the program.

Summary of Assessment Data Collected:

This intended student outcomes has not been realized, since the measurement has not been introduced and the data has not been collected. However we have recognized the need to introduce an exam given at the entry and exit points, which will allow for conclusions and overall measurements of the students' retained knowledge.

Academic Assessment – Year 2008/2009

Unit: **MBA**

Intended Student Outcomes:

To determine whether the graduates of the MBA program are satisfied enough with the program to recommend it to other people.

Means of Assessment for Outcome Identified Above:

Exit Questionnaire

Criteria for Success:

More than 80% of the graduating MBA students will perceive such a high level of satisfaction from their learning experience that they will recommend the program to others.

Summary of Assessment Data Collected:

There were 45 students out of the 46 responding to the survey. 67% of them indicated that they would recommend the program to others. This is lower compared to the previous year, where 85% gave a positive answer. There might be multiple reasons for this. First of all, 22% of the students left this question blank. At the same time, students have indicated that the program has met their personal expectations at 7.4 on a scale of 1 to 10 where 1 indicates not at all and 10 indicates completely (Annex 6, Volume 2). Another reason might be that the Rules and Regulations (Annex 30, Volume 2) have changes from the previous year, and the students have to comply with stricter standards. MSM will look at the questionnaire in more details to see where improvements will have to be made to raise the overall quality of the MBA experience.

Academic Assessment – Year 2008/2009

Unit: **MBA**

Intended Student Outcomes:

To determine whether graduates of the MBA program are experiencing an increase in their salaries.

Means of Assessment for Outcome Identified Above:

Alumni Survey

Criteria for Success:

More than 75% of second year alumni will receive a higher salary after obtaining the MBA degree.

Summary of Assessment Data Collected:

MBA 23: 10 alumni responded

- 90% of them increased their salary after earning the MBA degree
- 78% increased more than 25% and 22% between 16% and 25%
- Only 1 alumnus from Zambia didn't register increase in his salary

MBA 24: 6 alumni responded

- 83% of the alumni registered in increase in their salary
- 17% registered a change in the salary in more than 100%
- 33% more than 25%
- 33% between 11-25%
- Only 1 alumna from Tanzania didn't receive an increase in her salary

According to the data collected and from the pool of graduates answering, we have achieved the criteria set at 75%. However, out of 44 students in MBA 23, 10 responded and out of 68 students from the MBA 24 group only 6 responded. This is partly due to the fact that there were several

changes on the post of the Alumni officer in previous years. The survey that was intended for the fall of 2008, was not realized. A new alumni officer has started in February 2008, hence the alumni survey was rescheduled for the Fall of 2009. In order to maximize the number of respondents in future alumni surveys, we are currently enhancing our Alumni network (please refer to the personal development of the students under point d, page 20-23)

In general:

- 53% (9) of them are working with the same employer
- From those 7 changed their position within the same company
- Only 3 (18%) didn't change their salary
- 7 now receive more than 25%
- 1 increased 21-25%
- 3 increased 16-20%
- 1 increased 11-15% and
- 1 more than 100%

A summary of the changes and improvements that are needed based on the results of the implementation of the outcomes assessment plan(s).

Summary of measures MBA Program

Identify Each Intended Outcome	Assessment Tool	Outcome was:	
		Realized	Not Realized
MBA			
Direct Measures:			
1. More than 70% of the graduates have a score of good (70) or distinction (80) for the thesis.	Thesis grading	+	
2. More than 80% of the graduating students in the MBA program have improved and retained their comprehensive knowledge since their entry into the program.	Entry and exit exam		-
Indirect Measures:			
1. More than 80% of the graduating MBA students will perceive such a high level of satisfaction from their learning experience that they will recommend the program to others.	MBA questionnaire		-
2. More than 75% of second year alumni will receive a higher salary after obtaining the MBA degree.		+	

Unit MSc Program

Results of the implementation of each outcomes assessment plan in the following areas:

(a) Mission and broad-based goals of the business school

Mission Statement:

The Maastricht School of Management is a leading provider of management education at post graduate level with world wide presence. Our mission is to enhance the professional

management capacity of professionals and organizations in and for emerging economies and developing countries with the objective to substantially contribute to the development of these societies

