

ITU

Peregrine External Assessment Analytics (Summer 17 - Summer 18)



EXECUTIVE SUMMARY

- Overall, ITU students perform better on the outbound exams than the inbound exams. However, some inconsistencies have been noted in performance in some subject areas.
- ITU students also perform mostly on par with the ACBSP (US) average on the inbound exams. They do outperform the ACBSP (US) average on the outbound exams on some topics, but are mostly on par with this comparative benchmark. The same is true when ITU students are compared with ACBSP accredited schools in Region 7, which includes the State of California, and other Private Not-for-Profit Institutions.
- In comparison with other institutions offering MBA and/or Masters Business programs, within the United States and globally, ITU continues to perform on par with comparative schools
- Overall, in comparison to previous assessment reports, it has been noted that some intervention is required from a departmental perspective. Actions are underway to ensure that students achieve a certain minimum score (60%) on these exams. In addition, any knowledge gaps identified will be addressed in relevant core courses.

1.0 Introduction

ITU Master of Business Administration Program offers the following concentrations: Business Administration (MBA), Business Analytics (MBA BUA), Enterprise Resource Planning (MBA ERP), Financial Analysis and Risk Management (MBA FARM), Healthcare Management (MBA HCM), Management Information Systems (MBA MIS), and Project Management (MBA PM). The Western Association for Schools and Colleges (WASC) and more recently, the Accrediting Council for Business Schools and Programs (ACBSP) accredits all programs (MBA and DBA) within the Department of Business Administration.

As part of ongoing quality assurance and accreditation requirements of our business programs, ITU is allied with Peregrine Academic Services (PAS) since Spring 2016. PAS, an external assessment body administers inbound and outbound exams to our business students to identify the level of knowledge in ten different areas. These areas are listed below alongside the sub topics that make up each area.

In addition to the inbound and outbound exams, PAS also administers a Graduate Exit Survey to all Business students (from all concentrations). The analyses of the responses to the survey are contained in a separate report.

Please note: The questions on the Peregrine exams are the same for all students taking these exams (within ITU or outside of ITU). Therefore, there is little possibility of bias.

Knowledge Area	Sub topic(s) tested
Accounting	<ul style="list-style-type: none">• Assets and Liabilities• Auditing and Balance Sheets• Capital Investments• Credits and Debits• Equity• Net Present Value
Business Ethics	<ul style="list-style-type: none">• Corporate Social Responsibility• Discrimination• Ethical Decision Making

	<ul style="list-style-type: none"> • Individual and Corporate Ethics and Culture • International Ethical Standards • Stakeholder Relations
Business Finance	<ul style="list-style-type: none"> • Balance Sheets and Financial Statements • Cash Flows and Budgets • Debt, Equity and Depreciation • Financial Ratios • Financing, Forecasting, and Financial Planning
Business Leadership	<ul style="list-style-type: none"> • Coaching and Mentoring • Leader Traits and Effectiveness • Leadership Development • Leadership Styles and Approaches • Power and Legitimacy
Global Dimensions of Business	<ul style="list-style-type: none"> • Collusion and Anti Trust • Global Regulation and Governance • Global Structures and Strategies • Multinational Corporations and Enterprises • Treaties and International Trade
Information Management Systems	<ul style="list-style-type: none"> • Artificial Intelligence • Data and Information • Decision Support Systems • Geographical Information Systems • Information Security • Information Technology
Legal Environment of Business	<ul style="list-style-type: none"> • Business Entities and Structure • Common Law • Legal Agreements and Documents • Regulation and Control • Tariffs and Taxes • Trade Laws and Regulations
Management <ul style="list-style-type: none"> • Human Resources Management • Operations & Production Management • Organizational Behavior 	<ul style="list-style-type: none"> • Affirmative Action • Employee Turnover • Equal Employment Opportunity • Human Resource Planning, Assessing and Inventories • Recruiting and Retention • Management Decision Making • Operations and Production Management Strategies • Quality Control and Improvement • Sampling and Data Analysis • Career Planning and Employee Development • Division of Labor and Organization • Employee Values, Motivations and Characteristics • International and Multinational Organizations • Organizational Culture, Ethics and Values • Organizational Design and Structure • Organizational Strategies
Marketing	<ul style="list-style-type: none"> • Market Segment • Marketing Defined • Marketing Research • Marketing Strategy

