

## IMBA Learning Goals

(Updated January 2010)

The IMBA learning goals were developed by all alliance members, and each learning goal is designated for application in courses identified in the IMBA learning goal matrix (see below). Learning outcomes of core modules of semester one are the same for each partner institution. The common core module outlines are the same and are agreed by the course management team (a team of faculty members across all countries teaching a course). Any modification may be done only with the agreement and approval of the course management team.

### IMBA Learning Goal and Assessment Matrix by Core Course

Core Semester One Learning Outcomes	HRM in Global Environment	Global Marketing Strategies	International Finance	Global Strategic Analysis
1.		✓	✓	✓
2.		✓	✓	✓
3.	✓	✓	✓	✓
4.	✓		✓	✓
5.	✓	✓	✓	✓
6.	✓	✓	✓	✓
7.		✓	✓	✓
8.	✓	✓	✓	✓
9.				✓
10.			✓	✓
11.	✓	✓	✓	✓

### Learning Goals and Assessment

**Goal 1. Analyse the global implications of multi-national decisions and demonstrate a critical awareness of complex, incomplete or contradictory information.**

**Assessment:**

**Learning Outcome #1 for Cross Moderation**

LEARNING GOAL	UNSATISFACTORY (1)	SATISFACTORY (3)	EXCEPTIONAL (5)
Analyse the global implications of multinational decisions and demonstrate a critical awareness of complex, incomplete or contradictory information.	Student failed to demonstrate implications of multinational decisions.	Demonstrated understanding of multinational decisions.	Clearly understood and utilized information to demonstrate understanding of multinational decisions.
	Student failed to demonstrate a working knowledge of the implications of complex, incomplete, or contradictory information in a multinational context.	Student demonstrated a working knowledge of the implications of complex, incomplete, or contradictory information in a multinational context.	Student demonstrated an exceptional ability to understand and use complex, incomplete, or contradictory information effectively in a multinational context.

**Goal 2.Synthesise information relating to global business management issues, events, and cases.**

**Assessment:  
Learning Outcome #2 for Cross Moderation**

<b>LEARNING GOAL</b>	<b>UNSATISFACTORY (1)</b>	<b>SATISFACTORY (3)</b>	<b>EXCEPTIONAL (5)</b>
Synthesise information relating to global business management issues, events and cases.	Student failed to understand and demonstrate working knowledge of global management issues, events and cases.	Student demonstrated understanding and working knowledge of global management issues, events, and cases.	Student demonstrated exceptional understanding and working knowledge of global management issues, events and cases.

**Goal 3. Evaluate conceptual outcomes and practical approaches to complex situations within organisational context where affected by global issues**

**Assessment:  
Learning Outcome #3 for Cross Moderation**

<b>LEARNING GOAL</b>	<b>UNSATISFACTORY (1)</b>	<b>SATISFACTORY (3)</b>	<b>EXCEPTIONAL (5)</b>
Evaluate conceptual outcomes and practical approaches to complex situations within organizational context where affected by global issues.	Student failed to understand and demonstrate application of conceptual outcomes to complex situations within organizational context where affected by global issues.	Student understood and demonstrated basic application of conceptual outcomes to complex situations within organizational context where affected by global issues.	Student understood and demonstrated exceptional application of conceptual outcomes to complex situations within organizational context where affected by global issues.
	Student failed to understand and demonstrate practical application approaches to complex situations within organizational context where affected by global issues.	Student understood and demonstrated proficient practical application approaches to complex situations within organization context where affected by global issues	Student had knowledge and demonstrated exceptional practical application approaches to complex situations within organizational context where affected by global issues.

#### Goal 4. Apply problem solving techniques with autonomy, judgement and originality

##### Assessment:

##### Learning Outcome #4 for Cross Moderation

LEARNING GOAL	UNSATISFACTORY (1)	SATISFACTORY (3)	EXCEPTIONAL (5)
Apply problem solving techniques with autonomy, judgment, and originality.	Student failed to demonstrate the ability to apply problem solving techniques.	Student demonstrated basic ability to apply problem solving techniques.	Student understood and demonstrated exceptional ability to apply problem solving techniques.
	Student did not use independent techniques to problem solve.	Student used independent techniques to problem solve	Student effectively used independent techniques to problem solve.
	Student did not use considered reasoning/judgment to problem solve.	Student effectively used considered reasoning/judgment to problem solve.	Student effectively used considered reasoning/judgment to problem solve.
	Student did not exhibit innovation and/or originality in problem solving.	Student exhibited innovation and/or originality in problem solving.	Student exhibited exceptionally innovation and/or originality in problem solving or decision.