Broad-Based Goals of the Business School:

The Maastricht School of Management offers innovative, flexible and internationally accredited management education which accurately targets the knowledge and skills' development needs of future managers. Graduates from its current educational programs (MBA, MSc, DBA, and Executive Programs) have developed the following skills:

- a clear understanding of the role, profile, and added value of managers (in emerging markets);
- a range of knowledge and skills in a changing economic environment;
- an understanding of the strategic role that managers may play in assisting their specific organization;
- the ability to manage people (human resources),
- the capability to develop a team of competent and motivated people to deliver organizational goals,
- and are able to strategically use available information, financial and physical resources in order to achieve business objectives.

Broad-Based Goals of the program:

The MSc program offers a broad advanced research based view of management, as well as a focus on International Business, for students with a prior Bachelor level education in a business-related field, but without extensive, practical business experience. The student learns:

- to analyze business problems from multiple points of view and theoretical angles
- to integrate knowledge from different functional areas and to account for the "embeddedness" of management in its wider social, economic, cultural and ethical context
- to understand the core issues of international business
- to develop teamwork, communication and learning skills

Intended Student Learning Outcomes for the Business Degree Program

The intended learning outcomes can be roughly categorized in terms of the so-called Dublin Descriptors for competencies: knowledge, application, critical judgment, communication and learning. Given the master's level of the program, there is a strong emphasis on application and critical judgment.

Students who have successfully completed the MSc program should have:

KNOWLEDGE ABOUT MANAGEMENT, with

- Broad state-of the-art research-based knowledge in the field of general management
- An understanding of concepts and paradigms of management
- An appreciation of strategy-development and implementation
- Knowledge of the design of organizations
- Clarity about management control processes
- Knowledge of the basics of Organizational Behavior, Leadership and Change

KNOWLEDGE ABOUT INTERNATIONAL BUSINESS, with

- An in-depth knowledge of core topics of International business
- An understanding of the global economic, social, political and cultural context
- An appreciation of the impact of globalization
- A grasp of global marketing
- An appreciation of global logistics and supply chain management
- Insights into cross-cultural management issues.

APPLICATION

- Can apply this knowledge to the diagnosis of business problems, both in the field of general management and international business; can design solutions and develop ways to implement these solutions in organizations, using interdisciplinary knowledge and differing approaches to management.

CRITICAL JUDGMENT

- Can critically judge the validity of management knowledge and its value of its application in specific situations.

COMMUNICATION

- Can communicate complex arguments about general management and international business both to specialist and non-specialist audiences.

LEARNING

- Have developed learning skills and attitudes that enable them to autonomously learn and improve themselves as managers in the field of international business.

Measurement examples for the Student learning Outcomes:

Direct measures:

- 1. To determine whether students in the MSc program are capable of researching, preparing, and defending a thesis that is at the Master Degree level of competence.**
- 2. To determine whether graduating students in the MSc program have improved and retained their comprehensive knowledge since their entry into the program.**

Indirect Measures:

- 1. To determine whether the graduates of the MSc program are satisfied with the program enough to recommend it to other people.**
- 2. To determine whether graduates of the MSc program are satisfied with the start of their careers or they experience an increase in their salaries.**

Academic Assessment – Year 2008/2009

Unit: **MSc**

Intended Student Outcomes:

To determine whether students in the MSc program are capable of researching, preparing, and defending a thesis that is at the Master Degree level of competence.

Means of Assessment for Outcome Identified Above:

Thesis evaluation

Criteria for Success:

More than 70% of the graduates have a score of good (70) or distinction (80) for the thesis.

Summary of Assessment Data Collected:

In the MSc IB 2008-2009 intake 78% (N=18/23) obtained a grade of 70 or higher for the Performance part; another 17% (N=4/23) had a satisfactory grade. One student dropped out of the program before the performance segment. MSM has successfully met its criteria set for this specific intended student learning outcome.

Academic Assessment – Year 2008/2009

Unit: **MSc**

Intended Student Outcomes:

To determine whether graduating students in the MSc program have improved and retained their comprehensive knowledge since their entry into the program.

