

# Public Disclosure of Student Learning

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Institution	<u>AMITY UNIVERSITY UTTAR PRADESH</u>
Academic Business Unit	<u>FACULTY OF MANAGEMENT STUDIES (Lucknow)</u>
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# OUTCOMES ASSESSMENT PLAN

*Faculty of Management Studies*

*Name of your Academic Business Unit – Amity Business School Lucknow Branch*

## Section I: Mission and Broad-Based Goals

### Mission Statement

#### **Mission of the *Name of your Academic Business Unit: Amity Business School***

To provide education at all levels in management discipline of modern times and in the futuristic and emerging frontier areas of management knowledge, learning and research and to develop the overall personality of management students by making them not only excellent management professionals but also good individuals, with understanding and regards for human values, pride in their heritage and culture, a sense of right and wrong and yearning for perfection and imbibe attributes of courage of conviction and action.

### Broad-Based Goals

#### **Broad-Based Student Learning Goals:**

1. Students will demonstrate experiential knowledge of the application of management principles in a professional work setting.
2. Students will integrate theory and practice, as well as expertise across functional areas in making effective decisions by understanding the relationship of business to global environment.
3. Students will develop and sustain effective individual and organizational performance by leveraging Research skills, Information and Technological competencies in the given management framework.
4. Students will identify when and how to use assertiveness and influential skills.
5. Students will demonstrate effective communication skills that support and enhance managerial effectiveness.
6. Students will develop positive perspectives and skills that create productive managerial leaders and business networks.
7. Students will act ethically and responsibly.
8. Students will critically evaluate and reflect learning and development throughout their career.

**Broad-Based Operational Goals:**

1. FMS intends to provide educational excellence in Teaching/Academic Delivery and research.
2. FMS will facilitate an academically conducive environment for holistic development of students.
3. FMS will facilitate environment for innovation and research excellence for the intellectual growth of faculty.
4. FMS will facilitate cultivation of core values of the university and ethical conduct amongst students, faculty and staff.
5. FMS will encourage cultural diversity and a sense of social and environmental responsibility.
6. FMS will provide ample opportunities for international exposure to faculty and students.
7. FMS will be involved in continual improvement of processes and systems and aim to attain national and international accreditations and university rankings.
8. FMS will build a strong industry interaction by way of alumni networks and empanelment of expertise from industry.
9. FMS will facilitate employment opportunities and also support students to start their own ventures.
10. FMS will facilitate good governance in discharge of responsibilities and execution of policies and programs.

## OUTCOME ASSESSMENT RESULTS

### Bachelor of Business Administration (BBA)

Student Learning Assessment for: BBA	
Program Intended Student Learning Outcomes (Program ISLOs)	
1.	<i>Program Learning Outcome 1</i> - Demonstrate a strong base of general management and build strong pillars over it in a particular area of specialization (Marketing, Finance, I.T., H.R.M, and Entrepreneurship). Develop an ability to integrate knowledge of one area into other and understand management as a comprehensive concept.
2.	<i>Program Learning Outcome 2</i> - Develop an eye to look out for changes, opportunities and threats in the business environment. Demonstrate ability to use various tools and techniques of research methodology to convert threats into opportunities and weaknesses into strengths.
3.	<i>Program Learning Outcome 3</i> - Critically analyze, evaluate and synthesize data into information relevant to taking business decisions. Improve the value delivery process.
4.	<i>Program Learning Outcome 4</i> - Develop skill and expertise in problem solving. Gain experience in dealing with diverse business situations. Apply requisite research tools and techniques to solve business problems.
5.	<i>Program Learning Outcome 5</i> - Develop interpersonal skills and high degree of verbal non – verbal and written communication. Demonstrate business etiquettes. Interpret and apply principles of cross cultural difference in communication.
6.	<i>Program Learning Outcome 6</i> - Develop highest order of behavioral and interpersonal skills. Demonstrate initiative and lead by example. Practice effectively both as an individual and as a team member.
7.	<i>Program Learning Outcome 7</i> - Recognize and identify diversity in cultures. Show sensitivity to various cultural and environmental issues and demonstrate traits of global business practioner.
8.	<i>Program Learning Outcome 8</i> - Apply ethical business practices to show case highest level of commitment to professional code of conduct in the arena of business management.
9.	<i>Program Learning Outcome 9</i> - Acquire all the necessary skill set to be a manager. Practice creativity. Analyse risks and explore opportunities to create new business propositions. Develop idea generation skills, risk taking ability and ability to convert ideas into business ventures.
10.	<i>Program Learning Outcome 10</i> - Recognize the need for and have preparation and ability to engage in life long learning in the domain of business management.
11.	<i>Program Learning Outcome 11</i> - Assess business environment. Evaluate competitive frame of reference. Determine strategies to overcome challenges.
12.	<i>Program Learning Outcome 12</i> - Identify networking opportunities to improve the value chain. Make use of social media to reach out to

stakeholders.

Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
<p><b>Comprehensive Exam</b></p> <ol style="list-style-type: none"> <li>1. ISLO 1 (Management Knowledge)</li> <li>2. ISLO 2 (Research competency)</li> <li>3. ISLO 3 (IT Skills)</li> <li>4. ISLO 4 (Problem-Solving and Critical Thinking Skills)</li> <li>5. ISLO 7 (Global Outlook)</li> <li>6. ISLO 8 (Ethical Behaviour)</li> <li>7. ISLO 9 (Entrepreneurship&amp;Employablity)</li> <li>8. ISLO 10 (Life-Long Learning)</li> <li>9. ISLO 11 (Problem-Solving and Critical Thinking Skills)</li> </ol>	<p>In comprehensive examination at least 80% of students will attain 50% and above score in each section which is directly mapped to specific ISLOs to achieve the competency</p>
<p><b>Scoring Rubrics</b></p> <ol style="list-style-type: none"> <li>1. ISLO 5 (Communication Skills)</li> <li>2. ISLO 6 (Behavioural Skills)</li> <li>3. ISLO 7( Global outlook)</li> </ol>	<p><i>Utilizing a scoring rubric at least 80% of students shall achieve the competency with 50% score in each section mapped with the specific Intended Student Learning Outcomes.</i></p>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
<p><b>Student Exit Survey</b></p> <ol style="list-style-type: none"> <li>1. ISLO 1(Management Knowledge)</li> <li>2. ISLO 2(Research competency)</li> <li>3. ISLO 3(IT Skills)</li> <li>4. ISLO 4(Problem-Solving and Critical Thinking Skills)</li> <li>5. ISLO 5(Business Communication)</li> <li>6. ISLO 6(Behavioural Skill)</li> <li>7. ISLO 7(Global Outlook)</li> <li>8. ISLO 8(Ethical Behaviour)</li> <li>9. ISLO 9(Entrepreneurship&amp;Employablity)</li> <li>10. ISLO 10(Life-Long Learning)</li> <li>11. ISLO 11 (Problem-Solving and Critical Thinking Skills)</li> </ol>	<p><i>On the exit survey instrument, at least 80% of graduating class will indicate that they agree or strongly agree on various items linked with the intended students learning outcomes.</i></p>
<p><b>Alumni Survey</b></p>	<p><i>On the alumni survey instrument, at least 80% of alumni will indicate “Yes” to the question : “Are you employed in an area related to your</i></p>

1. ISLO 9(Entrepreneurship&Employablity)

*specialization?"*

**Learning Assessment Results: *Name of Program 1***

**Summary of Results from Implementing Direct Measures of Student Learning:**

**Comprehensive Exam (Percentage of students score 50% and above in each section which is directly mapped to specific ISLOs to achieve the specific competency/Graduate Attribute.)**

- ISLO 1 (Management Knowledge): 37%
- ISLO 2 (Research competency) : 19%
- ISLO 3 (IT Skills): 13%
- ISLO 4 (Problem-Solving and Critical Thinking Skills) :11%
- ISLO 7 (Global Outlook) : 30%
- ISLO 8 (Ethical Behaviour): 22%
- ISLO 9 (Entrepreneurship&Employablity): 56%
- ISLO 10 (Life-Long Learning): 17%
- ISLO 11 (Problem-Solving and Critical Thinking Skills): 19%
- ISLO 12 (IT Skills): 13%

**Scoring Rubrics**

- ISLO 5(Communication Skills): 66%
- ISLO 6(Behavioural Skill): 83%
- ISLO 7(Global Outlook) : 85%

**Summary of Results from Implementing Indirect Measures of Student Learning:**

**Exit Survey: Percentage of students indicated that they agree or strongly agree on various parameters linked with the intended students learning outcomes**