**Goal 5. Demonstrate critical evaluation of perspectives of leadership, clarify tasks, demonstrate commitment, negotiate and delegate in groups where the members have different cultural and educational backgrounds**

**Assessment:**

**Learning Outcome #5 for Cross Moderation**

<b>LEARNING GOAL</b>	<b>OBJECTIVES</b>	<b>UNSATISFACTORY (1)</b>	<b>SATISFACTORY (3)</b>	<b>EXCEPTIONAL (5)</b>
Apply problem solving Demonstrate critical evaluation of perspectives of leadership, clarify tasks, demonstrate commitment, negotiate and delegate in groups where the members have different cultural and educational backgrounds.	Leadership with and through cultural differences	Student was unable to communicate clear goals, vision, and effective guidance and leadership understanding.	Student communicated goals, vision and directions but in an inconsistent manner. Student provided adequate guidance and leadership understanding.	Student provided clear vision, goals, and direction consistently with appropriate guidance and leadership understanding as needed.
	Task clarification with and through cultural differences.	Task assignment was unclear and frequently duplicated.	Task assignment was provided although not always clear and occasionally duplicated.	Task assignment was clear and appropriate. Task assignees were always working towards the same goal.
	Negotiation skills with and through cultural differences.	Student leader was unable to resolve conflict and disparity due to ineffective negotiating skills resulting in dysfunctional teams.	Student leader made some effort in negotiating differences with moderate success.	Student leader developed facilitated negotiation creating a well functioning team.
	Group/team delegation and management with and through cultural differences.	Workload in teams appears disproportionate and centralized indicating little delegation.	Workload in teams appears shared but team leader appears to carry most of workload.	Workload in teams appears appropriately delegated and shared.

**Goal 6. Work and lead in a way that respects the cultural diversity of multinational and multi-language groups.**

**Assessment:  
Learning Outcome #6 for Cross Moderation**

LEARNING GOAL	UNSATISFACTORY (1)	SATISFACTORY (3)	EXCEPTIONAL (5)
Work and lead in a way that reflects the cultural diversity of multinational and multi-language groups.	Student cannot differentiate between individual differences, cultural differences, and universal similarities.	Student effectively differentiates between individual differences, cultural differences, and universal similarities.	Student effectively differentiates between individual differences, cultural differences, and universal similarities and uses differences effectively.
	Student could not empathize and connect with individuals different from themselves.	Student could empathize and connect with individuals different from themselves.	Student effectively empathizes and connects with individuals different from themselves.
	Student unable to use knowledge of similarities and differences between people to make sensitive and appropriate decisions.	Student can use knowledge of similarities and differences between people to make sensitive and appropriate decisions.	Student effectively used knowledge of similarities and differences between people to make sensitive and appropriate decisions.

**Goal 7. Manage information related to business management in a global context and act autonomously in matters related to business management in a global context.**

**Assessment:  
Learning Outcome #7 for Cross Moderation**

<b>LEARNING GOAL</b>	<b>UNSATISFACTORY (1)</b>	<b>SATISFACTORY (3)</b>	<b>EXCEPTIONAL (5)</b>
Manage information related to business management in a global context and act autonomously in matters related to business management in a global context.	Unable to use a source to find information or uses a single provided source to find some information that is peripheral.	Identifies, finds, and uses a source of relevant information.	Use multiple sources to find relevant valid information.
	Unable to validate information or just accepts information with no checking.	Utilizes a range of sources to validate information also checking publication dates.	Uses a range of resources, checking publication dates, researching credibility of the author and critiquing the arguments found for and against the stand taken
	Unable to apply information to make a decision or form an opinion.	Can apply information to solve problems, form an opinion, make predictions, or form understanding.	Finds a range of possible solutions and applies information to make insightful decisions where multiple factors, conflicting needs, and opinions need to be considered and catered for.

