



Public Disclosure of Student Learning

Institution:	ISEG GROUP
Academic Business Unit:	ISEG GROUP – Business & Finance Program
Academic Year:	Academic year 2011-2012 / Revised March – June 2015

Report of Student Learning and Achievement

ISEG GROUP

For Academic Year: 2011-2012

Mission of the ISEG GROUP

ISEG Group's Mission: In an ever-changing environment, undergoing rapid technological change and increased international competitiveness in manufacturing and other sectors, ISEG Group's Mission is to prepare graduates to become tomorrow's business leaders in a wide variety of commercial, industrial or administrative settings. Students are enabled to develop integrative skills in problem solving and decision making, as well as to relate these skills to all functional areas of business. We are committed to promoting academic excellence, creating innovative curricula, and fostering an active learning environment for all students.

ISEG Group's programs are presented as two distinct programs, each program divided into two sequences of 3 + 2 years of study.

- Marketing & Communication – 1 major with 6 concentrations in years 4 & 5 (see separate report).
- **Business & Finance – 1 major with 2 streams in years 4 & 5 with 3 concentrations per stream** (this report).

1) Student Learning Assessment for Business & Finance

CORE Student Learning Assessment for *Business & Finance to end of year 3*

CORE Intended Student Learning Outcomes (Core Business & Finance ISLOs) *Business & Finance to end of year 3:*

1. Students will be able to demonstrate use of decision-making tools enabling them to analyze data and use statistical methodology in applying these techniques to actual business situations.
2. Students will be able to demonstrate marketing skills which help them identify and evaluate the diversity of marketing strategies employed by successful firms. Students will show they use the techniques and tools useful for financial analysis and control in today's business climate.
3. Students' strategic thinking will be manifest. Beginning with an analysis of industry and competition, students will develop the concepts, tools, and techniques that are essential for diagnosing and enhancing accurately the competitive performance of an enterprise in a globalized context.
4. Students will be able to successfully demonstrate written & oral communication skills in a professional context.

Intended Student Learning Outcomes: for Business & Finance – BUSINESS STREAM: Concentration 1 International Business

1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze data and apply these tools to actual business situations, taking the international environment and globalization into account.
2. Students will be able to use theory and practical experience to the end of conducting strategic analysis relevant to varying business sectors across multi-cultural contexts.

Intended Student Learning Outcomes: for Business & Finance – BUSINESS STREAM : Concentration 2 Business Management

1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze data and apply these tools to actual business situations in a globalized environment.
2. Students will be able to use theory and practical experience to determine best management practices adopted in varying business sectors and cultural contexts.

Intended Student Learning Outcomes: for Business & Finance – BUSINESS STREAM : Concentration 3 Business Entrepreneurship

1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze concepts and prospective strategies and apply these tools to actual business set-ups.
2. Students will be able to use theory and practical experience to determine best management practices adopted in varying organizational set-ups, varying business sectors , adapted to varying sizes of enterprises.

Intended Student Learning Outcomes: for Business & Finance – FINANCE STREAM : Concentration 1 Corporate Finance, Audit

1. Students will be able to demonstrate effective use of decision-making tools enabling them to analyze data and determine company valuation and value creation as well as organizational control (audits), risk assessment and financial reporting.
2. Students will be able to use theory and practical experience to the end of making financial or leadership decisions.

Intended Student Learning Outcomes: for Business & Finance – FINANCE STREAM : Concentration 2 Cap. Markets & Financial Engineering

1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze data on financial markets & efficiency, probability & stochastic processes in finance.
2. Students will be able to operate effectively on capital markets and conduct investment management.

Intended Student Learning Outcomes: for Business & Finance – FINANCE STREAM : Concentration 3 Asset Management, Banking & Insurance

1. Students will be able to demonstrate use of decision-making tools enabling them to analyze data in behavioral economics and financial decision making.
2. Students will be able to operate effectively within the regulated environment of retail banking and compliance.

Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
1. End of course oral examinations. Core ISLOs Assessed by t his Measure: 1, 2, 3, 4	90% of students will achieve at least a pass grade on their written and oral presentation. 30% will achieve a distinction.
2. Comprehensive end of course case study in the students’ field of concentration. Core ISLOs Assessed by this Measure: 1, 2, 3, 4 Concentration ISLOs Assessed by this Measure: 1, 2	90% of students will achieve at least a pass grade in the case study. Over 20% will achieve distinctions (12/20 or more).
3. Thesis evaluation – research in the field of the student’s intended employment sector (related to the concentration). Concentration ISLOs assessed by this measure: 1, 2	90% of students will achieve a pass grade and over 10% will earn distinctions (14/20 or more) for the theses submitted.
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
1. Student surveying and exit interviewing questioning students on their perception of what they acquired during their studies Core ISLOs assessed by this measure: 1, 2, 3, 4 Concentration ISLOs Assessed by this Measure: 1, 2	75% of students will respond with with at least 12/20 appreciations.
2. Polls from the business community having hosted student internships Core ISLOs assessed by this measure: 1, 2, 3, 4 Concentration ISLOs Assessed by this Measure: 1, 2	90% of companies having hosted internships should provide positive or very positive comments on students’ performance during the internship.
3. Alumni surveys Specialization ISLOs assessed by this measure: 1, 2	80%-85% alumni will assert their studies enabled them to satisfy concentration ISLOs 1&2.

Summary of Results from Implementing Direct Measures of Student Learning – Business & Finance Program:

1. End of course oral examinations.

Percentage of students achieving a **distinction grade of 12/20 or higher** for the elements assessed in the written reports and related oral presentations:

- | | |
|--|-----|
| • Data analysis and statistical methodology (Core ISLO 1): | 43% |
| • Financial analysis (Core ISLO 2): | 34% |
| • Marketing techniques and applied marketing strategy (Core ISLO 2): | 59% |
| • Diagnosis of performance in a competitive environment (Core ISLO 3): | 62% |
| • International Business (Core ISLO 3): | 56% |
| • Written and oral communication skills (Core ISLO 4): | 64% |

2. Comprehensive end of course case study in the students' field of concentration.

Percentage of students achieving a **distinction grade (12/20) or higher** on Core-ISLO-related criteria:

- | | |
|---|-----|
| • Accounts / budget management / statistics analysis (Core ISLO 1): | 28% |
| • Marketing skills / Financial analysis (Core ISLO 2): | 36% |
| • Business application skills (Core ISLO 3): | 32% |
| • Knowledge of international business (Core ISLO 3): | 45% |
| • Written and oral communication skills (Core ISLO 4): | 65% |

Percentage of students achieving a **distinction grade (12/20) or higher** on Concentration-related ISLO criteria (1 out of 6 concentrations):

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|---|-----|
| • International business environment (International Business - Business Stream Concentration 1 - ISLO 1): | 42% |
| • International strategic analysis (International Business - Business Stream Concentration 1 - ISLO 2): | 48% |
| • Intercultural business application (Business Management - Business Stream Concentration 2 - ISLO 1): | 34% |
| • Best Management practices (Business Management - Business Stream Concentration 2 - ISLO 2): | 49% |
| • Concept analysis and strategy (Business Entrepreneurship - Business Stream Concentration 3 - ISLO 1): | 53% |
| • Best Management practices (Business Entrepreneurship - Business Stream Concentration 3 - ISLO 2): | 38% |
| • Corporate Finance, Control, Reporting (Corporate Finance, Audit – Finance Stream Concentration 1 - ISLO 1): | 41% |
| • Financial Management / Strategy (Corporate Finance, Audit – Finance Stream Concentration 1 - ISLO 2): | 37% |
| • Financial Market issues (Cap. Market & Financial Engineering – Finance Stream Concentration 2 - ISLO 1): | 36% |
| • Investment Management (Cap. Market & Financial Engineering – Finance Stream Concentration 2 - ISLO 2): | 38% |

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- Financial decision-making (Asset Management, Banking & Insurance – Finance Stream Concentration 3 - ISLO 1): 36%
- Retail banking & compliance (Asset Management, Banking & Insurance – Finance Stream Concentration 3 - ISLO 2): 42%

3. Thesis evaluation – research in the field of the student’s intended employment sector (related to the chosen concentration)

Percentage of students achieving a **distinction grade of 14/20 or higher**

- Issues in International Business (concentration ISLOs 1): 21%
- Issues in Corporate Finance, Financial Markets, Investment, Banking, Control (concentration ISLOs 2): 23%

Summary of Results from Implementing Indirect Measures of Student Learning – Business & Finance Program:

1. Student surveying and exit interviewing

Percentage of students from survey sample who responded very positively (grade of 12/20 or higher) in their mastering of the following areas:

