



Outcomes Assessment Plan

Institution:	<u>INSTITUTO TECNOLOGICO DE SANTO DOMINGO</u>
Academic Business Unit:	<u>AREA DE NEGOCIOS (BUSINESS SCHOOL)</u>
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OUTCOMES ASSESSMENT PLAN

INSTITUTO TECNOLÓGICO DE SANTO DOMINGO – “ÁREA DE NEGOCIOS”

Section I: Mission and Broad-Based Goals

Mission Statement

Mission of the Instituto Tecnológico de Santo Domingo – Área de Negocios:
We are a school committed to the comprehensive training and professional development of socially responsible leaders, entrepreneurs, ethical, transformers, internationally competitive, able to manage efficiently and effectively the resources and business processes as well as contribute to the development of contemporary society through research, creativity and innovation.

Broad-Based Goals

Broad-Based Student Learning Goals:
1. Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.
2. Develop principles, ethical values and corporate social responsibility.
3. Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.
4. Develop skills on appropriate decision making tools in their professional field.
5. Develop leadership skills and effective communication as well as teamwork, in business activities.

Broad-Based Operational Goals:
1. Fulfill the entrepreneurs and the Dominican society's needs in terms of Business Academic offer.
2. Attract and maintain a high level teaching faculty with the academic and professional qualifications according with society's demands.
3. Establish alliances and strategic agreements with worldwide recognized business schools.
4. Position the Business School as a quality business school both nationally and internationally.

Section II: Student Learning Assessment

BACHELOR'S-LEVEL PROGRAMS

Student Learning Assessment for BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION

Intended Student Learning Outcomes for “LICENCIATURA EN ADMINISTRACION DE EMPRESAS”:	
Intended Student Learning Outcomes (ISLO's)	
1. Students analyze an organizational structure and propose improvements.	
2. Students diagnose the situation of an organization and implement appropriate measures both internally and externally to reduce uncertainty.	
3. Students develop strategies that integrate the people, the technical and financial resources of an organization to solve problems.	
4. Students prepare and evaluate development projects of business activities, considering the relevant areas of the business	
5. Students apply the strategic administration concepts in an organization.	
6. Students apply relevant technologies in their professional field and effectively intervene in an organization.	
7. Students demonstrate leadership skills, teamwork and effective communication which facilitate the achievement of organizational objectives, with a view of ethics and social responsibility.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. Rubric for learning assessment in ADM-309 “Formulación y Administración de Proyectos” (Project Formulation and Evaluation) ISLO's assessed by this measure: 1,3,4,5,6	On the rubric of learning assessment for ADM-309, at least 80% of students majoring in Business Administration who pass the course, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
2. Rubric for learning assessment in NEG-301 “Taller de Grado” (Capstone Workshop) . ISLO's assessed by this measure: 3,5,7	On the rubric of learning assessment for NEG-301 at least 80% of students who pass the course, receive an average of 3.5 out of a maximum of 5 in each one of learning objectives assessed.

3. Exit Evaluation CPC-COMP –Peregrine ISLO's assessed by this measure: 1 through 6	In a sample of students at the end of their bachelor's degree and enrolled in NEG-301 "Taller de Grado", the average of the total of students tested shall not be less than 45% in at least 7 out 12 competencies assessed in business.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO's assessed by this measure: 1 through 7	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they "Totally agree" or "Agree", in having achieved in their studies each one of the learning objectives assessed. .
2. Alumni follow-up survey ISLO's assessed by this measure: 1 through 7	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.

Student Learning Assessment for BACHELOR'S DEGREE IN MARKETING

Intended Student Learning Outcomes for "LICENCIATURA EN MERCADEO":	
Intended Student Learning Outcomes (ISLO's)	
1. Students demonstrate skills of analysis and problem solving, for decision-making to the marketing mix.	
2. Students demonstrate leadership and communication skills to work in interdisciplinary teams.	
3. Students develop and implement a strategic marketing plan aimed at customer satisfaction and company's profit generation with an ethical vision and social responsibility.	
4. Students describe the main concepts and best practices in business management in the different functional areas of an organization.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. Rubric for learning assessment in MER-306 "Gerencia Estratégica de Mercadeo" (Strategic Marketing Management) ISLO's assessed by this measure: 1,3,4	On the rubric of learning assessments for MER-306, at least 80% of students who pass the course receive an average of 3.5 out of a maximum of 5 in learning objectives assessed.
2. Rubric for learning assessment in NEG-301 "Taller de Grado" (Capstone Workshop) . ISLO's assessed by this measure: 1,2,3	On the rubric of learning assessment activities for NEG-301 at least 80% of students who pass the course receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
3. Exit Evaluation CPC-COMP –Peregrine ISLO's assessed by this measure: 1,3,4	In a sample of students at the end of their bachelor's degree and enrolled in NEG-301 "Taller de Grado", the average of the total students tested shall not be less than 45% in at least 6 out 11 competencies assessed in business.

Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO's assessed by this measure: 1 through 4	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they "Totally agree" or "Agree", in having achieved in their studies each one of the learning objectives assessed.
2. Alumni follow-up survey ISLO's assessed by this measure: 1 through 4	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.

Student Learning Assessment for BACHELOR'S DEGREE IN ECONOMICS

Intended Student Learning Outcomes for “LICENCIATURA EN ECONOMIA”:	
Intended Student Learning Outcomes (ISLO's)	
1. Students apply the theoretical and empirical knowledge about the processes and production trends, occupation, rent, distribution resources financing, companies activities and administrations in society.	
2. Students recognize and predict macro and micro financial and economic events, at national and global level through quantitative and qualitative methods and techniques.	
3. Students integrate the development, implementation, evaluation and programming strategies, plans, policies, programs and projects of investment, employment and development for the state, businesses and social sectors to adopt the most appropriate and cost-effective decisions under risk within the framework of legal, environmental, territorial regulations and respect for rights.	
4. Students apply skills of analysis, research, leadership, communication and teamwork in state institutions, private companies and third sector organizations with ethical values and social responsibility.	
5. Students articulate the use of technology with the culture of innovation and entrepreneurship practices.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. Rubric for learning assessment in the research project for ECO-319 “Pasantía de Economía” (Economics Internship Paper). ISLO's assessed by this measure: 1 through 5	On the rubric of learning assessments for ECO-319, at least 80% of students who pass the course, receive an average of 3.5 out of a maximum of 5 in each one of learning objectives assessed.
2. Exit Evaluation CPC-COMP –Peregrine ISLO's assessed by this measure: 1,2	In a sample of students at the end of their bachelor's degree and enrolled in ECO-319 “Pasantía de Economía”, the average of the total sample of students tested shall not be less than 50% in at least 6 out 11 competencies assessed in business.

Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO's assessed by this measure: 1 through 5	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they "Totally agree" or "Agree", in having achieved in their studies each one of the learning objectives assessed.
2. Alumni follow-up survey ISLO's assessed by this measure: 1 through 5	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.