- ISLO 1(Management Knowledge): 100%
- ISLO 2(Research competency) : 100%
- ISLO 3(IT Skills): 98%
- ISLO 4(Problem-Solving and Critical Thinking Skills): 100%
- ISLO 5( Communication Skills): 100%
- ISLO 6(Behavioural Skill): 100%
- ISLO 7(Global Outlook): 100%
- ISLO 8(Ethical Behaviour): 98%
- ISLO 9(Entrepreneurship&Employablity): 98%
- ISLO 10(Life-Long Learning): 98%



**Alumni Survey: 86% of the students agreed that they have progressed in the relevant area of business studies.**

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	<i>Comprehensive Exam</i>	<i>Scoring Rubrics</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Exit Survey</i>	<i>Alumni Survey</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Demonstrate a strong base of general management and build strong pillars over it in a particular area of specialization (Marketing, Finance, I.T., H.R.M, and Entrepreneurship). Develop an ability to integrate knowledge of one area into other and understand management as a comprehensive concept	Not Met	NA			Met	NA		
2. Develop an eye to look out for changes, opportunities and threats in the business environment. Demonstrate ability to use various tools and techniques of research methodology to convert threats into opportunities and weaknesses into strengths.	Not Met	NA			Met	NA		
3. Critically analyze, evaluate and synthesize data into information relevant to taking business decisions. Improve the value delivery process.	Not Met	NA			Met	NA		
4. Develop skill and expertise in problem solving. Gain experience in dealing with diverse business situations. Apply requisite research tools and techniques to solve business problems.	Not Met	NA			Met	NA		
5. Develop interpersonal skills and high degree of verbal non – verbal and written communication. Demonstrate business etiquettes. Interpret and apply principles of cross cultural difference in	NA	Not Met			Met	NA		

communication.								
6. Develop highest order of behavioral and interpersonal skills. Demonstrate initiative and lead by example. Practice effectively both as an individual and as a team member.	NA	Met			Met	NA		
7 - Recognize and identify diversity in cultures. Show sensitivity to various cultural and environmental issues and demonstrate traits of global business practitioner.	Not Met	Met			Met	NA		
8. Apply ethical business practices to show case highest level of commitment to professional code of conduct in the arena of business management.	Not met	NA			Met	NA		
9. Acquire all the necessary skill set to be a manager. Practice creativity. Analyse risks and explore opportunities to create new business propositions. Develop idea generation skills, risk taking ability and ability to convert ideas into business ventures.	Not Met	NA			Met	Met		
10. Recognize the need for and have preparation and ability to engage in life long learning in the domain of business management.	Not Met	NA			Met	NA		
11. Assess business environment. Evaluate competitive frame of reference. Determine strategies to overcome challenges.	Not met	NA			Met	NA		

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

**Strategic Action Plan:** It has been observed that number of students are not meeting the 'direct measure (Comprehensive Exam)' required criterion, though meeting the indirect measure. Therefore, Outcome Assessment Committee needs to relook the level of difficulty at the Comprehensive Exam level in consultation with Programme Review Committee (PRC). Further, PRC need to relook at ISLOs and appropriate measures of Outcome Assessment.

*1. ISLO 1 (Management Knowledge): The performance target for this program ISLO dealing with knowledge of the functional areas of specialization Marketing, Finance, I.T., H.R.M, and Entrepreneurship was not met on the comprehensive examination. Faculty of ABS is advised to review the teaching pedagogy and explain/demonstrate concepts in more depth through practical examples.*

*2. ISLO 2 (Research Competency): The performance target for this program ISLO dealing with research competency area was not met on the*

*comprehensive examination. Faculty of ABS is advised to help students in understanding problems and conducting research.*

*3.ISLO 3 ( IT skills) The performance target for this program ISLO dealing with IT skills was not met on the comprehensive examination. Faculty of ABS is advised to hone these skills and give assignments and presentations to develop IT skills.*

*4.ISLO 4 (Problem solving and Critical Thinking Skills) The performance target for this program ISLO dealing with problem solving and critical thinking skills was not met on the comprehensive examination. Faculty of ABS is advised to expose students to real business situations and discuss business cases.*

*7.ISLO 7(Global Outlook) The performance target for this ISLO dealing with global outlook was not met on the comprehensive examination. Faculty of ABS is advised expose students to international business environment and situation.*

*8.ISLO 8(Ethical Behaviour) The performance target for this program ISLO dealing with ethical behaviour was not met on the comprehensive examination. Faculty of ABS is advised to concentrate and help students to distinguish between ethical and unethical behavior.*

*9.ISLO 9(Entrepreneurship & Employability) The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the comprehensive examination. Faculty of ABS is advised to develop entrepreneurial skills and encourage novel and creative ideas.Also provide opportunitiesfor learnings to increase their employability.*

*10.ISLO 10(Life Long Learnings) The performance target for this program ISLO dealing with life long learnings was not met on the comprehensive examination. Faculty of ABS is advised to create an environment by assigning real life projects and assignments..*

*11.ISLO 5 ( Communication Skills) The performance target for this program ISLO dealing communication skills was not met on the scoring rubrics . Faculty of communication is advised to improve verbal and written abilities of the students.*

## Bachelor of Commerce-Honours (B.Com – H)

Student Learning Assessment for: <i>B.Com. (H)</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
1. <i>Program Learning Outcome 1</i> - The student will be able to exhibit creativity, independent thinking, generate new business ideas, plans, strategies etc. to respond effectively to various business scenarios.	
2. <i>Program Learning Outcome 2</i> - The student will be able to apply managerial skills, communicate proficiently in oral, written presentation and listening skills in global environment.	
3. <i>Program Learning Outcome 3</i> - The student will be able to exhibit management, team building & leadership skills to encourage individual thinking to become a successful accounting and finance professional.	
4. <i>Program Learning Outcome 4</i> - Student will be able to understand global trade, tax and legal issues in order to recognize opportunities worldwide by applying different forms of communication in cultural diversity	
5. <i>Program Learning Outcome 5</i> - The student will be able to exhibit ethical values & considerations in accounts, finance, investment dealings and decisions.	
6. <i>Program Learning Outcome 6</i> - The student will be able to demonstrate an in-depth knowledge of accounting, finance, auditing, management and learn to apply the concepts, theories, techniques, regulation & advancements in the field of accounting & finance in national & international business environment.	
7. <i>Program Learning Outcome 7</i> - The student will be able to comprehend the basic concepts of mathematical, statistical and research tools using data analysis / financial models and computerized accounting system.	
8. <i>Program Learning Outcome 8</i> -The student will be able to understand the usage & application of digital tools and comprehend financial networks in competitive business environment.	
9. <i>Program Learning Outcome 9</i> - The student will be able to develop large and small profit and non-profit organization by setting high standards and enhance skills for commercial and financial management.	
10. <i>Program Learning Outcome 10</i> - The student will be able to understand the significance of learning, self-initiative and self-directedness to recognize the need for life-long learning for productive employment.	
11. <i>Program Learning Outcome 11</i> - Student will be able to demonstrate rigorous and independent thinking and encourage participatory decision making in teams.	
12. <i>Program Learning Outcome 12</i> - Student will be able to understand the importance of networks in competitive business.	
<b>Assessment Instruments for Intended Student Learning Outcomes—</b>	<b>Performance Objectives (Targets/Criteria)for Direct Measures:</b>

Direct Measures of Student Learning:	
<p><b>1. Comprehensive Exams</b></p> <p>ISLO 1: Management Knowledge</p> <p>ISLO 3: Problem Solving and critical thinking skills</p> <p>ISLO 4: Global Outlook</p> <p>ISLO 5: Ethical Behaviour</p> <p>ISLO 6: Lifelong Learning</p> <p>ISLO 7: Research Competency</p> <p>ISLO 8: IT Skills</p> <p>ISLO 9: Entrepreneurship and Employability</p> <p>ISLO 10: Lifelong Learning</p>	<p><i>In comprehensive examination at least 80% of students will attain 50% and above score in each section which is directly mapped to specific ISLOs to achieve the competency.</i></p>
<p><b>2. Scoring Rubrics</b></p> <p>ISLO2: Business Communication</p> <p>ISLO 4: Global Outlook</p> <p>ISLO 12: Behavioral Skills</p>	<p><i>Utilizing a scoring rubric at least 80% of students shall achieve the competency with 50% score in each section mapped with the specific Intended Student Learning Outcomes.</i></p>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria)for Indirect Measures:
<p><b>Student Exit Survey</b></p> <p>ISLO 1: Management Knowledge</p> <p>ISLO2: Business Communication</p> <p>ISLO 3: Problem Solving and critical thinking skills</p> <p>ISLO 4: Global Outlook</p> <p>ISLO 5: Ethical Behaviour</p> <p>ISLO 6: Lifelong Learning</p> <p>ISLO 7: Research Competency</p> <p>ISLO 8: IT Skills</p> <p>ISLO 9: Entrepreneurship and Employability</p> <p>ISLO 10: Lifelong Learning</p> <p>ISLO 11: Problem Solving and critical thinking skills</p>	<p><i>On the exit survey instrument, at least 80% of graduating class will indicate that they agree or strongly agree on various items linked with the intended students learning outcomes.</i></p>