Means of Assessment for Outcome Identified Above:

Entry and Exit exam

Criteria for Success:

More than 80% of the graduating students in the MSc program have improved and retained their comprehensive knowledge since their entry into the program.

Summary of Assessment Data Collected:

This intended student outcomes has not been realized, since the measurement has not been introduced and the data has not been collected. However we have recognized the need to introduce an exam given at the entry and exit points, which will allow for conclusions and overall measurements of the students' retained knowledge.

Academic Assessment – Year 2008/2009

Unit: **MSc**

Intended Student Outcomes:

To determine whether the graduates of the MSc program are satisfied with the program enough to recommend it to other people.

Means of Assessment for Outcome Identified Above:

Exit Questionnaire

Criteria for Success:

More than 80% of the graduating MSc students will perceive such a high level of satisfaction from their learning experience that they will recommend the program to others.

Summary of Assessment Data Collected:

Only 35% of the graduating students have stated that they would recommend the program for others. This percentage is a lot lower than our set criteria and could be attributed to several problems. First of all, 55% of the students have left the question blank. If they had responded, the outcome could have been positive for MSM. In order to evaluate this aspect, the survey will be given to the same group of students 6 months after obtaining their degree. After MSM receives the results 6 months after the end of the program, MSM will look into the more detailed aspects of the operational and academic aspects of satisfaction. Only 10% of the students indicated clearly that they would not recommend the program.

Academic Assessment – Year 2008/2009

Unit: **MSc**

Intended Student Outcomes:

To determine whether graduates of the MSc program are satisfied with the start of their careers or they experience an increase in their salaries.

Means of Assessment for Outcome Identified Above:

Alumni Survey

Criteria for Success:

More than 75% of the MSc alumni will be satisfied with the start of their careers or will receive a higher salary after obtaining the MSc degree.

Summary of Assessment Data Collected:

Alumni survey dealing with issues such as satisfaction with obtained knowledge and skills, and perceived employment opportunities will be conducted for the MSc program. The content of the MBA survey is currently under evaluation in order to match the MSc program measures.

Summary of measures MSc Program

Identify Each Intended Outcome	Assessment Tool	Outcome was:	
		Realized	Not Realized
MSc			
Direct Measures:			
1. More than 70% of the graduates have a score of good (70) or distinction (80) for the thesis.	Thesis grading	+	
2. More than 80% of the graduating students in the MSc program have improved and retained their comprehensive knowledge since their entry into the program.	Entry and exit exam		-
Indirect Measures:			
1. More than 80% of the graduating MSc students will perceive such a high level of satisfaction from their learning experience that they will recommend the program to others.	MBA questionnaire		-
2. More than 75% of the MSc alumni will be satisfied with the start of their careers or will receive a higher salary after obtaining the MSc degree.	Alumni Survey		-

Unit: DBA Program

Results of the implementation of each outcomes assessment plan in the following areas:

Mission and broad-based goals of the business school

MSM Response:

Mission Statement:

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- a range of knowledge and skills in a changing economic environment;
- an understanding of the strategic role that managers may play in assisting their specific organization;
- the ability to manage people (human resources),
- the capability to develop a team of competent and motivated people to deliver organizational goals,
- and are able to strategically use available information, financial and physical resources in order to achieve business objectives.

Broad-Based Goals of the program:

The character of the MSM DBA program can be illustrated by means of a discourse written by Steve F. Foster, PhD, and Marinus van Beugen, PhD (retired faculty members).