Student Learning Assessment for BACHELOR'S DEGREE IN ACCOUNTING

Intended Student Learning Outcomes for LICENCIATURA EN CONTABILIDAD:	
Intended Student Learning Outcomes (ISLO's)	
1. Students apply the standards and generally accepted accounting principles for all commercial transactions with ethics and social responsibility.	
2. Students analyze and interpret financial information for decision-making in the organization.	
3. Students apply technological tools in the accounting field, for the company's analysis and review of the historical financial data.	
4. Students apply the techniques in costing, budgeting and performance measurement of a business unit.	
5. Students demonstrate leadership, teamwork and communication skills.	
6. Students undertake new projects and integrate themselves into national and international organizations related to financial areas.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures
1. Rubric for learning assessment in CON-316 "Sistemas de Información Contable" (Accounting Information Systems). ISLO's assessed by this measure: 1,2,3,4,6	On the rubric of learning assessments for CON-316, at least 80% of students who pass the course, receive an average of 3.5 out of a maximum of 5 in each one of learning objectives assessed.
2. Rubric for learning assessment in NEG-301 "Taller de Grado" (Capstone Workshop) . ISLO's assessed by this measure: 4,5	On the rubric of learning assessment activities for NEG-301 at least 80% of students who pass the course receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
3. Exit evaluation CPC-COMP –Peregrine ISLO's assessed by this measure: 1,2,3,4,6	In a sample of students at the end of their bachelor's degree and enrolled in NEG-301 "Taller de Grado", the average of the total sample of students tested shall not be less than 45% in at least 6 out 11 competencies assessed in business.

Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO's assessed by this measure: 1 through 6	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they "Totally agree" or "Agree", in having achieved in their studies each one of the learning objectives assessed.
2. Alumni follow-up survey ISLO's assessed by this measure: 1 through 6	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.

MASTER'S-LEVEL PROGRAMS

Student Learning Assessment for MASTER IN QUALITY AND PRODUCTIVITY MANAGEMENT

Intended Student Learning Outcomes for “MAESTRIA EN GERENCIA DE CALIDAD Y PRODUCTIVIDAD”:	
Intended Student Learning Outcomes (ISLO's)	
1. Students analyze financial information for decision making and improvement of projects and in quality and productivity management.	
2. Students manage continuous improvement towards the satisfaction of internal and external customers with a focus on processes.	
3. Students manage the added value in organizations through teamwork, communication and promoting empowerment.	
4. Students perform and promote a socially responsible, ethical behavior and respect for the environment.	
5. Students manage aligned with the mission, vision and values of their organizations.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. IASSC Certified Lean Six Sigma Black/Green/Yellow/ Belt test. ISLO's assessed by this measure: 1,2	At least 70% of students who finish the program get 580 points or more in the IASSC Certified Lean Six Sigma Test of their choice (International Association for Six Sigma Certification).
2. End-of-program paper. ISLO's assessed by this measure: 1 through 5.	On the rubric of learning assessment for the End-of-program paper for Maestría en Gerencia de Calidad y Productividad, at least 80% of students who pass, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
3. Capstone Course. CAPSIM / Capstone Simulation-COMP-XM Exam ISLO's assessed by this measure: 1,2,4.	The average obtained by the students who participate in Capstone Course is a minimum of 460 out of a maximum of 1,100 on the COMP-XM overall score, and an average of 40% in each one of the business functional domains assessed. Teams perform over 400 out of a maximum of 1,000 in the Balance Score Card of the Capstone Simulation and the average is 3 points out of 5 in the teamwork peer review evaluations of the simulation.

Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. Exit Survey ISLO's assessed by this measure: 1 through 5.	On the instrument applied to a sample of students at the end of degree, at least 80% indicate that they "Totally agree" or "Agree", in having achieved in their studies each one of the learning objectives assessed.
2. Alumni follow-up survey ISLO's assessed by this measure: 1 through 5.	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 80%.

Student Learning Assessment for MASTER IN MARKETING

Intended Student Learning Outcomes for “MAESTRIA EN MERCADEO”:	
Intended Student Learning Outcomes (ISLO’s)	
1. Students demonstrate a vision of the market and its economic, social and organizational environment.	
2. Students create plans and marketing strategies in the different markets in which they compete.	
3. Students apply leadership skills, teamwork and effective communications in business activities.	
4. Students apply updated marketing techniques in competitive environments.	
5. Students show sense of ethics and social responsibility according to the requirements of national and international businesses.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. End-of-program paper. ISLO’s assessed by this measure: 1 through 5.	On the rubric of learning assessment at least 80% of students who pass the End-of-program paper for Maestría en Mercadeo, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
2. Capstone Course. CAPSIM / Capstone-COMP-XM ISLO’s assessed by this measure: 2,3,4.	The average obtained by the students who participate in Capstone Course is a minimum of 460 out of a maximum of 1,100 on the COMP-XM overall score, and an average of 40% in each one of the business functional domains assessed. Teams perform over 400 out of a maximum of 1,000 in the Balance Score Card of the Capstone Simulation and the average is 3 points out of 5 in the teamwork peer review evaluations of the simulation.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO’s assessed by this measure: 1 through 5.	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they “Totally agree” or “Agree”, in having achieved in their studies each one of the learning objectives assessed.

<p>2. Alumni follow-up survey</p> <p>ISLO's assessed by this measure: 1 through 5.</p>	<p>In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.</p>
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Student Learning Assessment for MASTER IN BANKING AND STOCK MARKET

Intended Student Learning Outcomes for “MAESTRIA EN BANCA Y MERCADOS DE VALORES”:	
Intended Student Learning Outcomes (ISLO’s)	
1. Students apply the conceptual tools and techniques for the functioning and operation of the stock market as well as valuation and accounting.	
2. Students demonstrate the skills for mastering bank treasury operations.	
3. Students master the fundamentals of risk-based supervision and bank regulation for banking and the stock market principles and ethical values and social responsibility.	
4. Students carry out projects of intervention for the banking and stock market.	
5. Students demonstrate leadership skills, teamwork and effective communication in business activities.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. End-of-program paper. ISLO’s assessed by this measure: 1 through 5	On the rubric of learning assessment at least 80% of students who pass the End-of-program paper for Maestría en Banca y Mercados de Valores, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
2. Capstone Course. CAPSIM / Capstone Simulation-COMP-XM Exam ISLO’s assessed by this measure: 1,3.	The average obtained by the students who participate in Capstone Course is a minimum of 460 out of a maximum of 1,100 on the COMP-XM overall score, and an average of 40% in each one of the business functional domains assessed. Teams perform over 400 out of a maximum of 1,000 in the Balance Score Card of the Capstone Simulation and the average is 3 points out of 5 in the teamwork peer review evaluations of the simulation.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. Exit survey ISLO’s assessed by this measure: 1 through 5	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they “Totally agree” or “Agree”, in having achieved in their studies each one of the learning objectives assessed.