ISLO 12: Behavioral Skills	
13. Alumni Survey ISLO 9: Entrepreneurship and Employability	<i>On the alumni survey instrument, at least 80% of alumni will indicate “Yes” to the question : “Are you employed in an area related to your specialization?”</i>
<b>Learning Assessment Results:Name of Program 1</b>	
<b>Summary of Results from Implementing Direct Measures of Student Learning:</b>	
<p><b>Comprehensive Exam (Percentage of students score 50% and above in each section which is directly mapped to specific ISLOs to achieve the competency.)</b></p> <ol style="list-style-type: none"> <li>1. ISLO 1: Management Knowledge : 64%</li> <li>2. ISLO 3: Problem Solving and critical thinking skills: 57%</li> <li>3. ISLO 4: Global Outlook : 70%</li> <li>4. ISLO 5: Ethical Behaviour: 39%</li> <li>5. ISLO 6: Lifelong Learning: 39%</li> <li>6. ISLO 7: Research Competency: 51%</li> <li>7. ISLO 8: IT Skills: 87%</li> <li>8. ISLO 9: Entrepreneurship and Employability: 63%</li> <li>9. ISLO 10: Lifelong Learning: 39%</li> <li>10. ISLO 11: Problem Solving and critical thinking skills : 57%</li> </ol>	
<p><b>Scoring Rubrics.</b></p> <ol style="list-style-type: none"> <li>1. ISLO2: Business Communication: 91%</li> <li>2. ISLO 4: Global Outlook : 90%</li> <li>3. ISLO 12: Behavioral Skills : 86%</li> </ol>	
<b>Summary of Results from Implementing Indirect Measures of Student Learning:</b>	
<p><b>Student Exit Survey</b></p> <p>ISLO 1: Management Knowledge : 100%</p> <p>ISLO 2: Business Communication: 100%</p> <p>ISLO 3: Problem Solving and critical thinking skills: 100%</p> <p>ISLO 4: Global Outlook: 100%</p>	

ISLO 5: Ethical Behaviour : 100%

ISLO 6: Lifelong Learning: 100%

ISLO 7: Research Competency: 100%

ISLO 8: IT Skills: 100%

ISLO 9: Entrepreneurship and Employability: 100%

ISLO 10: Lifelong Learning: 100%

**Alumni Survey**

ISLO 9: Entrepreneurship and Employability : 92%

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	<i>Comprehensive exam</i>	<i>Scoring Rubrics</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Exit survey Measure 1</i>	<i>Alumni Survey</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
The student will able to exhibit creativity, independent thinking, generate new business ideas, plans, strategies etc. to respond effectively to various business scenarios.	Not Met	NA			Met	Met		
The student will be able to apply managerial skills, communicate proficiently in oral, written presentation and listening skills in global environment.	NA	Met			Met	Met		
The student will able to exhibit management, team building & leadership skills to encourage individual thinking to become a successful accounting and finance professional.	Not Met	NA			Met	Met		

<i>Program Learning Outcome 4 - Student will be able to understand global trade, tax and legal issues in order to recognize opportunities worldwide by applying different forms of communication in cultural diversity</i>	NA	Met			Met	Met		
The student will able to exhibit ethical values & considerations in accounts, finance, investment dealings and decisions.	Not Met	NA			Met	Met		
The student will able to demonstrate an in-depth knowledge of accounting, finance, auditing, management and learn to apply the concepts, theories, techniques, regulation & advancements in the field of accounting & finance in national & international business environment.	Not Met	NA			Met	Met		
The student will be able to comprehend the basic concepts of mathematical, statistical and research tools using data analysis / financial models and computerized accounting system.	Not Met	NA			Met	Met		
The student will able to understand the usage & application of digital tools and comprehend financial networks in competitive business environment.	Met	NA			Met	Met		
The student will be able to develop large and small profit and non-profit organization by setting high standards and enhance skills for commercial and financial management.	Not Met	NA			Met	Met		
The student will able to understand	Not Met	NA			Met	Met		



the significance of learning, self-initiative and self-directedness to recognize the need for life-long learning for productive employment.								
Student will be able to demonstrate rigorous and independent thinking and encourage participatory decision making in teams.	Not Met	NA			Met	Met		
Student will be able to understand the importance of networks in competitive business.	NA	Met			Met	Met		

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

**Strategic Action Plan:** It has been observed that number of students are not meeting the ‘direct measure (Comprehensive Exam)’ required criterion, though meeting the indirect measure. Therefore, Outcome Assessment Committee needs to relook the level of difficulty at the Comprehensive Exam level in consultation with Programme Review Committee (PRC). Further, PRC need to relook at ISLOs and appropriate measures of Outcome Assessment.

ISLO 1( Management Knowledge) : *The performance target for this program ISLO dealing with knowledge of the functional areas of business was not met on the comprehensive examination. Faculty of ABS is advised to review the teaching pedagogy and discuss Management basic concepts in more depth supporting with examples.*

ISLO 3 (Problem Solving and critical thinking skills): *The performance target for this program ISLO dealing with problem solving and critical thinking skills was not met on the comprehensive examination. Faculty of ABS is advised to expose students to real business issues in and discuss business cases to hone the critical thinking skills.*

ISLO 4 (Global Outlook): *The performance target for this program ISLO dealing with global outlook was not met on the comprehensive examination. Faculty of ABS is advised expose students to international business environment and situation.*

ISLO 5: (Ethical Behaviour): *The performance target for this program ISLO dealing with ethical behaviour was not met on the comprehensive examination. Faculty of ABS is advised to concentrate and help students to distinguish between ethical and unethical behavior and exhibit high standards of values.*

ISLO 6 (Lifelong Learning) : *The performance target for this program ISLO dealing with life long learnings was not met on the comprehensive examination. Faculty of ABS is advised to create an environment by assigning real life projects and assignments.*

ISLO 7 (Research Competency): *The performance target for this program ISLO dealing with research competency area was not met on the comprehensive examination. Faculty of ABS is advised to help students in developing research problems and conducting research in management and research issues.*

ISLO 9 (Entrepreneurship and Employability): *The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the comprehensive examination. Faculty of ABS is advised to develop entrepreneurial skills and encourage novel and creative ideas. Also provide opportunities for learnings to increase their employability.*

ISLO 10 (Lifelong Learning): *The performance target for this program ISLO dealing with life long learnings was not met on the comprehensive examination. Faculty of ABS is advised to create an environment by assigning real life projects and assignments.*

## Masters of Business Administration (MBA)

Student Learning Assessment for: <i>MBA (G)</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
14. <i>Program Learning Outcome 1</i> - Student shall be able to define, summarize concepts in Management and apply it in multi-disciplinary context, and be able to describe & critically analyse management problems in volatile business environment.	
15. <i>Program Learning Outcome 2</i> - Student shall have ability to acquire & evaluate new knowledge through Business research methods, have ability to identify, define, investigate, and solve critical business issues, analyse data/information and interpret results for driving optimum solutions.	
16. <i>Program Learning Outcome 3</i> - Student shall able to use various IT tools and technologies for data processing and analysis.	
17. <i>Program Learning Outcome 4</i> - Student shall able to critically think and apply range of strategies for solving a problem and decision making.	
18. <i>Program Learning Outcome 5</i> - Student shall be able to communicate proficiently in oral, written, presentation, information searching and shall have listening skills in the management profession in global/cross cultural environment.	
19. <i>Program Learning Outcome 6</i> - Student shall develop range of Leadership skills and shall demonstrate excellent interpersonal skills, understanding of group dynamics and effective Teamwork, including an awareness of personal strengths and limitations.	
20. <i>Program Learning Outcome 7</i> - Student shall be able to understand global issues from different perspectives, recognize the opportunities that the wider world offers, be able to learn from and respect different cultures, and be able to apply different forms of communication in different cultural settings.	
21. <i>Program Learning Outcome 8</i> - Student shall able to understand and practice the highest standards of ethical behaviour associated with their management profession.	
22. <i>Program Learning Outcome 9</i> - Student shall able to find opportunities to improve the business value chain as an entrepreneur and shall develop and display basic business acumen & business skills.	
23. <i>Program Learning Outcome 10</i> - Student shall be competent to acquire knowledge on one's own through Newspapers/ Business Magazines/ Library/ Databases/ Internet for knowledge assimilation, creation, dissemination for life-long learning.	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
<b>Comprehensive Exam</b> 1. 1.ISLO 1(Management Knowledge)	<i>In comprehensive examination at least 80% of students will attain 50% and above score in each section which is directly mapped to specific ISLOs to achieve the competency.</i>