Core ISLO 1 (Accounts / budget management / statistics analysis)	68%
Core ISLO 2 (Marketing skills / Financial analysis)	89%
Core ISLO 3 (Knowledge of the international business environment)	92%
Core ISLO 4 (Communication Skills)	87%

Percentage of students from survey sample who responded very positively (grade of 12/20 or higher) in their mastering of the following areas:

Concentration ISLOs 1 (Issues in International Business)	94%
Concentration ISLOs 2 (Issues in Corporate Finance, Analysis and Strategy)	84%

(Sample group of 60 students)

2. Polls from the business community having hosted student internships

Percentage of internship host firms providing very positive comments about student performance in the following areas:

Core ISLO 1 (Accounts / budget management / statistics analysis)	91%
Core ISLO 2 (Marketing skills / Financial analysis)	95%
Core ISLO 3 (Knowledge of the international business environment)	96%
Core ISLO 4 (Communication Skills)	84%
Concentration ISLOs 1 (Issues in International Business)	97%
Concentration ISLOs 2 (Issues in Corporate Finance, Analysis and Strategy)	91%

3. Alumni surveys

Percentage of students who assert their studies enabled them to perform successfully or very successfully in the their field of specialization:

International business environment (International Business - Business Stream Concentration 1 - ISLO 1):	86%
International strategic analysis (International Business - Business Stream Concentration 1 - ISLO 2):	88%
<i>(Sample group of 100 alumni)</i>	
Intercultural business application (Business Management - Business Stream Concentration 2 - ISLO 1):	89%
Best Management practices (Business Management - Business Stream Concentration 2 - ISLO 2):	96%
<i>(Sample group of 30 alumni)</i>	
Concept analysis and strategy (Business Entrepreneurship - Business Stream Concentration 3 - ISLO 1):	99%
Best Management practices (Business Entrepreneurship - Business Stream Concentration 3 - ISLO 2):	97%
<i>(Sample group of 10 alumni)</i>	
Corporate Finance, Control, Reporting (Corporate Finance, Audit – Finance Stream Concentration 1 - ISLO 1):	94%
Financial Management / Strategy (Corporate Finance, Audit – Finance Stream Concentration 1 - ISLO 2):	93%
<i>(Sample group of 60 alumni)</i>	
Financial Market issues (Cap. Market & Financial Engineering – Finance Stream Concentration 2 - ISLO 1):	90%
Investment Management (Cap. Market & Financial Engineering – Finance Stream Concentration 2 - ISLO 2):	91%

(Sample group of 30 alumni)

Financial decision-making (Asset Management, Banking & Insurance – Finance Stream Concentration 3 - ISLO 1): 87%

Retail banking & compliance (Asset Management, Banking & Insurance – Finance Stream Concentration 3 - ISLO 2): 95%

(Sample group of 50 alumni)

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Extent of Accomplishment of Intended Student Learning Outcomes:

Business & Finance

Intended Student Learning Outcomes	Learning Assessment Measures																		
	Direct Measure 1 End of course oral examinations			Direct Measure 2 Comprehensive end of course case study in the students' field of concentration			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys			
CORE Intended Student Learning Outcomes <u>Business & Finance</u> <u>to end of year 3:</u>	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	
1. Students will be able to demonstrate use of decision-making tools enabling them to analyze data and use statistical methodology in applying these techniques to actual business situations.	x			x					x			x			x				x

<p>2. Students will be able to demonstrate marketing skills which help them identify and evaluate the diversity of marketing strategies employed by successful firms. Students will show they use the techniques and tools useful for financial analysis and control in today's business climate.</p>	x			x					x	x			x					x
<p>3. Students' strategic thinking will be manifest. Beginning with an analysis of industry and competition, students will develop the concepts, tools, and techniques that are essential for diagnosing and enhancing accurately the competitive performance of an enterprise in a globalized context.</p>	x			x					x	x			x					x

<p>4. Students will be able to successfully demonstrate written & oral communication skills in a professional context.</p>	x			x					x	x				x				x
<p>Intended Student Learning Outcomes: for Business & Finance – BUSINESS STREAM: Concentration 1 <u>International Business</u></p>	<p>Direct Measure 1 End of course oral examinations</p>			<p>Direct Measure 2 Comprehensive end of course case study in the students' field of concentration</p>			<p>Direct Measure 3 Thesis evaluation</p>			<p>Indirect Measure 1 Student surveying and exit interviewing</p>			<p>Indirect Measure 2 Polls from the business community having hosted student internships</p>			<p>Indirect Measure 3 Alumni surveys</p>		
	<p>Performance Target Was...</p>			<p>Performance Target Was...</p>			<p>Performance Target Was...</p>			<p>Performance Target Was...</p>			<p>Performance Target Was...</p>			<p>Performance Target Was...</p>		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
<p>1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze data and apply these tools to actual business situations, taking the international environment and globalization into account.</p>			x	x				x		x			x			x		