<p>2. Alumni follow-up survey</p> <p>ISLO's assessed by this measure: 1 through 5</p>	<p>In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.</p>
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Student Learning Assessment for MASTER IN TAX PLANNING AND MANAGEMENT

Intended Student Learning Outcomes for “MAESTRIA EN PLANIFICACION Y GESTION IMPOSITIVA”:	
Intended Student Learning Outcomes (ISLO's)	
1. Students apply the techniques to help improve the responses of firms to government requirements regarding taxation.	
2. Students articulate policies and specialized techniques in taxation for the operations of the micro, small and medium enterprises.	
3. Students analyze and make judgments about national and international situations in taxation.	
4. Students integrate technical research, apply leadership skills, teamwork and effective communication in business activities.	
5. Students design and manage efficient collection policies, adhering to the ethical and social principles governing taxation.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. End-of-program paper. ISLO's assessed by this measure: 1 through 5.	On the rubric of learning assessment at least 80% of students who pass the End-of-program paper for Maestría en Planificación y Gestión Impositiva, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
2. Capstone Course. CAPSIM / Capstone Simulation-COMP-XM Exam ISLO's assessed by this measure: 2.	The average obtained by the students who participate in Capstone Course is a minimum of 460 out of a maximum of 1,100 on the COMP-XM overall score, and an average of 40% in each one of the business functional domains assessed. Teams perform over 400 out of a maximum of 1,000 in the Balance Score Card of the Capstone Simulation and the average is 3 points out of 5 in the teamwork peer review evaluations of the simulation.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. Exit survey ISLO's assessed by this measure: 1 through 5	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they “Totally agree” or “Agree”, in having achieved in their studies each one of the learning objectives assessed.
2. Alumni follow-up survey ISLO's assessed by this measure: 1 through 5	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.

Student Learning Assessment for MASTER IN HUMAN RESOURCES MANAGEMENT

Intended Student Learning Outcomes for “MAESTRIA EN ADMINISTRACION DE RECURSOS HUMANOS”	
Intended Student Learning Outcomes (ISLO’s)	
1. Students create and implement strategic Human Resources plans.	
2. Students apply management skills for integrated talent management and change management for organizational development.	
3. Students apply technological, financial literacy, management and quality processes for the implementation and monitoring of projects.	
4. Students create research projects related to the field of study.	
5. Students integrate technical research, apply leadership skills, teamwork and effective communication in business activities utilizing ethical values and social responsibility.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. End-of-program paper. ISLO’s assessed by this measure: 1 through 5	On the rubric of learning assessment at least 80% of students who pass the End-of-program paper for Maestría en Administración de Recursos Humanos, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
2. Capstone Course. CAPSIM / Capstone Simulation-COMP-XM Exam ISLO’s assessed by this measure: 1,2,3	The average obtained by the students who participate in Capstone Course is a minimum of 460 out of a maximum of 1,100 on the COMP-XM overall score, and an average of 40% in each one of the business functional domains assessed. Teams perform over 400 out of a maximum of 1,000 in the Balance Score Card of the Capstone Simulation and the average is 3 points out of 5 in the teamwork peer review evaluations of the simulation.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO’s assessed by this measure: 1 through 5	On the instrument applied to a sample of students at the end of degree, at least 75% indicate that they “Totally agree” or “Agree”, in having achieved in their studies each one of the learning objectives assessed.

<p>2. Alumni follow-up survey</p> <p>ISLO's assessed by this measure: 1 through 5</p>	<p>In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.</p>
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Student Learning Assessment for MASTER IN BUSINESS MANAGEMENT

Intended Student Learning Outcomes for “MAESTRIA EN ALTA GERENCIA”:	
Intended Student Learning Outcomes (ISLO’s)	
1. Students develop strategic plans and budgets as instruments of planning and control.	
2. Students apply leadership skills, teamwork and effective communications in business activities.	
3. Students demonstrate ethical and socially responsible behavior in business management.	
4. Students demonstrate abilities to assess risks and timely decision making, considering the markets evolution.	
5. Students integrate technology, innovation and entrepreneurship organizations.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. End-of-program paper. ISLO’s assessed by this measure: 1 through 5	On the rubric of learning assessment at least 80% of students who pass the End-of-program paper for Maestría en Alta Gerencia, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
2. Capstone Course. CAPSIM / Capstone Simulation-COMP-XM Exam ISLO’s assessed by this measure: 1,2,4	The average obtained by the students who participate in Capstone Course is a minimum of 460 out of a maximum of 1,100 on the COMP-XM overall score, and an average of 40% in each one of the business functional domains assessed. Teams perform over 400 out of a maximum of 1,000 in the Balance Score Card of the Capstone Simulation and the average is 3 points out of 5 in the teamwork peer review evaluations of the simulation.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO’s assessed by this measure: 1 through 5	On the instrument applied to a sample of students at the end of the program, at least 75% of the students indicate that they “Totally agree” or “Agree”, in having achieved in their studies each one of the learning objectives assessed.
2. Alumni follow-up survey ISLO’s assessed by this measure: 1 through 5	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.

Student Learning Assessment for MASTER IN CORPORATE FINANCE

Intended Student Learning Outcomes for “MAESTRIA EN FINANZAS CORPORATIVAS”:	
Intended Student Learning Outcomes (ISLO's)	
1. Students assess the main policies, rules and theories governing the corporate system, applying the principals of ethics and social responsibility.	
2. Students identify key economic variables that affect domestic and international financial system, as well as their impact on the performance of the corporation, in such a way that would allow developing plans of action consistent with the environment and its effect on the same.	
3. Students analyze quantitative and qualitative aspects concerning critical study of economic and financial problems, using modern tools for processing, analysis and interpretation of the information, which enable to draw efficient strategies.	
4. Students assess investment options including those in different markets and financial values, efficient decision making satisfying the expectations of investors in terms of liquidity, risk and performance.	
5. Students apply research techniques to extract valuable results that support corporate financial planning, transmit the information utilizing effective communication skills, as well as possessing the necessary skills for execution and control.	
6. Students apply leadership, communication skills and teamwork in business activities.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Direct Measures:
1. End-of-program paper. ISLO's assessed by this measure: 1 through 6	On the rubric of learning assessment at least 80% of students who pass the End-of-program paper for Maestría en Finanzas Corporativas, receive an average of 3.5 out of a maximum of 5 in each one of the learning objectives assessed.
2. Capstone Course. CAPSIM / Capstone Simulation-COMP-XM Exam ISLO's assessed by this measure: 2,3,4	The average obtained by the students who participate in Capstone Course is a minimum of 460 out of a maximum of 1,100 on the COMP-XM overall score, and an average of 40% in each one of the business functional domains assessed. Teams perform over 400 out of a maximum of 1,000 in the Balance Score Card of the Capstone Simulation and the average is 3 points out of 5 in the teamwork peer review evaluations of the simulation.

Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Targets/Criteria (Objectives) for Indirect Measures:
1. Exit survey ISLO's assessed by this measure: 1 through 6	On the instrument applied to a sample of students at the end of the program, at least 75% of the students indicate that they "Totally agree" or "Agree", in having achieved in their studies each one of the learning objectives assessed.
2. Alumni follow-up survey ISLO's assessed by this measure: 1 through 6	In a sample of Alumni with at least two years after graduation, the assessment index for the academic training content received and its application in the work environment will have a minimum of 70%.