	<ul style="list-style-type: none"> • Marketplace and Market Share • Types of Marketing
Quantitative Research Techniques & Statistics	<ul style="list-style-type: none"> • Data Analysis Techniques • Descriptive Statistics • Hypothesis Testing • Inferential Statistics • Power Analysis • Probability • Sampling Errors • Sampling Methods and Research Design • Significance Levels • Simulation Models • Type I and Type II Errors

2.0 Methodology and Structure of report

The Peregrine exams (inbound and outbound) have been administered to all incoming students into ITU's MBA programs since Spring 2016, and all graduating students from the MBA program. The inbound exams are administered to students through the MGT 503 (Organizational Leadership Theories) course, which is mandatory for all students to take in their first trimester in the MBA program. Similarly, the outbound exam is required when students are enrolled in the Capstone courses just before they graduate.

Currently, there are no consequences to a low score on the exams. However, in future, the Business Department aims to build further rigor into this process by:

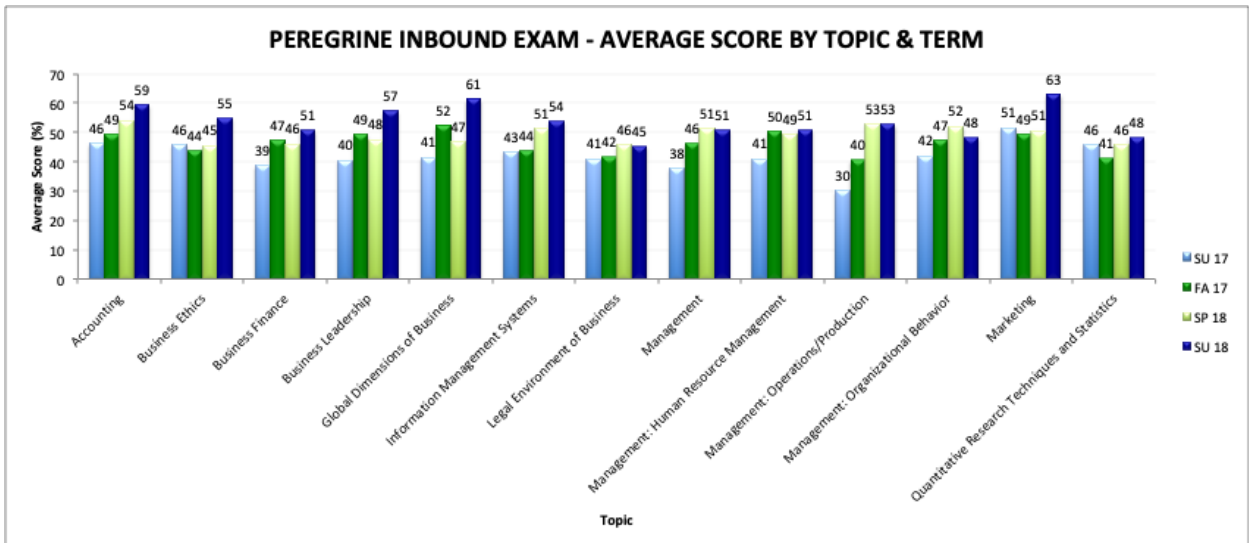
- Instituting a minimum score (i.e. 60%) on both inbound and outbound exams. This minimum score will be tied into extra credit points in the courses through which the inbound exam (MGT 503), and the outbound exam (capstone courses) are administered.
- Students will be advised by department and faculty to complete the exam prior to the start of the class when they do not have assignment deadlines or other competing pressures on their time.
- For areas of deficiency or underperformance noted on the inbound exams, faculty will be required to include specific content in the relevant courses to improve student's performance on the outbound exams.

