

**Assessment plan 2019-2023\***  
**College of Business Administration**  
**University of Puerto Rico, Río Piedras Campus**

BBA							
Learning Goals	Learning Objectives	Competencies	Core course used to measure	Activity	First measurement	Second measurement	Third measurement
1. Our students will be knowledgeable of business functional areas, entrepreneurial topics and contexts	1.1 Identify strengths and weaknesses of business functional areas and opportunities and threats of business global and local environment 1.2 Propose strategic actions based on internal and external environment business analysis	Business Knowledge and Integration	ADMI 4007 (Strategic Management)	SWOT Analysis using case study of a global firm	First Cycle: first group of LO's - Spring 2019 (Jan- May 2019)	Second cycle: first group of LO's: Spring 2020 (Jan- May 2020) to close the loop for objectives measured on Spring 2019	Third cycle: first group of LO's - Spring 2021 (Jan- May 2021)
1. Our students will be knowledgeable of business functional areas, entrepreneurial topics and contexts	1.3 Identify business opportunity aligned to changes taking place on the entrepreneurial ecosystem	New business opportunities recognition	MERC 3115 (Marketing)	Case study, product development for millennials	First Cycle: first group of LO's - Spring 2019 (Jan- May 2019)	Second cycle: first group of LO's: Spring 2020 (Jan- May 2020) to close the loop for objectives measured on Spring 2019	Third cycle: first group of LO's - Spring 2021 (Jan- May 2021)
2. Our graduates will be ethically conscious and socially responsible	2.1 Evaluate issues in ethics and social responsibility with related theories, models and approaches	Evaluation of ethics and social responsibility issues	ADMI 4416 (Ethics), LEGA 4005 (Legal)	Case study (ADMI 4416) Questions in exam (LEGA 4005)	First Cycle: first group of LO's - Spring 2019 (Jan- May 2019)	Second cycle: first group of LO's: Spring 2020 (Jan- May 2020) to close the loop for objectives measured on Spring 2019	Third cycle: first group of LO's - Spring 2021 (Jan- May 2021)
3. Our graduates will be team work and leadership oriented	3.1 Demonstrate positive group behaviors and leadership in teamwork projects	Teamwork effectiveness and leadership skills	ADMI 4007 (Strategic Management)	Peers evaluation	First Cycle: first group of LO's - Spring 2019 (Jan- May 2019)	Second cycle: first group of LO's: Spring 2020 (Jan- May 2020) to close the loop for objectives measured on Spring 2019	Third cycle: first group of LO's - Spring 2021 (Jan- May 2021)
5. Our graduates will be critical thinkers	5.1 Select among relevant theories and models to support business decision making 5.2 Analyze business problems using quantitative or qualitative skills	Critical Analysis	CONT 3106 (Accounting)	Problems in exam	First Cycle: first group of LO's - Spring 2019 (Jan- May 2019)	Second cycle: first group of LO's: Spring 2020 (Jan- May 2020) to close the loop for objectives measured on Spring 2019	Third cycle: first group of LO's - Spring 2021 (Jan- May 2021)
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences	Communication (Oral-spanish)	COEM 3001 (Business Communication in Spanish)	Presentation	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences	Communication (written-spanish)	COEM 3001 (Business Communication in Spanish)	Essay based on oral presentation	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences	Communication (oral-english)	INCO 4008 (Business Communication in English)	Presentation	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)
4. Our graduates will be effective communicators	4.1 Use appropriate strategies to communicate with different audiences	Communication (written-english)	INCO 4008 (Business Communication in English)	Essay based on oral presentation	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)
5. Our graduates will be critical thinkers	5.1 Select among relevant theories and models to support business decision making 5.2 Analyze business problems using quantitative or qualitative skills	Critical Analysis	FINA 3106 (Financial Management) / GEOP 4315 (Operations Management)	Problem in exam/ Questions in exam	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)

5. Our graduates will be critical thinkers	5.2 Analyze business problems using quantitative or qualitative skills	Quantitative Skills/ Qualitative skills	ESTA 3042 (Statistics)/MECU 3032 (Calculus)/ Three Human Resources Management courses menu	Problems using R/ Quantitative analysis exercise/ Case study	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)
5. Our graduates will be critical thinkers	5.3 Analyze business problems using technological skills	Knowledge of technological tools for business	SICI 3211 (Information Systems)/ESTA 3042 (Statistics)	Problems using excel/ Problems using R	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)
5. Our graduates will be critical thinkers	5.4 Develop basic strategies to gather information ethically and from diverse sources, for business problems solutions	Information competencies	ADMI 4005 (Introduction to Business) /FINA 3107 (Financial Markets and Institutions) /INCO 4006 (Report Writing in English)	Basic literature revision on external environment for a particular industry and country/Exercise using Bloomberg data base/Informative report	First Cycle, second group of LO's: Fall 2019 (Aug 2019-Dec 2019)	Second cycle: second group of LO's: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: second group of LO's -Fall 2021 (Aug 2021-Dec 2021)