Mapping of Intended Student Learning Outcomes to Broad-Based Student Learning Goals

The broad-based student learning goals identified in Section I above encompass the intended student learning outcomes as articulated in this section, and are general aggregates of these outcomes. In other words, each broad-based learning goal has multiple intended learning outcome associated with it. These relationships are summarized in the outcomes-to-goals mapping below (**Note: Put an “x” in a given cell of the table if the intended learning outcome in that row is associated with the learning goal in that column.**):

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
BACHELOR’S LEVEL PROGRAMS						
LICENCIATURA EN ADMINISTRACION DE EMPRESAS						
General Program Learning Outcomes						
1. Students analyze an organizational structure and propose improvements.			X	X		
2. Students diagnose the situation of an organization and implement appropriate measures both internally and externally to reduce uncertainty.	X		X	X		
3. Students develop strategies that integrate the people, the technical and financial resources of an organization to solve problems.			X	X	X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
4. Students prepare and evaluate development projects of business activities, considering the relevant areas of the business.		X		X	X	
5. Students apply the strategic administration concepts in an organization.			X		X	
6. Students apply relevant technologies in their professional field and effectively intervene in an organization.		X			X	
7. Students demonstrate leadership skills, teamwork and effective communication which facilitate the achievement of organizational objectives, with a view of ethics and social responsibility.			X	X	X	X
LICENCIATURA EN MERCADEO						
General Program Learning Outcomes						
1. Students demonstrate skills of analysis and problem solving, for decision-making to the marketing mix.		X			X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
2. Students demonstrate leadership and communication skills to work in interdisciplinary teams.		X		X		X
3. Students develop and implement a strategic marketing plan aimed at customer satisfaction and company's profit generation with an ethical vision and social responsibility.		X	X	X	X	
4. Students describe the main concepts and best practices in business management in the different functional areas of an organization.		X	X	X	X	
LICENCIATURA EN ECONOMIA						
General Program Learning Outcomes						
1. Students apply the theoretical and empirical knowledge about the processes and production trends, occupation, rent, distribution resources financing, companies activities and administrations in society.		X		X	X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
2. Students recognize and predict macro and micro financial and economic events, at national and global level through quantitative and qualitative methods and techniques.	X		X	X	
3. Students integrate the development, implementation, evaluation and programming strategies, plans, policies, programs and projects of investment, employment and development for the state, businesses and social sectors to adopt the most appropriate and cost-effective decisions under risk within the framework of legal, environmental, territorial regulations and respect for rights.	X	X		X	
4. Students apply skills of analysis, research, leadership, communication and teamwork in state institutions, private companies and third sector organizations with ethical values and social responsibility.		X	X	X	X

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
5. Students articulate the use of technology with the culture of innovation and entrepreneurship practices.		X		X	X	
LICENCIATURA EN CONTABILIDAD						
General Program Learning Outcomes						
1. Students apply the standards and generally accepted accounting principles for all commercial transactions with ethics and social responsibility.			X	X	X	
2. Students analyze and interpret financial information for decision-making in the organization.		X		X	X	
3. Students apply technological tools in the accounting field, for the company's analysis and review of the historical financial data.		X		X	X	
4. Students apply the techniques in costing, budgeting and performance measurement of a business unit.		X		X	X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
5. Students demonstrate leadership, teamwork and communication skills.	X			X	X	X
6. Students undertake new projects and integrate themselves into national and international organizations related to financial areas.	X			X	X	
MASTER'S-LEVEL PROGRAMS						
MAESTRIA EN GERENCIA DE CALIDAD Y PRODUCTIVIDAD						
General Program Learning Outcomes						
1. Students analyze financial information for decision making and improvement of projects and in quality and productivity management.				X	X	
2. Students manage continuous improvement towards the satisfaction of internal and external customers with a focus on processes.	X			X	X	X
3. Students manage the added value in organizations through teamwork, communication and promoting empowerment.	X			X	X	X

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
4. Students perform and promote a socially responsible, ethical behavior and respect for the environment.			X			
5. Students manage aligned with the mission, vision and values of their organizations.		X	X	X		
MAESTRIA EN MERCADEO						
General Program Learning Outcomes						
1. Students demonstrate a vision of the market and its economic, social and organizational environment.		X	X		X	
2. Students create plans and marketing strategies in the different markets in which they compete.		X		X	X	
3. Students apply leadership skills, teamwork and effective communications in business activities.				X	X	X
4. Students apply updated marketing techniques in competitive environments.					X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
5. Students show sense of ethics and social responsibility according to the requirements of national and international businesses.			X			
MAESTRIA EN BANCA Y MERCADOS DE VALORES						
General Program Learning Outcomes						
1. Students apply the conceptual tools and techniques for the functioning and operation of the stock market as well as valuation and accounting.		X	X		X	
2. Students demonstrate the skills for mastering bank treasury operations.					X	
3. Students master the fundamentals of risk-based supervision and bank regulation for banking and the stock market principles and ethical values and social responsibility.			X	X	X	
4. Students carry out projects of intervention for the banking and stock market.				X	X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
5. Students demonstrate leadership skills, teamwork and effective communication in business activities.				X		X
MAESTRIA EN PLANIFICACION Y GESTION IMPOSITIVA						
General Program Learning Outcomes						
1. Students apply the techniques to help improve the responses of firms to government requirements regarding taxation.		X		X	X	
2. Students articulate policies and specialized techniques in taxation for the operations of the micro, small and medium enterprises.		X		X	X	
3. Students analyze and make judgments about national and international situations in taxation.		X		X	X	
4. Students integrate technical research, apply leadership skills, teamwork and effective communication in business activities.				X		X

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
5. Students design and manage efficient collection policies, adhering to the ethical and social principles governing taxation.		X	X		X	
MAESTRIA EN ADMINISTRACION DE RECURSOS HUMANOS						
General Program Learning Outcomes						
1. Students create and implement strategic Human Resources plans.		X			X	
2. Students apply management skills for integrated talent management and change management for organizational development.		X		X	X	
3. Students apply technological, financial literacy, management and quality processes for the implementation and monitoring of projects.		X				
4. Students create research projects related to the field of study.				X	X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
5. Students integrate technical research, apply leadership skills, teamwork and effective communication in business activities utilizing ethical values and social responsibility.			X	X		X
MAESTRIA EN ALTA GERENCIA						
General Program Learning Outcomes						
1. Students develop strategic plans and budgets as instruments of planning and control.		X		X	X	
2. Students apply leadership skills, teamwork and effective communications in business activities.		X		X	X	X
3. Students demonstrate ethical and socially responsible behavior in business management.			X			
4. Students demonstrate abilities to assess risks and timely decision making, considering the markets evolution.		X	X	X	X	
5. Students integrate technology, innovation and entrepreneurship organizations.		X			X	

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
	MAESTRIA EN FINANZAS CORPORATIVAS					
General Program Learning Outcomes						
1. Students assess the main policies, rules and theories governing the corporate system, applying the principals of ethics and social responsibility.	X	X	X	X		
2. Students identify key economic variables that affect domestic and international financial system, as well as their impact on the performance of the corporation, in such a way that would allow developing plans of action consistent with the environment and its effect on the same.	X		X	X		
3. Students analyze quantitative and qualitative aspects concerning critical study of economic and financial problems, using modern tools for processing, analysis and interpretation of the information, which enable to draw efficient strategies.	X		X	X		