<ol style="list-style-type: none"> <li>2. ISLO 2(Research competency)</li> <li>3. ISLO 3(IT Skills)</li> <li>4. ISLO 4(Problem-Solving and Critical Thinking Skills)</li> <li>5. ISLO 7(Global Outlook)</li> <li>6. ISLO 8(Ethical Behaviour)</li> <li>7. ISLO 9(Entrepreneurship&amp;Employablity)</li> <li>8. ISLO 10(Life-Long Learning)</li> </ol>	
<p><b>Scoring Rubrics</b></p> <p>ISLO 2(Research competency)</p> <p>ISLO 5 ( Business Communication)</p> <p>ISLO 6 ( Behavioural Skills)</p> <p><i>ISLO 7(Global Outlook)</i></p>	<p><i>Utilizing a scoring rubric at least 80% of students shall achieve the competency with 50% score in each section mapped with the specific Intended Student Learning Outcomes.</i></p>
<p><b>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b></p>	<p><b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b></p>
<p><b>Student Exit Survey</b></p> <ol style="list-style-type: none"> <li>1. ISLO 1(Management Knowledge): 97%</li> <li>2. ISLO 2(Research competency): 94%</li> <li>3. ISLO 3(IT Skills): 90%</li> <li>4. ISLO 4(Problem-Solving and Critical Thinking Skills): 94%</li> <li>5. ISLO 5(Business Communication): 94%</li> <li>6. ISLO 6(Behavioural Skill): 94%</li> <li>7. ISLO 7(Global Outlook): 94%</li> <li>8. ISLO 8(Ethical Behaviour): 94%</li> <li>9. ISLO 9(Entrepreneurship&amp;Employablity): 94%</li> <li>10. ISLO 10(Life-Long Learning): 90%</li> </ol>	<p><i>On the exit survey instrument, at least 80% of graduating class will indicate that they agree or strongly agree on various items linked with the intended students learning outcomes.</i></p>

Alumni Survey ISLO 9(Entrepreneurship&Employability): 94%	On the alumni survey instrument, at least 80% of alumni will indicate “Yes” to the question #5: “Are you employed in an area related to your MBA specialization?”
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**Learning Assessment Results: *Name of Program 1***

**Summary of Results from Implementing Direct Measures of Student Learning:**

**Comprehensive Exam** (Percentage of students score 50% and above in each section which is directly mapped to specific ISLOs to achieve the competency.)

1. ISLO 1(Management Knowledge): 44%
2. ISLO 2(Research competency): 9%
3. ISLO 3(IT Skills): 31%
4. ISLO 4(Problem-Solving and Critical Thinking Skills): 6%
5. ISLO 7(Global Outlook): 28%
6. ISLO 8(Ethical Behaviour): 19%
7. ISLO 9(Entrepreneurship&Employability): 47%
8. ISLO 10(Life-Long Learning): 16%

**Scoring Rubrics**

- 1..ISLO 5 ( Business Communication):97%
- 2.ISLO 6 ( Behavioural Skills): 88%
- 3.ISLO 7(Global Outlook): 85%

**Summary of Results from Implementing Indirect Measures of Student Learning:**

**Student Exit Survey**

1. ISLO 1(Management Knowledge)
2. ISLO 2(Research competency)
3. ISLO 3(IT Skills)
4. ISLO 4(Problem-Solving and Critical Thinking Skills)
5. ISLO 5(Business Communication)
6. ISLO 6(Behavioural Skill)
7. ISLO 7(Global Outlook)
8. ISLO 8(Ethical Behaviour)
9. ISLO 9(Entrepreneurship&Employability)
10. ISLO 10(Life-Long Learning)

**Alumni Survey**

ISLO 9(Entrepreneurship&Employability)

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	<i>Comprehensive Exam</i>	<i>Scoring Rubrics</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Exit Survey</i>	<i>Alumni Survey</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was 80%	Performance Target Was 80%	Performance Target Was...	Performance Target Was...	Performance Target Was 80%	Performance Target Was 80%	Performance Target Was...	Performance Target Was...
1. Student shall be able to define, summarize concepts in Management and apply it in multi-disciplinary context, and be able to describe & critically analyse management problems in volatile business environment.	Not Met	NA			Met	NA		
2. Student shall have ability to acquire & evaluate new knowledge through Business research methods, have ability to identify, define, investigate, and solve critical business issues, analyse data/information and interpret results for driving optimum solutions.	Not Met	NA			Met	NA		
3. Student shall able to use various IT tools and technologies for data processing and analysis.	Not Met	NA			Met	NA		
4. Student shall able to critically think and apply range of strategies for solving a problem and decision making.	Not Met	NA			Met	NA		
5. Student shall be able to	NA	Met			Met	NA		

communicate proficiently in oral, written, presentation, information searching and shall have listening skills in the management profession in global/cross cultural environment.								
6. Student shall develop range of Leadership skills and shall demonstrate excellent interpersonal skills, understanding of group dynamics and effective Teamwork, including an awareness of personal strengths and limitations.	NA	Met			Met	NA		
7. Student shall be able to understand global issues from different perspectives, recognize the opportunities that the wider world offers, be able to learn from and respect different cultures, and be able to apply different forms of communication in different cultural settings.	Not Met	Met			Met	NA		
8. Student shall able to understand and practice the highest standards of ethical behaviour associated with their management profession.	Not Met	NA			Met	NA		
9. Student shall able to find opportunities to improve the business value chain as an entrepreneur and shall develop and display basic business acumen & business skills.	Not Met	NA			Met	Met		
10. Student shall be competent to	Not Met	NA			Met	NA		

acquire knowledge on one's own through Newspapers/ Business Magazines/ Library/ Databases/ Internet for knowledge assimilation, creation, dissemination for life-long learning.								
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**Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:**

**Strategic Action Plan:** It has been observed that number of students are not meeting the 'direct measure (Comprehensive Exam)' required criterion, though meeting the indirect measure. Therefore, Outcome Assessment Committee needs to relook the level of difficulty at the Comprehensive Exam level in consultation with Programme Review Committee (PRC). Further, PRC need to relook at ISLOs and appropriate measures of Outcome Assessment.

1. *ISLO 1 (Management Knowledge): The performance target for this program ISLO dealing with knowledge of the functional areas of business was not met on the comprehensive examination. Faculty of ABS is advised to review the teaching pedagogy and discuss management concepts in more depth*
2. *ISLO 2 (Research Competency): The performance target for this program ISLO dealing with research competency area was not met on the comprehensive examination. Faculty of ABS is advised to help students in developing research problems and conducting research.*
3. *ISLO 3 ( IT skills) The performance target for this program ISLO dealing with IT skills was not met on the comprehensive examination. Faculty of ABS is advised to hone these skills and give assignments and presentations to develop IT skills.*
4. *ISLO 4 (Problem solving and Critical Thinking Skills) The performance target for this program ISLO dealing with problem solving and critical thinking skills was not met on the comprehensive examination. Faculty of ABS is advised to expose students to real business situations and discuss business cases.*
5. *ISLO 7(Global Outlook) The performance target for this program ISLO dealing with global outlook was not met on the comprehensive examination. Faculty of ABS is advised expose students to international business environment and situation.*
6. *ISLO 8(Ethical Behaviour) The performance target for this program ISLO dealing with ethical behaviour was not met on the comprehensive examination. Faculty of ABS is advised to concentrate and help students to distinguish between ethical and unethical behavior.*
7. *ISLO 9(Entrepreneurship & Employability) The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the comprehensive examination. Faculty of ABS is advised to develop entrepreneurial skills and encourage novel and creative ideas. Also provide opportunities for learnings to increase their employability.*
8. *ISLO 10(Life Long Learnings) The performance target for this program ISLO dealing with life long learnings was not met on the comprehensive examination. Faculty of ABS is advised to create an environment by assigning real life projects and assignments..*