Based upon 'On the distinction between the DBA and PhD degrees' by Steve F. Foster and Marinus van Beugen

- Doctor of Business Administration comprises the highest professional degree to be earned in a particular field of management science. Typically holders of these degrees are practitioners (or educators of practitioners) operating at the highest levels in their respective fields.
- The professional Doctoral degree is based on coursework and the final DBA thesis reports the study of a more practical problem in the area. Overall, the DBA degree comprises a more practical orientation to problems experienced by field practitioners, yet has to be comparably rigorous (in reference to the PhD degree), in terms of carefully following the empirical cycle requirements, and should add to the literature as well. The research problem ought to be rooted in real-life management practice.
- The DBA degree often depends upon passing a considerable number of hours of coursework and writing a more 'practical' thesis reporting systematic investigations of a less theoretical nature. To be more specific, a Ph.D. thesis is expected to contribute to 'scientific knowledge' in an academic area; it may incidentally have (eventual) practical implications, but it need not. A DBA thesis research is based upon scientific methodology and theory, but it often addresses a more practical, no less difficult, problem.
- The DBA degree prepares graduates, among other things, to be able to found and manage organizations, both for business and non-profit; to be able to teach courses and administer programs in Business schools; to be able to conduct research and write books about management subjects, and to be able to participate in examining committees supervising new MBA and DBA students.

Intended Student Learning Outcomes for the Business Degree Program

The graduates of the MSM DBA program must clearly show:

1. Research and Publication skills
2.
 - a. Ability to determine a clear problem statement, and to translate it into clear research objectives and questions
 - b. Ability to perform a sound literature review
 - c. Ability to design an empirical research plan
 - d. Ability to apply sound research methodology
 - e. Ability to analyze qualitative and/or quantitative research data
 - f. Ability to summarize and clearly present research outcomes and conclusions

- g. Ability to discuss research results, including limitation of the specific study and recommendations for further research, and a report on its practical implications
2. Competent communication skills
 - a. Ability to clearly disseminate research progress and outcomes at academic conferences and in both professional and academic international peer-reviewed journal articles.
 3. Professional ethics

Measurement Examples for the Student Learning Outcomes:

Direct Measures:

1. To determine whether students in the MPhil program are capable of researching, preparing, and defending a thesis that is at the required level of competence.
2. To determine whether students in the DBA program are capable of researching, preparing, and defending a dissertation that is at the Doctoral Degree level of competence.
3. To determine whether articles written by DBA students are publishable in scientific journals.

Indirect Measures:

1. To determine whether alumni of the DBA program have a high perception of their own learning, professional ethics or of their current career satisfaction.
2. To determine whether graduates of the DBA program are satisfied with the program

Academic Assessment – Year 2008/2009

Unit: **DBA**

Intended Student Outcomes:

To determine whether students in the MPhil program are capable of researching, preparing, and defending a thesis that is at the required level of competence.

Means of Assessment for Outcome Identified Above:

Thesis evaluation by MPhil evaluation committee:

The Director of Research and Doctoral Programs forms a committee existing of at least three evaluators [the candidate's supervisor(s), their reader and the Director of Research and Doctoral Programs]. These committee members will assess the research proposal and inform the Director of Research and Doctoral Programs prior to the MPhil defense.

Criteria for Success:

The proposal should describe a sound literature review, conceptual framework, hypotheses, and methodological approach.

Summary of Assessment Data Collected:

According to the Rules and Regulations (Annex 29, Volume 2), an MPhil defense can only be scheduled if the supervisor approves the thesis, and the further committee (chairman and reader) agrees to the defendability of the thesis. Hence the success rate is 100% for the 2008-2009 Academic Year.

However, if a candidate exceeds the maximum allowed period of 2 years, a so called "forced MPhil defense" will be scheduled. In this case there is no consensus of the evaluation committee (chairman, supervisor and reader) on forehand and so there is a possibility that the candidate will not pass the defense. During the academic year of 2008-2009 MSM has scheduled no forced MPhil defenses.

Academic Assessment – Year 2008/2009

Unit: **DBA**

Intended Student Outcomes:

To determine whether students in the DBA program are capable of researching, preparing, and defending a dissertation that is at the Doctoral Degree level of competence.

Means of Assessment for Outcome Identified Above:

Dissertation evaluation by the DBA evaluation committee:
The Director of Research and Doctoral Programs forms a committee existing of at least 6 evaluators [candidate's supervisor(s), MSM reader, 2 external reviewers, Dean and a representative of the Board of Doctoral Degree Studies]. These committee members will assess the DBA dissertation and inform the Director of Research and Doctoral Programs prior to the DBA defense.