Student Goals Intended Student Learning Outcomes	Broad-Based Learning	Develop entrepreneurial skills, innovation and creativity to perform successfully in a global, changing and competitive business world.	Develop principles, ethical values and corporate social responsibility.	Develop a critical attitude, open mind toward lifelong learning, collaborative work and research in the business world.	Develop skills on appropriate decision making tools in their professional field.	Develop leadership skills and effective communication as well as teamwork, in business activities.
4. Students assess investment options including those in different markets and financial values, efficient decision making satisfying the expectations of investors in terms of liquidity, risk and performance.		X			X	
5. Students apply research techniques to extract valuable results that support corporate financial planning, transmit the information utilizing effective communication skills, as well as possessing the necessary skills for execution and control.		X		X		
6. Students apply leadership, communication skills and teamwork in business activities.		X		X		X

Mapping of Assessment Measures to Intended Student Learning Outcomes

For each program at each level identified above, the direct and indirect measures of student learning provide for the assessment of all of the program's intended student learning outcomes. Furthermore, each intended learning outcome is assessed by at least one direct measure and at least one indirect measure of student learning. These relationships are summarized in the measures-to-outcomes mappings below (**Note: Put an "x" in a given cell of the tables if the assessment instrument in that column measures the intended learning outcome in that row. Each intended learning outcome must be assessed by at least one direct measure of student learning and at least one indirect measure of student learning.**):

BACHELOR'S LEVEL PROGRAMS					
LICENCIATURA EN ADMINISTRACION DE EMPRESAS					
Intended Student Learning Outcomes	Assessment Measures				
Program Learning Outcomes	Rubric of learning assessment for ADM-309 (Project Formulation and Evaluation)	Rubric of learning assessment for NEG-301 (Capstone)	CPC-COMP – Peregrine	Exit Survey	Alumni follow-up survey
1. Students analyze an organizational structure and propose improvements.	X		X	X	X
2. Students diagnose the situation of an organization and implement appropriate measures both internally and externally to reduce uncertainty.			X	X	X
3. Students develop strategies that integrate the people, the technical and financial resources of an organization to solve problems.	X	X	X	X	X
4. Students prepare and evaluate development projects of business activities, considering the relevant areas of the business	X		X	X	X

5. Students apply the strategic administration concepts in an organization.	X	X	X	X	X
6. Students apply relevant technologies in their professional field and effectively intervene in an organization.	X		X	X	X
7. Students demonstrate leadership skills, teamwork and effective communication which facilitate the achievement of organizational objectives, with a view of ethics and social responsibility.		X		X	X

LICENCIATURA EN MERCADEO					
Intended Student Learning Outcomes	Assessment Measures				
Program Learning Outcomes	Rubric for learning assessment in MER-306 (Strategic Marketing Management)	Rubric for learning assessment for NEG-301 (Capstone)	CPC-COMP – Peregrine	Exit Survey	Alumni follow-up survey
1. Students demonstrate skills of analysis and problem solving, for decision-making to the marketing mix.	X	X	X	X	X
2. Students demonstrate leadership and communication skills to work in interdisciplinary teams.		X		X	X
3. Students develop and implement a strategic marketing plan aimed at customer satisfaction and company's profit generation with an ethical vision and social responsibility.	X	X	X	X	X
4. Students describe the main concepts and best practices in business management in the different functional areas of an organization.	X		X	X	X

LICENCIATURA EN ECONOMIA				
Intended Student Learning Outcomes	Assessment Measures			
Program Learning Outcomes	Rubric for learning assessment in the research project of ECO-319 (Economics Internship)	CPC-COMP – Peregrine	Exit Survey	Alumni follow-up survey
1. Students apply the theoretical and empirical knowledge about the processes and production trends, occupation, rent, distribution resources financing, companies activities and administrations in society.	X	X	X	X
2. Students recognize and predict macro and micro financial and economic events, at national and global level through quantitative and qualitative methods and techniques.	X	X	X	X
3. Students integrate the development, implementation, evaluation and programming strategies, plans, policies, programs and projects of investment, employment and development for the state, businesses and social sectors to adopt the most appropriate and cost-effective decisions under risk within the framework of legal, environmental, territorial regulations and respect for rights.	X		X	X
4. Students apply skills of analysis, research, leadership, communication and teamwork in state institutions, private companies and third sector organizations with ethical values and social responsibility.	X		X	X

5. Students articulate the use of technology with the culture of innovation and entrepreneurship practices.	X		X	X
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LICENCIATURA EN CONTABILIDAD					
Intended Student Learning Outcomes	Assessment Measures				
Program Learning Outcomes	Rubric for learning assessment in CON-316 (Accounting Information Systems)	Rubric for learning assessment in NEG-301 (Capstone workshop)	CPC-COMP – Peregrine	Exit Survey	Alumni follow-up survey
1. Students apply the standards and generally accepted accounting principles for all commercial transactions with ethics and social responsibility.	X		X	X	X
2. Students analyze and interpret financial information for decision-making in the organization.	X		X	X	X
3. Students apply technological tools in the accounting field, for the company's analysis and review of the historical financial data.	X		X	X	X
4. Students apply the techniques in costing, budgeting and performance measurement of a business unit.	X	X	X	X	X
5. Students demonstrate leadership, teamwork and communication skills.		X		X	X
6. Students undertake new projects and integrate themselves into national and international organizations related to financial areas.	X		X	X	X

MASTER-LEVEL PROGRAMS					
MAESTRIA EN GERENCIA DE CALIDAD Y PRODUCTIVIDAD					
Intended Student Learning Outcomes	Assessment Measures				
Program Learning Outcomes	IASSC Certified Lean Six Sigma Test	CAPSIM/ Capstone Simulation- COMP-XM Exam	Rubric for learning assessment in End- of-Program Paper	Exit Survey	Alumni follow- up survey
1. Students analyze financial information for decision making and improvement of projects and in quality and productivity management.	X	X	X	X	X
2. Students manage continuous improvement towards the satisfaction of internal and external customers with a focus on processes.	X	X	X	X	X
3. Students manage the added value in organizations through teamwork, communication and promoting empowerment.			X	X	X
4. Students perform and promote a socially responsible, ethical behavior and respect for the environment.		X	X	X	X
5. Students manage aligned with the mission, vision and values of their organizations.			X	X	X

MAESTRIA EN MERCADEO				
Intended Student Learning Outcomes	Assessment Measures			
Program Learning Outcomes	Rubric for learning assessment in End-of-Program Paper	CAPSIM/ Capstone Simulation-COMP-XM Exam	Exit Survey	Alumni follow-up survey
1. Students demonstrate a vision of the market and its economic, social and organizational environment.	X		X	X
2. Students create plans and marketing strategies in the different markets in which they compete.	X	X	X	X
3. Students apply leadership skills, teamwork and effective communications in business activities.	X	X	X	X
4. Students apply updated marketing techniques in competitive environments.	X	X	X	X
5. Students show sense of ethics and social responsibility according to the requirements of national and international businesses.	X		X	X