<b>Student Learning Assessment for: MBA (HR)</b>	
<b>Program Intended Student Learning Outcomes (Program ISLOs)</b>	
1. <i>Program Learning Outcome 1</i> - Student will be able to be intellectually curious, open to new ideas in the area of HRM and able to sustain intellectual interest. To understand the linkage of HR Strategy, HR activities, programs and policies	
2. <i>Program Learning Outcome 2</i> - Student will be able to acquire and evaluate knowledge in HR Discipline through independent research. Able to identify the cause-effect variables in defining work related behaviours. Able to interpret findings and provide solutions to increase employee performance and productivity.	
3. <i>Program Learning Outcome 3</i> - Student will be able to recognize pertinent Human Capital and business information needs, use appropriate technologies and methodologies to locate access and use information.	
4. <i>Program Learning Outcome 4</i> - Student will be able to respond effectively to unfamiliar problems in unfamiliar Business contexts; to take initiative and act resiliently in meeting challenging business discussions, able to encourage participatory decision making.	
5. <i>Program Learning Outcome 5</i> - Student will be able to possess a high standard of oral, visual and written communication skills, demonstrate skills in drafting letters/ emails, be polite and sensible in listening to others.	
6. <i>Program Learning Outcome 6</i> - Student will be able to demonstrate confidence in work, imitativeness , be reliable, enthusiastic, pro-active and a team player	
7. <i>Program Learning Outcome 7</i> - Student will be able to work effectively in diverse communities. Evaluate Cultural diversity to benefit business growth. Formulate multiple HR strategies for diverse employee groups.	
8. <i>Program Learning Outcome 8</i> - Student will be able to Strive for justice, equality, honesty, and integrity in all personal and professional pursuits. Able to understand how businesses and professionals work, and conduct in a manner that is socially responsible and respectful.	
9. <i>Program Learning Outcome 9</i> - Student will be able to innovate, plan and organize HR Practices that contributes to productive outcomes. Demonstrate self management skills that contribute to employee satisfaction and growth	
10. <i>Program Learning Outcome 10</i> - Student will be able to be independent learners who take responsibility for their own learning; set appropriate goals for ongoing intellectual and professional development, and evaluate their own performance effectively.	
<b>Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Direct Measures:</b>
<b>Comprehensive Exam</b>  ISLO 1: Management Knowledge	<i>In comprehensive examination at least 80% of students will attain 50% and above score in each section which is directly mapped to specific ISLOs to achieve the competency.</i>

<p>ISLO 2 : Research Competency</p> <p>ISLO 3: IT Skills</p> <p>ISLO 4: Ethical Behaviour</p> <p>ISLO 7 : Global Outlook</p> <p>ISLO 8: Ethical Behavioiur</p> <p>ISLO 9: Entrepreneurship and Employability</p> <p>ISLO 10: Life-Long Learning</p>	
<p><b>Scoring Rubrics</b></p> <p>ISLO 5: Business Communication</p> <p>ISLO 6: Behavioral Skills</p> <p>ISLO 7: Global Outlook</p>	<p><i>Utilizing a scoring rubric at least 80% of students shall achieve the competency with 50% score in each section mapped with the specific Intended Student Learning Outcomes.</i></p>
<p><b>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b></p>	<p><b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b></p>
<p><b>Student Exit Survey</b></p> <p>ISLO 1: Management Knowledge</p> <p>ISLO2: Business Communication</p> <p>ISLO 3: Problem Solving and critical thinking skills</p> <p>ISLO 4: Global Outlook</p> <p>ISLO 5: Ethical Behaviour</p> <p>ISLO 6: Lifelong Learning</p> <p>ISLO 7: Research Competency</p> <p>ISLO 8: IT Skills</p> <p>ISLO 9: Entrepreneurship and Employability</p> <p>ISLO 10: Lifelong Learning</p> <p>ISLO 11: Problem Solving and critical thinking skills</p> <p>ISLO 12: Behavioral Skills</p>	<p><i>On the exit survey instrument, at least 80% of graduating class will indicate that they agree or strongly agree on various items linked with the intended students learning outcomes.</i></p>
<p><b>Alumni Survey</b></p> <p>ISLO 9: Entrepreneurship and Employability</p>	<p><i>On the alumni survey instrument, at least 80% of alumni will indicate “Yes” to the question : “Are you employed in an area related to your</i></p>

specialization?"

**Learning Assessment Results: *Name of Program 1***

**Summary of Results from Implementing Direct Measures of Student Learning:**

**Comprehensive Exam (Percentage of students score 50% and above in each section which is directly mapped to specific ISLOs to achieve the competency.)**

ISLO 1: (Management Knowledge) : 63%

ISLO 2 : (Research Competency) : 42%

ISLO 3: (IT Skills) : 37%

ISLO 4: (Ethical Behaviour): 37%

ISLO 7 : (Global Outlook) : 63%

ISLO 8: (Ethical Behaviour) : 37%

ISLO 9: (Entrepreneurship&Employability) : 32%

ISLO 10: (Life-Long Learning): 63%

**Scoring Rubrics**

ISLO 5: (Business Communication) : 100%

ISLO 6: (Behavioral Skills) : 88%

ISLO 7: (Global Outlook) : 94%

**Summary of Results from Implementing Indirect Measures of Student Learning:**

**Student Exit Survey**

ISLO 1: (Management Knowledge) : 100%

ISLO2: (Business Communication) : 100%

ISLO 3: (Problem Solving and critical thinking skills) : 100%

ISLO 4: Global Outlook) : 100%

ISLO 5: (Ethical Behaviour) : 100%

ISLO 6: (Lifelong Learning) ) : 100%

ISLO 7: (Research Competency) : 100%

ISLO 8: (IT Skills) : 100%  
 ISLO 9: (Entrepreneurship and Employability) : 100%  
 ISLO 10: (Lifelong Learning) : 100%  
 ISLO 11: (Problem Solving and critical thinking skills) : 100%  
 ISLO 12: (Behavioral Skills) : 100%

11. Alumni Survey

ISLO 9: Entrepreneurship and Employability

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
	<i>Comprehensive Exam</i>	<i>Scoring Rubrics</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Exit Survey</i>	<i>Alumni Survey</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Student will able to be intellectually curious, open to new ideas in the area of HRM and able to sustain intellectual interest. To understand the linkage of HR Strategy, HR activities, programs and policies	Not met	NA			Met	NA		
2. Student will able to acquire and evaluate knowledge in HR Discipline through independent research. Able to identify the cause-effect variables in defining work related behaviours. Able to interpret findings and provide solutions to increase employee performance and productivity.	Not met	NA			Met	NA		
3. Student will able to recognize pertinent Human Capital and business information needs, use	Not met	NA			Met	NA		

appropriate technologies and methodologies to locate access and use information.								
4. Student will able to respond effectively to unfamiliar problems in unfamiliar Business contexts; to take initiative and act resiliently in meeting challenging business discussions, able to encourage participatory decision making.	Not met	NA			Met	NA		
5. Student will able to possess a high standard of oral, visual and written communication skills, demonstrate skills in drafting letters/ emails, be polite and sensible in listening to others.	NA	Met			Met	NA		
6. Student will able to demonstrate confidence in work, imitativeness, be reliable, enthusiastic, proactive and a team player	NA	Met			Met	NA		
7. Student will able to work effectively in diverse communities. Evaluate Cultural diversity to benefit business growth. Formulate multiple HR strategies for diverse employee groups.	Not met	Met			Met	NA		
8. Student will able to Strive for justice, equality, honesty, and integrity in all personal and professional pursuits. Able to understand how businesses and professionals work, and conduct in a manner that is socially	Not met	NA			Met	NA		

responsible and respectful.								
9. Student will able to innovate, plan and organize HR Practices that contributes to productive outcomes. Demonstrate self management skills that contribute to employee satisfaction and growth	Not met	NA			Met	Met		
10. Student will able to be independent learners who take responsibility for their own learning; set appropriate goals for ongoing intellectual and professional development, and evaluate their own performance effectively.	Not met	NA			Met	NA		

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

**Strategic Action Plan:** It has been observed that number of students are not meeting the ‘direct measure (Comprehensive Exam)’ required criterion, though meeting the indirect measure. Therefore, Outcome Assessment Committee needs to relook the level of difficulty at the Comprehensive Exam level in consultation with Programme Review Committee (PRC). Further, PRC need to relook at ISLOs and appropriate measures of Outcome Assessment.