2. Students will be able to use theory and practical experience to the end of conducting strategic analysis relevant to varying business sectors across multi-cultural contexts.			x	x					x						x				x			
Intended Student Learning Outcomes: for BUSINESS STREAM : Concentration 2 Business Management	Direct Measure 1 End of course oral examinations			Direct Measure 2 Comprehensive end of course case study in the students' field of concentration			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys						
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...						
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A				
1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze data and apply these tools to actual business situations in a globalized environment.			x	x					x						x				x			
2. Students will be able to use theory and practical experience to determine best management practices adopted in varying business sectors and cultural contexts.			x	x					x						x				x			

Intended Student Learning Outcomes: for BUSINESS STREAM : Concentration 3 <u>Business Entrepreneurship</u>	Direct Measure 1 End of course oral examinations			Direct Measure 2 Comprehensive end of course case study in the students' field of concentration			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze concepts and prospective strategies and apply these tools to actual business set-ups.			x	x				x				x						x
2. Students will be able to use theory and practical experience to determine best management practices adopted in varying organizational set-ups, varying business sectors , adapted to varying sizes of enterprises.			x	x				x				x						x

Intended Student Learning Outcomes: for Business & Finance – FINANCE STREAM : Concentration 1 <u>Corporate Finance, Audit</u>	Direct Measure 1 End of course oral examinations			Direct Measure 2 Comprehensive end of course case study in the students' field of concentration			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate effective use of decision-making tools enabling them to analyze data and determine company valuation and value creation as well as organizational control (audits), risk assessment and financial reporting.			x	x					x						x			x
2. Students will be able to use theory and practical experience to the end of making financial or leadership decisions.			x	x					x						x			x

Intended Student Learning Outcomes: for Business & Finance – FINANCE STREAM : Concentration 2 Cap. Markets & Financial Engineering	Direct Measure 1 End of course oral examinations			Direct Measure 2 Comprehensive end of course case study in the students' field of concentration			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate successful use of decision-making tools enabling them to analyze data on financial markets & efficiency, probability & stochastic processes in finance.			x	x				x				x						x
2. Students will be able to operate effectively on capital markets and conduct investment management.			x	x				x				x						x

Intended Student Learning Outcomes: for Business & Finance – FINANCE STREAM : Concentration 3 Asset Management, Banking & Insurance	Direct Measure 1 End of course oral examinations			Direct Measure 2 Comprehensive end of course case study in the students' field of concentration			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate use of decision-making tools enabling them to analyze data in behavioral economics and financial decision making.			x	x				x				x						x
2. Students will be able to operate effectively within the regulated environment of retail banking and compliance.			x	x				x				x						x

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

1. Student surveying and exit interviewing showed that student perception of their academic acquisition for Core Business & Finance ISLO1 was below target (at least where the sample group is concerned). The school's pedagogical team intends to put greater accent on the importance of Accounts / budget management / statistics analysis as of year 1. Groups will be able to work in a more applied and interactive way by learning in sub-groups, providing students who obtained their secondary Baccalauréat degree with a less mathematics-based major more time to acquire the fundamentals of accounting and statistics. Also, students who entered the school with a more "business" profile (as opposed to a more "finance" profile) will be mixed with more finance-interested students to stimulate peer achievement among those who perceive themselves as less capable with figures and calculations.
2. Business community feedback indicates that there is room for improvement regarding Core ISLO 4. More emphasis is being put on the importance of communication. Beyond formal class time, right from the start on joining the school, students are encouraged to overcome their natural reserve by taking part in an integration seminar where musical creation is used to stimulate team work and liberate expression. Furthermore, in order to help students overcome reserve in using foreign languages, notably English, a English Summer Session has been put in place, encouraging students to use and perceive the language as a natural medium that's fun to use rather than a mere school discipline. In the second year, events weeks concentrating on Finance, the International environment and entrepreneurship brings students to work in teams to prepare and host the special events. Business games also serve to encourage team presentations and communication in a playful but competitive atmosphere.