Criteria for Success:

The Dissertation should be a contribution to the body of knowledge and be based on a sound literature review, conceptual framework, hypotheses, methodological approach, analyses of empirical data, and the drawing of conclusions.

Summary of Assessment Data Collected:

According to the Rules and Regulations (Annex 29, Volume 2), a DBA defense can only be scheduled if the supervisor approves the thesis, and the further committee (chairman, reader and 2 external reviewers) agrees to the defendability of the thesis. A DBA candidate can only pass, and as such the 100% pass rate is shown in the table below.

Academic Assessment – Year 2008/2009

Intended Student Outcomes:

To determine whether articles written by DBA students are publishable in scientific journals.

Means of Assessment for Outcome Identified Above:

Peer Reviewers' Evaluations of Student's Work (Journal Editorial Board decisions)

Criteria for Success:

Since the 2007-2008 academic year, we are strongly encouraging students to publish in international peer-reviewed journal articles belonging to Social Science Citation Index list. For the future we envisage to fully implement the following publication record plan:

Excerpt from MSM's Doctoral Programs Rules and Regulations

Journal Publications

The participant is expected to publish in scientific journals. International publications will include articles in English, published in a journal that is listed on the latest version of the Journal Quality List¹. The publication can be together with one or more co-authors on the condition that the participant's contribution is considered sufficiently substantial.

A set of minimally three journals articles (comprising at least one B publication, and at least one C publication, and a third one (under review or submitted) for at least a C publication) are expected before the completion of the DBA degree. Please discuss thoroughly with your supervisor and the Director of Research and Doctoral Programs whether the journals you are planning to publish in, meet the requirements. The doctoral candidate has to be the first author of at least two of them. At the time of the public defense of the dissertation the participant has already published or has the acceptance letter of the journal for one article. The second article has to be submitted. The third article can be work in progress.

Summary of Assessment Data Collected:

MSM keeps a list of publications and scientific presentations of its DBA candidates' research (also work in progress).

Academic Assessment – Year 2008/2009

Unit: **DBA**

Intended Student Outcomes:

To determine whether alumni of the DBA program have a high perception of their own learning, professional ethics or of their current career satisfaction.

Means of Assessment for Outcome Identified Above:

Alumni Questionnaire

Criteria for Success:

At least 80% of our alumni should face a positive influence of their DBA study in their professional career.

Summary of Assessment Data Collected:

We are preparing an alumni survey dealing with issues such as satisfaction with obtained knowledge and skills, and perceived employment opportunities.

Academic Assessment – Year 2008/2009

Unit: **DBA**

Intended Student Outcomes:

To determine whether graduates of the DBA program are satisfied with the program.

Means of Assessment for Outcome Identified Above:

Exit interviews with DBA graduates

Criteria for Success:

At least 80% of our DBA graduates should recommend the MSM DBA program to others.

Summary of Assessment Data Collected:

Not yet implemented. In-depth exit interviews will be held with graduates that successfully finalized the Doctoral program. We will thoroughly reflect on the content of the program and investigate graduates' satisfaction levels, as well as graduates' evaluation of their personal skill development. Moreover, we will go into graduates' perceptions of facilities MSM is offering in terms of catering, information supply, friendliness of the staff, response rate in terms e-mail processing, traveling arrangements, and the level of professionalism of the Doctoral Programs department.

Summary of measures DBA program

Identify Each Intended Outcome	Assessment Tool	Outcome was:	
DBA		Realized	Not Realized
Direct Measures:			
1. MPhil proposals should describe a sound literature review, conceptual framework, hypotheses, and methodological approach.	Evaluation committee	+	
2. DBA dissertation should be a contribution to the body of knowledge and be based on a sound literature review, conceptual framework, hypotheses, methodological approach, analyses of empirical data, and drawing of conclusions.	Evaluation committee	+	
3. The participant is expected to publish in scientific journals.	(peer-reviewed) Journals	+	
Indirect Measures:			
1 At least 80% of our alumni should face a positive influence of their DBA study in their professional career.	Alumni survey		-
2. At least 80% of our DBA graduates should recommend the MSM DBA program to others.	Exit Survey		-