1. *ISLO 1 (Management Knowledge): The performance target for this program ISLO dealing with knowledge of the functional areas of business was not met on the comprehensive examination. Faculty of ABS is advised to review the teaching pedagogy and discuss HR concepts in more depth.*
2. *ISLO 2 (Research Competency): The performance target for this program ISLO dealing with research competency area was not met on the comprehensive examination. Faculty of ABS is advised to help students in developing research problems and conducting research in Hr area.*
3. *ISLO 3 ( IT skills) The performance target for this program ISLO dealing with IT skills was not met on the comprehensive examination. Faculty of ABS is advised to hone these skills and give assignments and presentation s to developIT skills.*
4. *ISLO 4 (Problem solving and Critical Thinking Skills) The performance target for this program ISLO dealing with problem solving and critical thinking skills was not met on the comprehensive examination. Faculty of ABS is advised to expose students to real Hr issues in and discuss business cases.*
7. *ISLO 7(Global Outlook) The performance target for this program ISLO dealing with global outlook was not met on the comprehensive*

*examination. Faculty of ABS is advised expose students to international Hr environment and situation.*

- 8. ISLO 8(Ethical Behaviour) The performance target for this program ISLO dealing with ethical behaviour was not met on the comprehensive examination. Faculty of ABS is advised to concentrate and help students to distinguish between ethical and unethical behaviorand exhibit high standards of values.*
- 9. ISLO 9(Entrepreneurship & Employability) The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the comprehensive examination. Faculty of ABS is advised to develop entrepreneurial skills and encourage novel and creative ideas.Also provide opportunitiesfor learnings to increase their employability.*
- 10. ISLO 10(Life Long Learnings) The performance target for this program ISLO dealing with life long learnings was not met on the comprehensive examination. Faculty of ABS is advised to create an environment by assigning real life projects and assignments.*

## MBA Marketing and Sales

Student Learning Assessment for: <i>MBA (M&amp;S)</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
1.	<i>Program Learning Outcome 1</i> - Student will able to demonstrate marketing & selling skills. To acquire sound knowledge of Marketing strategies and consumer behaviour, apply conceptual knowledge in finding practical solutions for competing and increasing market sales
2.	<i>Program Learning Outcome 2</i> - Student will able to Effectively conduct primary research to evaluate a potential market opportunity and articulate marketing and branding strategies. Ability to collect, analyze and interpret marketing data and information for driving optimum solutions related to consumer trends, advertising etc.
3.	<i>Program Learning Outcome 3</i> - Student will able to retrieve important demographic/psychographic information from web, to use information in critical and creative thinking, Proficiency in the appropriate use of contemporary technologies.
4.	<i>Program Learning Outcome 4</i> - Ability to apply existing skills and knowledge to identify and formulate new problems; Ability to develop inventive and creative solutions useful for marketing, branding and advertising, demonstrating flexibility and resourcefulness; Ability to identify and take serendipitous advantage of market opportunities.
5.	<i>Program Learning Outcome 5</i> - Communicate proficiently, in oral, written, presentation, information searching and listening skills to increase the brand value in the market. Be assertive and articulate, be able to negotiate responsibly and persuade customers effectively.
6.	<i>Program Learning Outcome 6</i> - Ability to maintain assertiveness, Capacity to interact and collaborate with customers and marketing teams effectively, and demonstrate business development skills in culturally diverse contexts.
7.	<i>Program Learning Outcome 7</i> - Ability to maintain assertiveness, Capacity to interact and collaborate with customers and marketing teams effectively, and demonstrate business development skills in Understand different cultures and sustainability while developing marketing / branding strategies. Embrace business opportunities offered across globe and accept different ways of working.
8.	<i>Program Learning Outcome 8</i> - To understand how their actions can enhance the wellbeing of theirs and will be equipped to make a valuable contribution to society by practicing code of ethics
9.	<i>Program Learning Outcome 9</i> - Student will able to apply existing skills and knowledge to identify and formulate new problems; develop inventive and creative solutions useful for marketing, branding and advertising, demonstrating flexibility and resourcefulness; identify and take serendipitous advantage of market opportunities; able to apply decision making methodologies, display commitment to professional development and a willingness to listen and respond to constructive feedback for enhancing participatory decision making among marketing teams.
10.	<i>Program Learning Outcome 10</i> - Student will able to act with integrity, set themselves high standards and have skills that are essential to their future lifelong learning.



Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
<p><b>Comprehensive Exam</b></p> <ol style="list-style-type: none"> <li>1. ISLO 1(Management Knowledge)</li> <li>2. ISLO 2(Research competency)</li> <li>3. ISLO 3(IT Skills)</li> <li>4. ISLO 4(Problem-Solving and Critical Thinking Skills)</li> <li>5. ISLO 7(Global Outlook)</li> <li>6. ISLO 8(Ethical Behaviour)</li> <li>7. ISLO 9(Entrepreneurship&amp;Employablity)</li> <li>8. ISLO 10(Life-Long Learning)</li> </ol>	<p>In comprehensive examination at least 80% of students will attain 50% and above score in each section which is directly mapped to specific ISLOs to achieve the competency.</p>
<p><b>Scoring Rubrics</b></p> <ol style="list-style-type: none"> <li>3. ISLO 5(Business Communication)</li> <li>4. ISLO 6(Behavioural Skill)</li> <li>5. ISLO 7(Global Outlook)</li> </ol>	<p>Utilizing a scoring rubric at least 80% of students shall achieve the competency with 50% score in each section mapped with the specific Intended Student Learning Outcomes.</p>
Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Indirect Measures:
<p><b>Student Exit Survey</b></p> <ol style="list-style-type: none"> <li>1. ISLO 1(Management Knowledge)</li> <li>2. ISLO 2(Research competency)</li> <li>3. ISLO 3(IT Skills)</li> <li>4. ISLO 4(Problem-Solving and Critical Thinking Skills)</li> <li>5. ISLO 5(Business Communication)</li> <li>6. ISLO 6(Behavioural Skill)</li> <li>7. ISLO 7(Global Outlook)</li> <li>8. ISLO 8(Ethical Behaviour)</li> <li>9. ISLO 9(Entrepreneurship&amp;Employablity)</li> <li>10. ISLO 10(Life-Long Learning)</li> </ol>	<p>On the exit survey instrument, at least 80% of graduating class will indicate that they agree or strongly agree on various items linked with the intended students learning outcomes.</p>
<p><b>Alumni Survey</b></p> <ul style="list-style-type: none"> <li>• ISLO 9(Entrepreneurship&amp;Employablity)</li> </ul>	<p>On the alumni survey instrument, at least 80% of alumni will indicate “Yes” to the question : “Are you employed in an area related to your specialization?”</p>

**Learning Assessment Results: *Name of Program 1***

**Summary of Results from Implementing Direct Measures of Student Learning:**

**Comprehensive Exam (Percentage of students score 50% and above in each section which is directly mapped to specific ISLOs to achieve the competency.)**

- ISLO 1(Management Knowledge) :45%
- ISLO 2(Research competency) : 0%
- ISLO 3(IT Skills): 9%
- ISLO 4(Problem-Solving and Critical Thinking Skills): 9%
- ISLO 7(Global Outlook) : 0%
- ISLO 8(Ethical Behaviour) : 27%
- ISLO 9(Entrepreneurship&Employability): 55%
- ISLO 10(Life-Long Learning) : 9%

**Scoring Rubrics**

- ISLO 5(Business Communication): 91%
- ISLO 6(Behavioural Skill): 91%
- ISLO 7(Global Outlook) : 91%

**Summary of Results from Implementing Indirect Measures of Student Learning:**

**Exit Survey:** *Percentage of students indicated that they agree or strongly agree on various items linked with the intended students learning outcomes*

- ISLO 1(Management Knowledge) : 73%
- ISLO 2(Research competency) : 91%
- ISLO 3(IT Skills): 82%
- ISLO 4(Problem-Solving and Critical Thinking Skills): 82%
- ISLO 5(Business Communication): 73%
- ISLO 6(Behavioural Skill): 91%
- ISLO 7(Global Outlook): 73%
- ISLO 8(Ethical Behaviour): 91%
- ISLO 9(Entrepreneurship&Employability) : 73%
- ISLO 10(Life-Long Learning): 82%

**Alumni Survey:** 83% alumni responded as “Yes” to the question #5: “Are you employed in an area related to your MBA specialization