MAESTRIA EN BANCA Y MERCADOS DE VALORES				
Intended Student Learning Outcomes	Assessment Measures			
Program Learning Outcomes	Rubric for learning assessment in End-of-Program Paper	CAPSIM/ Capstone Simulation-COMP-XM Exam	Exit Survey	Alumni follow-up survey
1. Students apply the conceptual tools and techniques for the functioning and operation of the stock market as well as valuation and accounting.	X	X	X	X
2. Students demonstrate the skills for mastering bank treasury operations.	X		X	X
3. Students master the fundamentals of risk-based supervision and bank regulation for banking and the stock market principles and ethical values and social responsibility.	X	X	X	X
4. Students carry out projects of intervention for the banking and stock market.	X		X	X
5. Students demonstrate leadership skills, teamwork and effective communication in business activities.	X		X	X

MAESTRIA EN PLANIFICACION Y GESTION IMPOSITIVA				
Intended Student Learning Outcomes	Assessment Measures			
Program Learning Outcomes	Rubric for learning assessment in End-of-Program Paper	CAPSIM/ Capstone Simulation-COMP-XM Exam	Exit Survey	Alumni follow-up survey
1. Students apply the techniques to help improve the responses of firms to government requirements regarding taxation.	X		X	X
2. Students articulate policies and specialized techniques in taxation for the operations of the micro, small and medium enterprises.	X	X	X	X
3. Students analyze and make judgments about national and international situations in taxation.	X		X	X
4. Students integrate technical research, apply leadership skills, teamwork and effective communication in business activities.	X		X	X
5. Students design and manage efficient collection policies, adhering to the ethical and social principles governing taxation.	X		X	X

MAESTRIA EN ADMINISTRACION DE RECURSOS HUMANOS				
Intended Student Learning Outcomes	Assessment Measures			
Program Learning Outcomes	Rubric for learning assessment in End-of-Program Paper	CAPSIM/ Capstone Simulation-COMP-XM Exam	Exit Survey	Alumni follow-up survey
1. Students create and implement strategic Human Resources plans.	X	X	X	X
2. Students apply management skills for integrated talent management and change management for organizational development.	X	X	X	X
3. Students apply technological, financial literacy, management and quality processes for the implementation and monitoring of projects.	X	X	X	X
4. Students create research projects related to the field of study.	X		X	X
5. Students integrate technical research, apply leadership skills, teamwork and effective communication in business activities utilizing ethical values and social responsibility.	X		X	X

MAESTRIA EN ALTA GERENCIA				
Intended Student Learning Outcomes	Assessment Measures			
Program Learning Outcomes	Rubric for learning assessment in End-of-Program Paper	CAPSIM/ Capstone-COMP-XM	Exit Survey	Alumni follow-up survey
1. Students develop strategic plans and budgets as instruments of planning and control.	X	X	X	X
2. Students apply leadership skills, teamwork and effective communications in business activities.	X	X	X	X
3. Students demonstrate ethical and socially responsible behavior in business management.	X		X	X
4. Students demonstrate abilities to assess risks and timely decision making, considering the markets evolution.	X	X	X	X
5. Students integrate technology, innovation and entrepreneurship organizations.	X		X	X

MAESTRIA EN FINANZAS CORPORATIVAS				
Intended Student Learning Outcomes	Assessment Measures			
General Program Learning Outcomes	Rubric for learning assessment in End-of-Program Paper	CAPSIM/ Capstone-COMP-XM	Exit Survey	Alumni follow-up survey
1. Students assess the main policies, rules and theories governing the corporate system, applying the principals of ethics and social responsibility.	X		X	X
2. Students identify key economic variables that affect domestic and international financial system, as well as their impact on the performance of the corporation, in such a way that would allow developing plans of action consistent with the environment and its effect on the same.	X	X	X	X
3. Students analyze quantitative and qualitative aspects concerning critical study of economic and financial problems, using modern tools for processing, analysis and interpretation of the information, which enable to draw efficient strategies.	X	X	X	X
4. Students assess investment options including those in different markets and financial values, efficient decision making satisfying the expectations of investors in terms of liquidity, risk and performance.	X	X	X	X

5. Students apply research techniques to extract valuable results that support corporate financial planning, transmit the information utilizing effective communication skills, as well as possessing the necessary skills for execution and control.	X		X	X
6. Students apply leadership, communication skills and teamwork in business activities.	X		X	X

Mapping of Direct Assessment Measures to Key Learning Outcomes for Business Programs: Bachelor's-Level Programs

For each bachelor's-level program identified above, the direct measures of student learning provide for the assessment of the "Key Learning Outcomes for Business Programs" as identified by the IACBE. These relationships are summarized in the measures-to-key outcomes mapping below (**Note: Put an "x" in a given cell of the table if the assessment instrument in that column measures the key learning outcome in that row.**):

BACHELOR'S-LEVEL PROGRAMS			
LICENCIATURA EN ADMINISTRACION DE EMPRESAS			
Key Learning Outcomes for Bachelor's-Level Programs – Graduates of bachelor's-level programs in business should be able to:	Direct Measures of Student Learning		
	Rubric of learning assessment in ADM-309	Rubric of learning assessment in NEG-301	CPC-COMP – Peregrine
1. Explain the major concepts in the functional areas of accounting, marketing, finance, and management	X		X
2. Evaluate the legal, social, and economic environments of business	X		X
3. Describe the global environment of business	X		X
4. Describe and explain the ethical obligations and responsibilities of business			X
5. Apply decision-support tools to business decision making		X	X
6. Construct and present effective oral and written forms of professional communication	X		
7. Apply knowledge of business concepts and functions in an integrated manner	X	X	X

LICENCIATURA EN MERCADEO			
Key Learning Outcomes for Bachelor's-Level Programs – Graduates of bachelor's-level programs in business should be able to:	Direct Measures of Student Learning		
	Rubric of learning assessment in MER-306	Rubric of learning assessment in NEG-301	CPC-COMP – Peregrine
1. Explain the major concepts in the functional areas of accounting, marketing, finance, and management			X
2. Evaluate the legal, social, and economic environments of business	X		X
3. Describe the global environment of business	X		X
4. Describe and explain the ethical obligations and responsibilities of business			X
5. Apply decision-support tools to business decision making		X	X
6. Construct and present effective oral and written forms of professional communication	X		
7. Apply knowledge of business concepts and functions in an integrated manner		X	X

LICENCIATURA EN ECONOMIA		
Key Learning Outcomes for Bachelor's-Level Programs – Graduates of bachelor's-level programs in business should be able to:	Direct Measures of Student Learning	
	Rubric for learning assessment in the research project for ECO-319	CPC-COMP –Peregrine
1. Explain the major concepts in the functional areas of accounting, marketing, finance, and management		X
2. Evaluate the legal, social, and economic environments of business	X	X
3. Describe the global environment of business		X
4. Describe and explain the ethical obligations and responsibilities of business		X
5. Apply decision-support tools to business decision making		X
6. Construct and present effective oral and written forms of professional communication	X	
7. Apply knowledge of business concepts and functions in an integrated manner		X