**MBA**

Learning Goals	Learning Objectives	Competencies	Core course used to measure	Activity	First measurement	Second measurement	Third measurement
1. Our graduates will be creative thinkers	1.1 Evaluate and apply diverse quantitative (or qualitative) techniques to solve business problems	Quantitative Analysis/ Decision Making	GEOP 6539 (Operations Management)	Data Analysis Problem	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020-Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
1. Our graduates will be creative thinkers	1.2 Elaborate the basis for a new venture in Puerto Rico upon opportunities on the local entrepreneurial ecosystem	Entrepreneurship	ADMI 6595 (Strategic Management)	Strategic Plan	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
1. Our graduates will be creative thinkers	1.3 Evaluate information in a manner that supports business decision or meets an information need	Information Competencies	ADMI 6637 (Business Ethics)	Blog	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
1. Our graduates will be creative thinkers	1.4 Apply technological tools and data analysis approaches to support business decision making	Knowledge of technological tools for business	GEOP 6539 (Operations Management)	Data Analysis Problem	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
2. Our graduates will be knowledgeable of business disciplines	2.1 Integrate knowledge of technical and conceptual aspects relevant to business disciplines	Application of Business Knowledge	ADMI 6595 (Strategic Management)	Strategic plan	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
3. Our graduates will have global and local perspectives	3.1 Analyze the global and local environmental issues that affect the business strategic planning process	Globalization	ADMI 6595 (Strategic Management)	Strategic plan	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
4. Our graduates will be professional communicators	4.1 Elaborate effective oral presentations and written reports on a business topic	Oral Communication	MERC 6541 (Marketing)	Presentation	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
4. Our graduates will be professional communicators	4.1 Elaborate effective oral presentations and written reports on a business topic	Written Communication	ADMI 6531 (Management and Leadership)	Forum	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)

5. Our graduates will be effective leaders and team members	5.1 Exhibit leadership skills in different business situations and contexts	Leadership skills	ADMI 6531 (Management and leadership)	Case study	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
6. Our graduates will be ethical decision makers	6.1 Evaluate the ethical and social responsibility implications of managerial decisions	Ethics and social responsibilities competencies	ADMI 6637 (Business Ethics)	Case Analysis	First Cycle: Fall 2019 (Aug 2019 to Dec 2019)	Second cycle: Fall 2020 (Aug 2020 to Dec 2020) to close the loop for objectives measured on Fall 2019	Third cycle: Fall 2021 (August 2021 - December 2021)
<b>Ph. D.</b>							
<b>Learning Goals</b>	<b>Learning Objectives</b>	<b>Competencies</b>	<b>Core course used to measure</b>	<b>Activity</b>	<b>First measurement</b>	<b>Second measurement</b>	<b>Third measurement</b>
1. Our graduates will be researchers in the disciplines of Finance or International Business	1.1. Produce original research that makes a substantial contribution to their discipline	Research skills	ADMI 6715 (Research Methods)	Literature review for publishable working paper	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)
1. Our graduates will be researchers in the disciplines of Finance or International Business	1.2. Demonstrate a comprehensive and intensive knowledge of research methods and analytical techniques applicable to their discipline and implements them appropriately	Research skills	ADMI 8005/6 (Dissertation)	Dissertation chapter (methodology)	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)
1. Our graduates will be researchers in the disciplines of Finance or International Business	1.3. Investigate problems centered on Puerto Rico, the Caribbean and Latin America according to their discipline	Research skills	ADMI 8105/06 (Dissertation)	Percentage of research papers focused on Puerto Rico, the Caribbean and Latin America	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)
2. Our graduates will be creators and transmitters of new knowledge in the disciplines of Finance or International Business	2.1. Elaborate effective defense of original research in oral format	Oral skills	ADMI 8105/6 (Dissertation)	Oral dissertation presentation	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)
2. Our graduates will be creators and transmitters of new knowledge in the disciplines of Finance or International Business	2.2. Elaborate effective defense of original research in written format	Written skills	ADMI 8105/6 (Dissertation)	Written dissertation document	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)
2. Our graduates will be creators and transmitters of new knowledge in the disciplines of Finance or International Business	2.3. Publish research in peer-reviewed journals or present at peer-reviewed conferences	Dissemination (in general)	ADMI 8105/6 (Dissertation)	Percentage of dissertations that have had chapters adapted and published in peer-reviewed journals or were presented at a peer-reviewed conference in the measurement period	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)
3. Our graduates will be theoreticians on the disciplines of Finance or International Business	3.1. Demonstrate a comprehensive and intensive knowledge of the (i) theories, (ii) concepts, (iii) frameworks, (iv) empirical findings, and (v) controversies in a chosen business discipline.	Theoretical Analysis skills	FINA 9007, COIN 9007 (Comprehensive exam)	Comprehensive exam	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)
3. Our graduates will be theoreticians on the disciplines of Finance or International Business	3.2. Evaluate business research ideas and completed research projects critically, assessing their conceptual and methodological soundness, and their contribution	Theoretical Analysis skills	ADMI 6715 (Research Methods)	Peer review of student presentation of methodology	First Cycle: Spring 2020 (Jan 2020 to May 2020)	Second cycle: Spring 2021 (Jan 2021 to May 2021) to close the loop for objectives measured on Spring 2020	Third cycle: Spring 2022 (Jan 2022 - May 2022)

**Remarks**

- (1) After each First Cycle a semester will be employed in examining and discussing preliminary results to propose transformative actions and a preliminary report will be publicly available on our web page.
- (2) Transformative actions will be implemented after first cycle reflection process.
- (3) After the Second Cycle the loop will be closed and a final report will be issued and will be publicly available on our web page.
- (4) All activities and artifacts will be revisited after the second cycle.
- (5) General benchmark (for all LO's): 75% of students should score at least 75% on the questions and exercises for undergraduate level and 80% of students should score at least 80% or more on questions and exercises for the graduate level.
- (6) Indirect Measures will include Cooperative Education and Internship Program Evaluations and Alumni Surveys, among others

**\* Revisited on January 2021**