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
Program ISLOs	<i>Comprehensive Exam</i>	<i>Scoring Rubrics</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Student Exit Survey</i>	<i>Alumni Survey</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1 - Student will able to demonstrate marketing & selling skills. To acquire sound knowledge of Marketing strategies and consumer behaviour, apply conceptual knowledge in finding practical solutions for competing and increasing market sales	Not Met	NA			Not Met	NA		
2 - Student will able to Effectively conduct primary research to evaluate a potential market opportunity and articulate marketing and branding strategies. Ability to collect, analyze and interpret marketing data and information for driving optimum solutions related to consumer trends, advertising etc.	Not Met	N/A				NA		
3- Student will able to retrieve important demographic/psychographic information from web, to use information in critical and creative thinking, Proficiency in the appropriate use of contemporary technologies.	Not Met	NA				NA		
4 - Ability to apply existing skills and knowledge to identify and formulate new problems; Ability to develop inventive and creative solutions useful for marketing, branding and advertising, demonstrating flexibility	Not Met	NA				NA		

and resourcefulness; Ability to identify and take serendipitous advantage of market opportunities.								
5 - Communicate proficiently, in oral, written, presentation, information searching and listening skills to increase the brand value in the market. Be assertive and articulate, be able to negotiate responsibly and persuade customers effectively.	NA	Met			Not Met	NA		
6-Ability to maintain assertiveness, Capacity to interact and collaborate with customers and marketing teams effectively, and demonstrate business development skills in culturally diverse contexts	NA	Met				NA		
7.Ability to maintain assertiveness, Capacity to interact and collaborate with customers and marketing teams effectively, and demonstrate business development skills in Understand different cultures and sustainability while developing marketing / branding strategies. Embrace business opportunities offered across globe and accept different ways of working.	Not Met	Met			Not met	NA		
8. To understand how their actions can enhance the wellbeing of theirs and will be equipped to make a valuable contribution to society by practicing code of ethics	Not Met	NA				NA		
9. - Student will able to apply existing skills and knowledge to identify and formulate new problems; develop	Not Met	NA			Not Met	Met		

<i>inventive and creative solutions useful for marketing, branding and advertising, demonstrating flexibility and resourcefulness; identify and take serendipitous advantage of market opportunities; able to apply decision making methodologies, display commitment to professional development and a willingness to listen and respond to constructive feedback for enhancing participatory decision making among marketing teams</i>								
<i>10. Student will able to act with integrity, set themselves high standards and have skills that are essential to their future lifelong learning.</i>	Not Met	NA				NA		

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

**Strategic Action Plan:** It has been observed that number of students are not meeting the 'direct measure (Comprehensive Exam)' required criterion, though meeting the indirect measure. Therefore, Outcome Assessment Committee needs to relook the level of difficulty at the Comprehensive Exam level in consultation with Programme Review Committee (PRC). Further, PRC need to relook at ISLOs and appropriate measures of Outcome Assessment.

1. *ISLO 1 (Management Knowledge): The performance target for this program ISLO dealing with knowledge of the functional areas of business was not met on the comprehensive examination. Faculty of ABS is advised to review the teaching pedagogy and discuss management concepts in more depth*
2. *ISLO 2 (Research Competency): The performance target for this program ISLO dealing with research competency area was not met on the comprehensive examination. Faculty of ABS is advised to help students in developing research problems and conducting research.*
3. *ISLO 3 (IT skills) The performance target for this program ISLO dealing with IT skills was not met on the comprehensive examination. Faculty of ABS is advised to horne these skills and give assignments and presentation s to developIT skills.*
4. *ISLO 4 (Problem solving and Critical Thinking Skills) The performance target for this program ISLO dealing with problem solving and critical thinking skills was not met on the comprehensive examination. Faculty of ABS is advised to expose students to real business situations and discuss business cases.*
5. *ISLO 7(Global Outlook) The performance target for this program ISLO dealing with global outlook was not met on the comprehensive*

*examination. Faculty of ABS is advised expose students to international business environment and situation.*

*6. ISLO 8(Ethical Behaviour) The performance target for this program ISLO dealing with ethical behavior was not met on the comprehensive examination. Faculty of ABS is advised to concentrate and help students to distinguish between ethical and unethical behavior.*

*7. ISLO 9(Entrepreneurship & Employability) The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the comprehensive examination. Faculty of ABS is advised to develop entrepreneurial skills and encourage novel and creative ideas. Also provide opportunities for learnings to increase their employability.*

*8. ISLO 10(Life Long Learnings) The performance target for this program ISLO dealing with life long learnings was not met on the comprehensive examination. Faculty of ABS is advised to create an environment by assigning real life projects and assignments..*

*9. ISLO 1 ( Management Knowledge ) The performance target for this program ISLO dealing with knowledge of the functional areas of business was not met on the Student Exit Survey. Faculty of ABS is advised to review the teaching pedagogy and discuss management concepts in more depth and provide assignments and real life projects.*

*10. ISLO 5 ( Business Communication) The Faculty of Business Communication is advised to conduct more Practical sessions in terms of pronunciation and vocabulary enhancement. The stress should be more on basic verbal and written business communication.*

*11. ISLO 7(Global Outlook) The performance target for this program ISLO dealing with global outlook was not met on the Exit Survey. Faculty of ABS is advised expose students to international business environment and situation. And discuss more International Case studies.*

*12. ISLO 9(Entrepreneurship & Employability) The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the Exit Survey Faculty of ABS is advised to develop entrepreneurial skills by conducting more workshops and encourage novel and creative ideas. Also provide opportunities for learnings to increase their employability.*

## MBA- International Business

Student Learning Assessment for: <i>MBA (IB)</i>	
Program Intended Student Learning Outcomes (Program ISLOs)	
1. <i>Program Learning Outcome 1</i> - Students shall be able to interpret and analyze various subjects of management domain with special focus in the area of International Business.	
2. <i>Program Learning Outcome 2</i> - Students shall be able to describe and analyse knowledge driven capabilities through extensive research work with a special focus on identification, defining, investigating and solving latent and manifested problems.	
3. <i>Program Learning Outcome 3</i> - Students shall be able to apply technologies appropriately, developing and demonstrating capabilities to process information with the help of IT driven analytics for effective decision making.	
4. <i>Program Learning Outcome 4</i> - Students shall be able to develop ability to identify and formulate strategies to discover apparent and latent problems and finding research driven solutions to address stated and tacit issues.	
5. <i>Program Learning Outcome 5</i> - Students shall be able to compose and practice communicate skills proficiently, in oral, written, presentation, information searching and listening in the management profession in global /cross cultural environment.	
6. <i>Program Learning Outcome 6</i> - Students shall be able to develop range of Leadership skills and shall demonstrate excellent interpersonal skills, understanding of group dynamics and effective teamwork, including an awareness of personal strengths and limitations.	
7. <i>Program Learning Outcome 7</i> - Students shall be able to summarise, Interpret and explain conversations in selected Foreign language for basic social & informal business interactions and to be able to identify and illustrate global issues from different perspectives, Learning from and respecting different cultures.	
8. <i>Program Learning Outcome 8</i> - Students shall be able to describe and analyse knowledge driven capabilities through extensive research work with a special focus on identification, defining, investigating and solving latent and manifested problems.	
9. <i>Program Learning Outcome 9</i> - Students shall be able to create a sustainable business model through creative and innovative thinking.	
10. <i>Program Learning Outcome 10</i> - Students shall be able to develop competency to define, apply and interpret knowledge on one's own, through Newspapers/ Business Magazines/ Library/ Databases/ Internet for knowledge assimilation, creation, dissemination for life-long learning.	
11. <i>Program Learning Outcome 11</i> - develop decision making capabilities and abilities, considering global dynamism and building multiple scenarios	
12. <i>Program Learning Outcome 12</i> - Ability to use Social Networking Skills for business professional use	
Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:	Performance Objectives (Targets/Criteria) for Direct Measures:
6. <i>Comprehensive exam</i>	In comprehensive examination at least 80% of students will attain 50%