**Goal 8. Solve problems and communicate original solutions at a professional level (both written and spoken) in matters related to business management in a global context.**

**Assessment:  
Learning Outcome for #8 Cross Moderation**

<b>LEARNING GOAL</b>	<b>Outcomes</b>	<b>UNSATISFACTORY (1)</b>	<b>SATISFACTORY (3)</b>	<b>EXCEPTIONAL (6)</b>
Solve problems and communicate original solutions at a professional level (both written and spoken) in matters related to business management in a global context.	Oral Communication	Presentation is unorganized and the topic of arguments is not made clear. Listeners are confused.	Presentation is generally clear and well organized. A few minor points may be confusing.	Presentation is clear, logical and organized. Listener can follow line of reasoning.
		Speaker gave vague nonspecific responses to questions.	Speaker responded hesitantly, but knowledgeable to questions.	Speaker responded to questions fully, knowledgeably, and without hesitation.
		Speaker used ineffective and inappropriate technology (e.g. power points, graphs, etc.)	Speaker used some effective and appropriate technology (e.g. power points and graphs) but information was not presented well (e.g. too many words on slide, etc.)	Speaker used effective and appropriate technology (e.g. power points, graphs, etc.)
	Nonverbal Communication	Nonverbal communication diverted audience attention from the presentation's purpose.	Nonverbal communication was usually supportive of presentation.	Nonverbal communication (professional manner, eye contact, etc.) added purpose to the presentation.
	Written Communication -Structure	Organizational Structure and paragraphing have serious and persistent errors.	Written work has adequate beginning, development, and conclusions. Paragraphing and transitions are also adequate.	Written work has clear and appropriate beginning, development, and conclusion. Paragraphing and transitions are also clear and appropriate.
	Written Communication Content	Written work does not cover the assigned topic, and assertions are not supported by evidence.	The length of the written work is sufficient to cover the topic, and assertions are supported by the evidence.	The length of the written work provides in-depth coverage of the topic, and assertions are clearly supported by evidence.

**Goal 9. Operate in the complex and unpredictable context, as the global economy and exercise initiative and personal responsibility at professional level.**

**Assessment:**

**Learning Outcome #9 for Cross Moderation**

<b>LEARNING GOAL</b>	<b>UNSATISFACTORY (1)</b>	<b>SATISFACTORY (3)</b>	<b>EXCEPTIONAL (5)</b>
Operated in the complex and unpredictable context, as the global economy, and exercise initiative and personal	Student did not exhibit willingness to understand cultural differences of other student team members.	Student demonstrated understanding of team member differences.	Student clearly understood and utilized cultural differences for more effective team effort.
	Student failed to demonstrate understanding of problem in global context.	Student demonstrated understanding of problems in a global context.	Student used multiple examples to frame problem solution through a global context.
	Student handled him/herself in an ethnocentric approach to problem solving.	Student handled him/herself in a polycentric approach to problem solving.	Student handled him/herself in a geocentric framework for problem solving.

**Goal 10. Be precise and effective in applying procedures, models and techniques.**

**Assessment:**

**Learning Outcome #10 for Cross Moderation**

<b>LEARNING GOAL</b>	<b>UNSATISFACTORY (1)</b>	<b>SATISFACTORY (3)</b>	<b>EXCEPTIONAL (5)</b>
Be precise and effective in applying procedures, models, and techniques.	Student failed to use appropriate model for analysis.	Student used appropriate model for analysis but failed to apply model procedures accurately.	Student used appropriate model for analysis, applied procedures and techniques accurately and effectively.



**Goal 11. Identify the key success factors for the management of international projects and apply these principles to the analysis of a complex business situation.**

**Assessment:**

**Learning Outcome #11 for Cross Moderation**

LEARNING GOAL	UNSATISFACTORY (1)	SATISFACTORY (3)	EXCEPTIONAL (5)
Identify the key success factors for the management of international projects and apply these principles to the analysis of a complex business situation.	Student did not identify the key success factors and failed to apply these principles to a complex situation.	Student identified key success factors for a complex problem but failed to apply these principles to the situation.	Student accurately identified key success factors and made appropriate application of these principles in analyzing a complex situation.

**Action Taken:**

Prior to summer 2009, cross moderation of sample work was reviewed by each core module faculty team during the IBSA core teaching team meetings and was used as part of the discussion for course work improvement. During the summer 2008 meeting in Moscow it was determined a common approach to assessment should be developed and implemented. Rubrics were developed for each learning outcome and were reviewed and approved by the management team in November 2008.

During the IBSA meeting in June 2009, all core teaching team faculty members were trained on the use of the rubrics to assess learning outcomes as approved by the alliance in 2004. During the fall, 2010 semester (which begins in most countries in October and ends in late January), sample work will be taken in each core class and will be assessed using the rubrics. Data will be gathered from all schools, consolidated and reported from UNCW, and reviewed during the summer 2010 core teaching team meetings for discussion and modification of classes as needed. As this is the first semester of implementation, no data or results are reported at this time.