LICENCIATURA EN CONTABILIDAD			
Key Learning Outcomes for Bachelor's-Level Programs – Graduates of bachelor's-level programs in business should be able to:	Direct Measures of Student Learning		
	Rubric for learning assessment in CON-316	Rubric of learning assessment in NEG-301	CPC-COMP – Peregrine
1. Explain the major concepts in the functional areas of accounting, marketing, finance, and management			X
2. Evaluate the legal, social, and economic environments of business			X
3. Describe the global environment of business			X
4. Describe and explain the ethical obligations and responsibilities of business			X
5. Apply decision-support tools to business decision making	X	X	X
6. Construct and present effective oral and written forms of professional communication	X		
7. Apply knowledge of business concepts and functions in an integrated manner		X	X

Mapping of Direct Assessment Measures to Key Learning Outcomes for Business Programs: Master's-Level Programs

For each master's-level program identified above, the direct measures of student learning provide for the assessment of the "Key Learning Outcomes for Business Programs" as identified by the IACBE. These relationships are summarized in the measures-to-key outcomes mapping below (**Note: Put an "x" in a given cell of the table if the assessment instrument in that column measures the key learning outcome in that row.**):

MASTER'S-LEVEL PROGRAMS			
MAESTRIA EN GERENCIA DE CALIDAD Y PRODUCTIVIDAD			
Key Learning Outcomes for Master's-Level Programs – Graduates of master's-level programs in business should be able to:	Direct Measures of Student Learning		
	IASSC Certified Lean Six Sigma Test	CAPSIM/ Capstone Simulation- COMP-XM Exam	Rubric of learning assessment in End- of-Program Paper
1. Recognize problems	X	X	X
2. Integrate theory and practice for the purpose of strategic analysis		X	X
3. Employ and apply quantitative techniques and methods in the analysis of real-world business situations	X	X	X
4. Communicate to relevant audiences; graduates should be able to:			
a. Compose clear, consistent, and effective written forms of communication			X
b. Compose and present effective oral business presentations			X
5. Work effectively with a team of colleagues on diverse projects		X	
6. Identify and analyze the ethical obligations and responsibilities of business		X	X

MAESTRIA EN MERCADEO		
Key Learning Outcomes for Master's-Level Programs – Graduates of master's-level programs in business should be able to:	Direct Measures of Student Learning	
	Rubric of learning assessment in End- of-Program Paper	CAPSIM/ Capstone Simulation-COMP- XM Exam
1. Recognize problems	X	X
2. Integrate theory and practice for the purpose of strategic analysis	X	X
3. Employ and apply quantitative techniques and methods in the analysis of real-world business situations		X
4. Communicate to relevant audiences; graduates should be able to: a. Compose clear, consistent, and effective written forms of communication b. Compose and present effective oral business presentations		
	X	
	X	
5. Work effectively with a team of colleagues on diverse projects		X
6. Identify and analyze the ethical obligations and responsibilities of business	X	X

MAESTRIA EN BANCA Y MERCADOS DE VALORES		
Key Learning Outcomes for Master's-Level Programs – Graduates of master's-level programs in business should be able to:	Direct Measures of Student Learning	
	Rubric of learning assessment in End- of-Program Paper	CAPSIM/ Capstone Simulation-COMP- XM Exam
1. Recognize problems	X	X
2. Integrate theory and practice for the purpose of strategic analysis	X	X
3. Employ and apply quantitative techniques and methods in the analysis of real-world business situations	X	X
4. Communicate to relevant audiences; graduates should be able to:		
a. Compose clear, consistent, and effective written forms of communication	X	
b. Compose and present effective oral business presentations	X	
5. Work effectively with a team of colleagues on diverse projects		X
6. Identify and analyze the ethical obligations and responsibilities of business	X	X

MAESTRIA EN PLANIFICACION Y GESTION IMPOSITIVA		
Key Learning Outcomes for Master's-Level Programs – Graduates of master's-level programs in business should be able to:	Direct Measures of Student Learning	
	Rubric of learning assessment in End- of-Program Paper	CAPSIM/ Capstone Simulation-COMP- XM Exam
1. Recognize problems	X	X
2. Integrate theory and practice for the purpose of strategic analysis	X	X
3. Employ and apply quantitative techniques and methods in the analysis of real-world business situations	X	X
4. Communicate to relevant audiences; graduates should be able to:		
a. Compose clear, consistent, and effective written forms of communication	X	
b. Compose and present effective oral business presentations	X	
5. Work effectively with a team of colleagues on diverse projects		X
6. Identify and analyze the ethical obligations and responsibilities of business	X	X

MASTER IN HUMAN RESOURCES MANAGEMENT		
Key Learning Outcomes for Master's-Level Programs – Graduates of master's-level programs in business should be able to:	Direct Measures of Student Learning	
	Rubric of learning assessment in End- of-Program Paper	CAPSIM/ Capstone Simulation-COMP- XM Exam
1. Recognize problems	X	X
2. Integrate theory and practice for the purpose of strategic analysis	X	X
3. Employ and apply quantitative techniques and methods in the analysis of real-world business situations	X	X
4. Communicate to relevant audiences; graduates should be able to:		
a. Compose clear, consistent, and effective written forms of communication	X	
b. Compose and present effective oral business presentations	X	
5. Work effectively with a team of colleagues on diverse projects		X
6. Identify and analyze the ethical obligations and responsibilities of business	X	X

MAESTRIA EN ALTA GERENCIA		
Key Learning Outcomes for Master's-Level Programs – Graduates of master's-level programs in business should be able to:	Direct Measures of Student Learning	
	Rubric of learning assessment in End- of-Program Paper	CAPSIM/ Capstone Simulation-COMP- XM Exam
1. Recognize problems	X	X
2. Integrate theory and practice for the purpose of strategic analysis	X	X
3. Employ and apply quantitative techniques and methods in the analysis of real-world business situations	X	X
4. Communicate to relevant audiences; graduates should be able to:		
a. Compose clear, consistent, and effective written forms of communication	X	
b. Compose and present effective oral business presentations	X	
5. Work effectively with a team of colleagues on diverse projects		X
6. Identify and analyze the ethical obligations and responsibilities of business	X	X

MAESTRIA EN FINANZAS CORPORATIVAS		
Key Learning Outcomes for Master's-Level Programs – Graduates of master's-level programs in business should be able to:	Direct Measures of Student Learning	
	Rubric of learning assessment in End- of-Program Paper	CAPSIM/ Capstone Simulation-COMP- XM Exam
1. Recognize problems	X	X
2. Integrate theory and practice for the purpose of strategic analysis	X	X
3. Employ and apply quantitative techniques and methods in the analysis of real-world business situations	X	X
4. Communicate to relevant audiences; graduates should be able to:		
a. Compose clear, consistent, and effective written forms of communication	X	
b. Compose and present effective oral business presentations	X	
5. Work effectively with a team of colleagues on diverse projects		X
6. Identify and analyze the ethical obligations and responsibilities of business	X	X