<ol style="list-style-type: none"> <li>1. ISLO 1(Management Knowledge)</li> <li>2. ISLO 2(Problem-Solving and Critical Thinking Skills)</li> <li>3. ISLO 3(IT Skills)</li> <li>4. ISLO 4(Research competency)</li> <li>5. ISLO 7(Global Outlook)</li> <li>6. ISLO 8(Research competency)</li> <li>7. ISLO 9(Entrepreneurship&amp;Employablity)</li> <li>8. ISLO 10(Life-Long Learning)</li> <li>9. ISLO 11(Global Outlook)</li> </ol>	<p>and above score in each section which is directly mapped to specific ISLOs to achieve the competency.</p>
<p><b>Scoring Rubrics</b></p> <ol style="list-style-type: none"> <li>1. ISLO 5(Business Communication)</li> <li>2. ISLO 6(Behavioural Skill)</li> <li>3. ISLO 7(Global Outlook)</li> <li>4. ISLO 12(Behavioural Skill)</li> </ol>	<p>Utilizing a scoring rubric at least 80% of students shall achieve the competency with 50% score in each section mapped with the specific Intended Student Learning Outcomes.</p>
<p><b>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b></p>	<p><b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b></p>
<p><b>Student Exit Survey</b></p> <ol style="list-style-type: none"> <li>1. ISLO 1(Management Knowledge)</li> <li>2. ISLO 2(Problem-Solving and Critical Thinking Skills)</li> <li>3. ISLO 3(IT Skills)</li> <li>4. ISLO 4(Research competency)</li> <li>5. ISLO 5(Business Communication)</li> <li>6. ISLO 6(Behavioural Skill)</li> <li>7. ISLO 7(Global Outlook)</li> <li>8. ISLO 8(Research competency) <b>(Ethical Behaviour)</b></li> <li>9. ISLO 9(Entrepreneurship&amp;Employablity)</li> <li>10. ISLO 10(Life-Long Learning)</li> <li>11. ISLO 11(Global Outlook)</li> <li>12. ISLO 12 (Behavioural Skill)</li> </ol>	<p>On the exit survey instrument, at least 80% of graduating class will indicate that they agree or strongly agree on various items linked with the intended students learning outcomes.</p>
<p><b>Alumni Survey</b></p> <p>ISLO 9(Entrepreneurship&amp;Employablity)</p>	<p>On the alumni survey instrument, at least 80% of alumni will indicate “Yes” to the question: “Are you employed in an area related to your specialization?”</p>

**Learning Assessment Results: *Name of Program 1***



### Summary of Results from Implementing Direct Measures of Student Learning:

**Comprehensive Exam** (Percentage of students score 50% and above in each section which is directly mapped to specific ISLOs to achieve the competency.)

1. ISLO 1(Management Knowledge): 13%
2. ISLO 2(Problem-Solving and Critical Thinking Skills) : 0%
3. ISLO 3(IT Skills): 38%
4. ISLO 4(Research competency):0%
5. ISLO 7(Global Outlook): 0%
6. ISLO 8(Research competency) :0%
7. ISLO 9(Entrepreneurship&Employability):13%
8. ISLO 10(Life-Long Learning): 13%
9. ISLO 11(Global Outlook)

#### Scoring Rubrics

1. ISLO 5(Business Communication): 100%
2. ISLO 6(Behavioural Skill): 100%
3. ISLO 7(Global Outlook):88%

### Summary of Results from Implementing Indirect Measures of Student Learning:

#### Student Exit Survey

1. ISLO 1(Management Knowledge): 100%
2. ISLO 2(Problem-Solving and Critical Thinking Skills): 100%
3. ISLO 3(IT Skills): 100%
4. ISLO 4(Research competency) : 100%
5. ISLO 5(Business Communication) : 100%
6. ISLO 6(Behavioural Skill) : 100%
7. ISLO 7(Global Outlook) : 100%
8. ISLO 8 (Ethical Behaviour) : 100%
9. ISLO 9(Entrepreneurship&Employability):67%
10. ISLO 10(Life-Long Learning):100%
11. ISLO 11(Global Outlook):100%
12. ISLO 12 (Behavioural Skill): 100%

#### Alumni Survey

ISLO 9(Entrepreneurship&Employability): 86%

**Summary of Achievement of Intended Student Learning Outcomes:**

Intended Student Learning Outcomes	Learning Assessment Measures							
	<i>Comprehensive Exam</i>	<i>Scoring Rubrics</i>	<i>Direct Measure 3</i>	<i>Direct Measure 4</i>	<i>Exit Survey</i>	<i>Alumni Survey</i>	<i>Indirect Measure 3</i>	<i>Indirect Measure 4</i>
	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...	Performance Target Was...
1. Students shall be able to interpret and analyze various subjects of management domain with special focus in the area of International Business.	Not Met	NA			Met	NA		
2. Students shall be able to describe and analyse knowledge driven capabilities through extensive research work with a special focus on identification, defining, investigating and solving latent and manifested problems.	Not Met	NA			Met	NA		
3. Students shall be able to apply technologies appropriately, developing and demonstrating capabilities to process information with the help of IT driven analytics for effective decision making.	Not Met	NA			Met	NA		
4. Students shall be able to develop ability to identify and formulate strategies to discover apparent and latent problems and finding research driven solutions to address stated and tacit issues.	Not Met	NA			Met	NA		
5. Students shall be able to compose and practice communicate skills proficiently, in oral, written,	NA	Met			Met	NA		

presentation, information searching and listening in the management profession in global /cross cultural environment.								
6. Students shall be able to develop range of Leadership skills and shall demonstrate excellent interpersonal skills, understanding of group dynamics and effective teamwork, including an awareness of personal strengths and limitations.	Na	Met			Met	NA		
7. Students shall be able to summarise, Interpret and explain conversations in selected Foreign language for basic social & informal business interactions and to be able to identify and illustrate global issues from different perspectives, Learning from and respecting different cultures.	Not Met	Met			Met	NA		
8. Students shall be able to describe and analyse knowledge driven capabilities through extensive research work with a special focus on identification, defining, investigating and solving latent and manifested problems.	Not Met	NA			Met	NA		
9. Students shall be able to create a sustainable business model through creative and innovative thinking.	Not Met	NA			Not Met	Met		
10. Students shall be able to develop competency to define, apply and	Not Met				Met	NA		

interpret knowledge on one's own, through Newspapers/ Business Magazines/ Library/ Databases/ Internet for knowledge assimilation, creation, dissemination for life-long learning.								
11. develop decision making capabilities and abilities, considering global dynamism and building multiple scenarios	Not Met	NA			Met	NA		
12. Ability to use Social Networking Skills for business professional use	Not Met	NA			Met	NA		

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

**Strategic Action Plan:** It has been observed that number of students are not meeting the 'direct measure (Comprehensive Exam)' required criterion, though meeting the indirect measure. Therefore, Outcome Assessment Committee needs to relook the level of difficulty at the Comprehensive Exam level in consultation with Programme Review Committee (PRC). Further, PRC need to relook at ISLOs and appropriate measures of Outcome Assessment.

1. *ISLO 1 (Management Knowledge): The performance target for this program ISLO dealing with knowledge of the functional areas of business was not met on the comprehensive examination. Faculty of ABS is advised to review the teaching pedagogy and discuss international management concepts in more depth.*
2. *ISLO 2 (Research Competency): The performance target for this program ISLO dealing with research competency area was not met on the comprehensive examination. Faculty of ABS is advised to help students in developing research problems and conducting research.*
3. *ISLO 3 ( IT skills) The performance target for this program ISLO dealing with IT skills was not met on the comprehensive examination. Faculty of ABS is advised to hone these skills and give assignments and presentations to develop IT skills.*
4. *ISLO 4 (Problem solving and Critical Thinking Skills) The performance target for this program ISLO dealing with problem solving and critical thinking skills was not met on the comprehensive examination. Faculty of ABS is advised to expose students to international business situations and discuss international business cases.*
5. *ISLO 7(Global Outlook) The performance target for this program ISLO dealing with global outlook was not met on the comprehensive examination. Faculty of ABS is advised expose students to international business environment , understand and analyse global competitive environment.*
6. *ISLO 8(Ethical Behaviour) The performance target for this program ISLO dealing with ethical behaviour was not met on the comprehensive*

*examination. Faculty of ABS is advised to concentrate and help students to distinguish between ethical and unethical behavior.*

*7. ISLO 9(Entrepreneurship & Employability) The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the comprehensive examination. Faculty of ABS is advised to develop entrepreneurial skills and encourage novel and creative ideas. Also provide opportunities for learnings to increase their employability.*

*8. ISLO 10(Life Long Learnings) The performance target for this program ISLO dealing with life long learnings was not met on the comprehensive examination. Faculty of ABS is advised to create an environment by assigning real life projects and assignments..*

*9. ISLO 9(Entrepreneurship & Employability) The performance target for this program ISLO dealing with entrepreneurship & employability was not met on the exit survey. Faculty of ABS is advised to develop encourage novel and creative ideas, provide opportunities for presenting ideas and learnings to increase their employability.*