The current report is structured in the following manner:

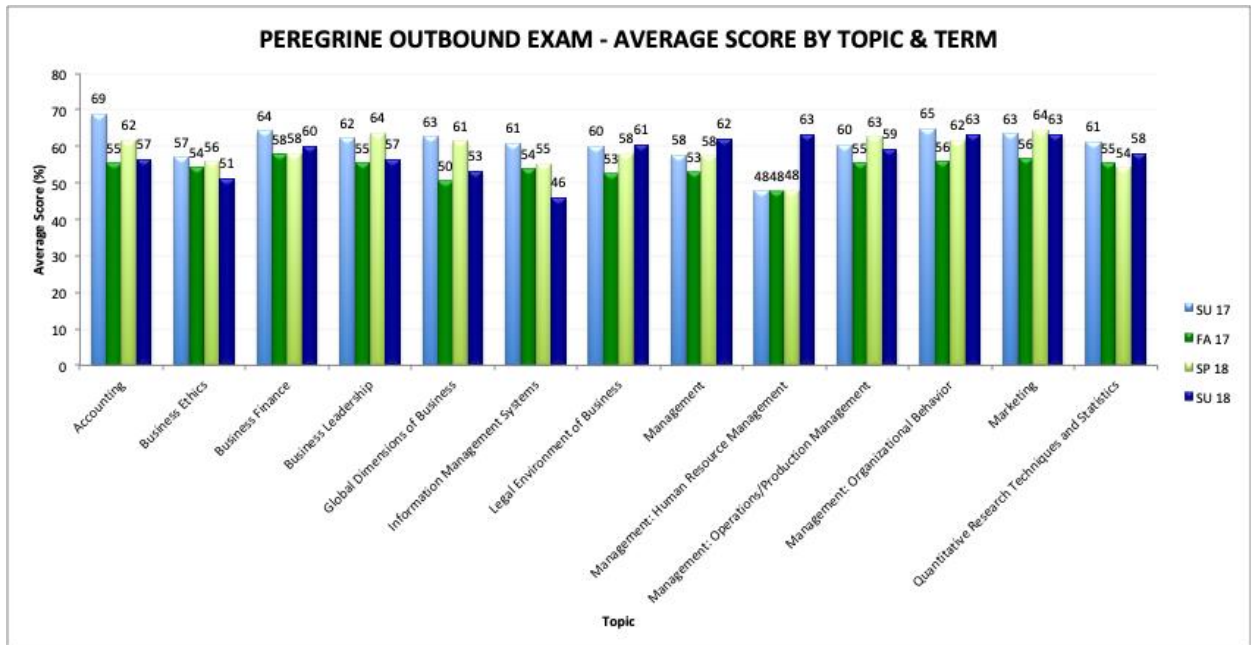
1. Comparison of ITU student scores by topic (inbound vs. outbound)
2. ITU Student Performance by Term: Inbound vs Outbound
3. ITU Student Performance Compared to various Benchmarks: Inbound vs Outbound
4. ITU Student Performance by Subject Area: ITU vs External Entities (Inbound vs Outbound)
5. ITU Student Performance – Average Score Earned vs. Average Time Taken (Inbound vs. Outbound)

6. Cohort Comparison by Student completing the Inbound and the Outbound Exam
7. ITU Students Overall Performance by Term (Inbound vs. Outbound)