Section III: Operational Assessment

Intended Operational Outcomes for the Area de Negocios: (IOO's)	
1. Increase the academic offer for undergraduate and graduate programs	
2. Higher proportion of doctorally qualified faculty	
3. Increase the number of alliances and strategic agreements for academic as well as for research with worldwide recognized business schools.	
4. Increase the awareness of INTEC Area de Negocios as a quality business school both nationally and internationally.	
Assessment Measures/Methods for Intended Operational Outcomes:	Performance Targets/Criteria (Objectives) for Operational Assessment Measures/Methods:
1. Undergraduate and graduate programs portfolio. IOO's assessed by this measure: 1.	Open at least one new program per year.
2. Faculty credential files. IOO's assessed by this measure: 2,4	6 new doctors within the period 2015-2017.
3. Agreements signed. IOO's assessed by this measure: 3,4	Achieve a minimum of one agreement with an international university every two years.
4. Media exposure. IOO's assessed by this measure: 4.	Mentions for "INTEC, Area de Negocios" in Local newspapers at least every two weeks.
5. Advertising and communications budget IOO's assessed by this measure: 4.	Invest a minimum of US\$40K in advertising and communication.
6. Faculty invitations as speakers. IOO's assessed by this measure: 4.	At least 6 Faculty participate as speakers in international Academic Business events, and a related press release is published.

Mapping of Intended Operational Outcomes to Broad-Based Operational Goals

The broad-based operational goals identified in Section I above encompass the intended operational outcomes as articulated in this section, and are general aggregates of these outcomes. In other words, each broad-based operational goal has multiple intended operational outcomes associated with it. These relationships are summarized in the outcomes-to-goals mapping below (**Note: Put an “x” in a given cell of the table if the intended operational outcome in that row is associated with the operational goal in that column.**):

Intended Operational Outcomes \ Broad-Based Operational Goals	Fulfill the entrepreneurs and the Dominican society's needs in terms of Business Academic offer.	Attract and maintain a high level teaching faculty with the academic and professional qualifications according with society's demands.	Establish alliances and strategic agreements with worldwide recognized business schools.	Position the business school as a quality business school both nationally and internationally.
1. Increase the academic offer for undergraduate and graduate programs	X			X
2. Higher proportion of doctorally qualified faculty		X		X
3. Increase the number of alliances and strategic agreements for academic as well as for research with worldwide recognized business schools.			X	X
4. Increase the awareness of INTEC Area de Negocios as a quality business school both nationally and internationally.		X	X	X

Mapping of Operational Assessment Measures to Intended Operational Outcomes

The operational assessment measures identified above provide for the assessment of all of the intended operational outcomes. These relationships are summarized in the measures-to-outcomes mapping below (**Note: Put an “x” in a given cell of the table if the assessment instrument in that column measures the intended operational outcome in that row.**):

Intended Operational Outcomes \ Operational Assessment Measure/Method	Undergraduate and graduate programs portfolio.	Faculty credential files	Agreements signed	Media exposure	Advertising and communications budget	Faculty invitations as speakers
1. Increase the academic offer for undergraduate and graduate programs.	X				X	
2. Higher proportion of doctorally qualified faculty.		X				
3. Increase the number of alliances and strategic agreements for academic as well as for research with worldwide recognized business schools.			X			
4. Increase the awareness of INTEC Area de Negocios as a quality business school both nationally and internationally.		X	X	X	X	X

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

The strategic plan for the 2013-2017 period has the following strategic guidelines:

- 1 Academic Excellence
- 2 Linking University-business-government-society
- 3 Research and innovation
- 4 Regional Competitiveness
- 5 Internationalization
- 6 Organizational Capabilities

This strategic plan has "a commitment to the ongoing pursuit of academic excellence, putting in their daily practice to the student as the center of the organization's work and trying to significant levels of quality in teaching, research and extension". The plan of learning assessment has a high relationship with the strategic plan of the university since its implementation will enable the Business Area to fully meet the goals proposed by the aforementioned guidelines, especially having to do with "Academic Excellence" involving considerably and a commitment to continuously improve the quality of such programs through the same strategic plan of the university, achieving international accreditation points. On page 15 of the plan states that the strategic result # 2 is "Accreditation of undergraduate and graduate programs." This follows the Strategic Objective # 1 which states that it is the duty of the university to "form high quality professionals, innovative, with a critical sense and internationally competitive."

The strategic plan 2013-2017 was the result of an extensive analysis of the external and internal environment in which participated all academic and administrative areas of the institution. This plan in execution, involves changes in the physical infrastructure of the institution that will impact significantly on the physical and technological facilities currently available to the Business Area for teaching.

The Business Area has a budget of expenditure and investments running autonomously with the control of the Department of Finance of the institution and which is assigned by the Academic Vice Chancellor in order to comply with the goals outlined in the strategic plan. To achieve operational goals representing achieving the objectives in the strategic plan of the university, budget items were approved to help support the operational execution and achieving them.

Section V: Appendixes

- A. *Rubric of Learning Assessment for ADM-309 “Formulación y Administración de Proyectos”*
- B. *Rubric of Learning Assessment for NEG-301 “Taller de Grado”*
- C. *CPC-COMP exam by Peregrine Academics. Exam content outline.*
- D. *Exit Survey questionnaire.*
 - i) *Licenciatura en Administración De Empresas*
 - ii) *Licenciatura en Mercadeo*
 - iii) *Licenciatura en Economía*
 - iv) *Licenciatura en Contabilidad*
 - v) *Maestría en Gerencia de Calidad y Productividad*
 - vi) *Maestría en Mercadeo*
 - vii) *Maestría en Banca y Mercados de Valores*
 - viii) *Maestría en Planificación Y Gestión Impositiva*
 - ix) *Maestría En Administración De Recursos Humanos*
 - x) *Maestría En Alta Gerencia*
 - xi) *Maestría En Finanzas Corporativas*
- E. *Alumni Follow-Up Survey*
- F. *Rubric of Learning Assessment for MER-306 “Gerencia Estratégica de Mercadeo”*
- G. *Rubric of Learning Assessment for ECO-319 “Pasantía de Economía”*
- H. *Rubric of Learning Assessment for CON-316 “Sistemas de Información Contable”*
- I. *IASSC Certified Lean Six Sigma Black/Green/Yellow Belt Test. Exam content Outline.*
- J. *Rubric for learning assessment in End-of-Program Paper:*
 - i) *Maestría en Gerencia de Calidad y Productividad*
 - ii) *Maestría en Mercadeo*
 - iii) *Maestría en Banca y Mercados de Valores*
 - iv) *Maestría en Planificación Y Gestión Impositiva*
 - v) *Maestría En Administración De Recursos Humanos*
 - vi) *Maestría En Alta Gerencia*
 - vii) *Maestría En Finanzas Corporativas*
- K. *Capstone Simulation by Capsim. Content Outline.*
- L. *Peer review questionnaire for Teamwork Evaluation in “Teammate” and regular version. Capstone Simulation by Capsim.*
- M. *Instructor guide for “Teammate” and. Capstone Simulation by Capsim.*
- N. *Assurance of Learning guide for COMP-XM by Capsim. Content Outline.*
- O. *Operation goals bi-weekly log.*