3.0 Exam completion results – Student Performance by Topic

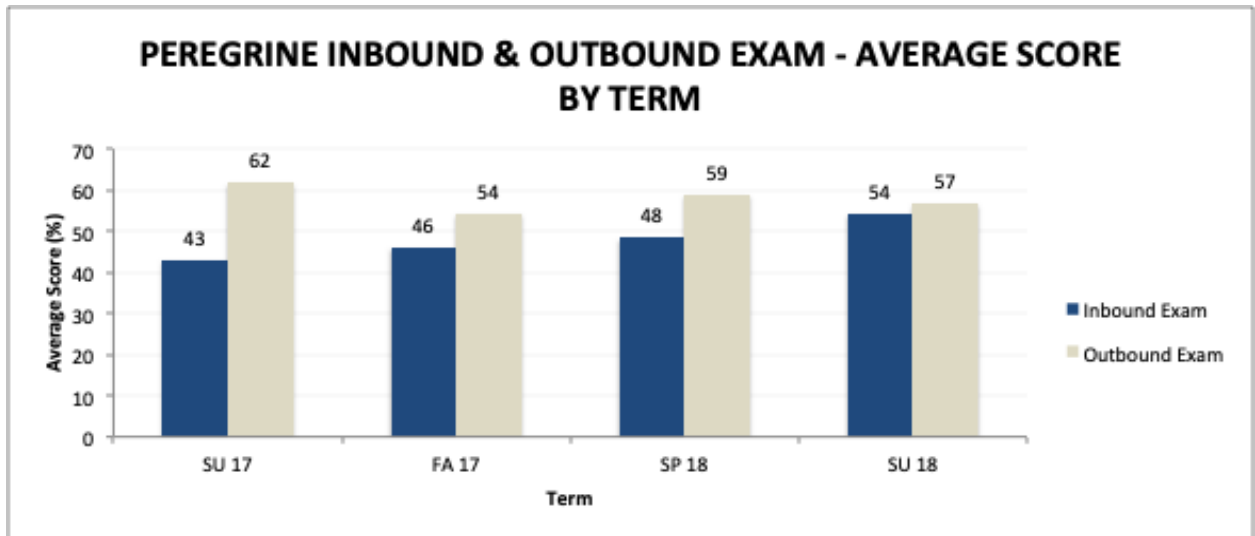


- On average, ITU students performed either at the same level or better than previous terms across all topics.
- Specific student strengths include topic areas Accounting, Global Dimensions of Business, and Marketing. It must be remembered that students enter their business programs at ITU with prior knowledge or competencies in these areas. The students also further excel at internships in these areas as shown on our Internship Analytics Report.



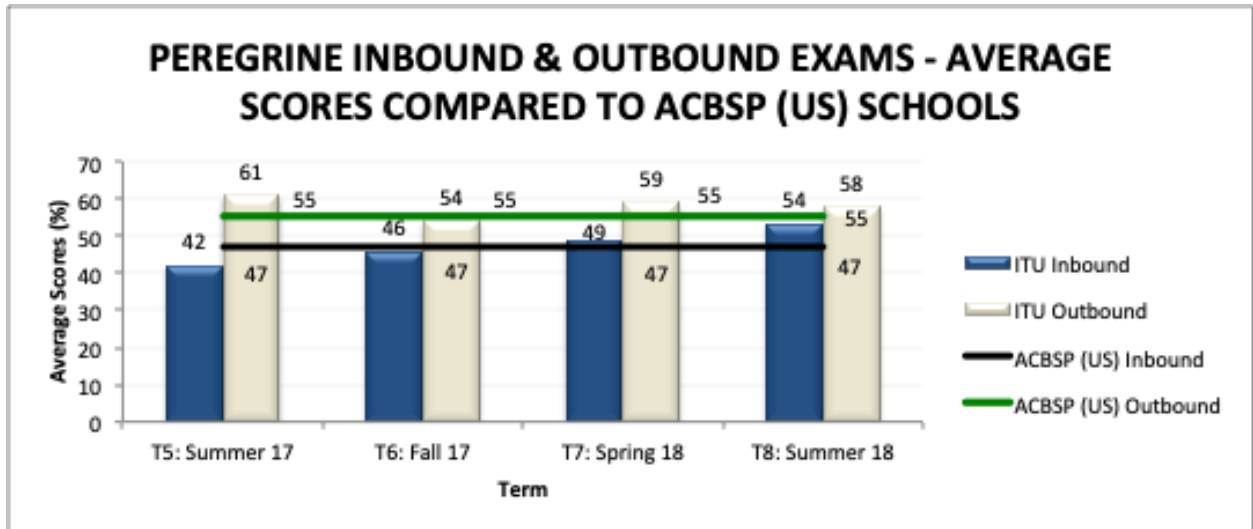
- Rationale:** Although on average, student performance on the outbound exams is at least slightly better than performance on the inbound exam across most topic areas, performance on the outbound exam has been variable. This could be explained by the fact that the exam is administered at the end of the trimester when students may be more focused on their final capstone presentations and graduation.
- Action taken:** In order to improve these scores, the Business Department will be requesting students to invest time and energy on the exam prior to the start of the trimester.

3.1 Exam completion results – Student Performance Comparison by Term



- Overall, performance on the outbound exams is at least slightly higher than performance on the inbound exams.
- **Rationale:** This trend may be explained by the decline in student population in general. Further, the level of knowledge among incoming students has been much higher in recent terms. As an example, students have multiple master degrees, and in some cases they even have a doctoral degree.

3.2 Exam completion results – Student Performance Comparison to ACBSP (US) Schools



- In comparison with the ACBSP (US) benchmark, ITU students perform on par with, or better than the benchmark sample of over 500 universities allied with PAS on the inbound exam. This is consistent with our previous observations that students come into the MBA programs at ITU with prior Masters degrees, and/or work experience.

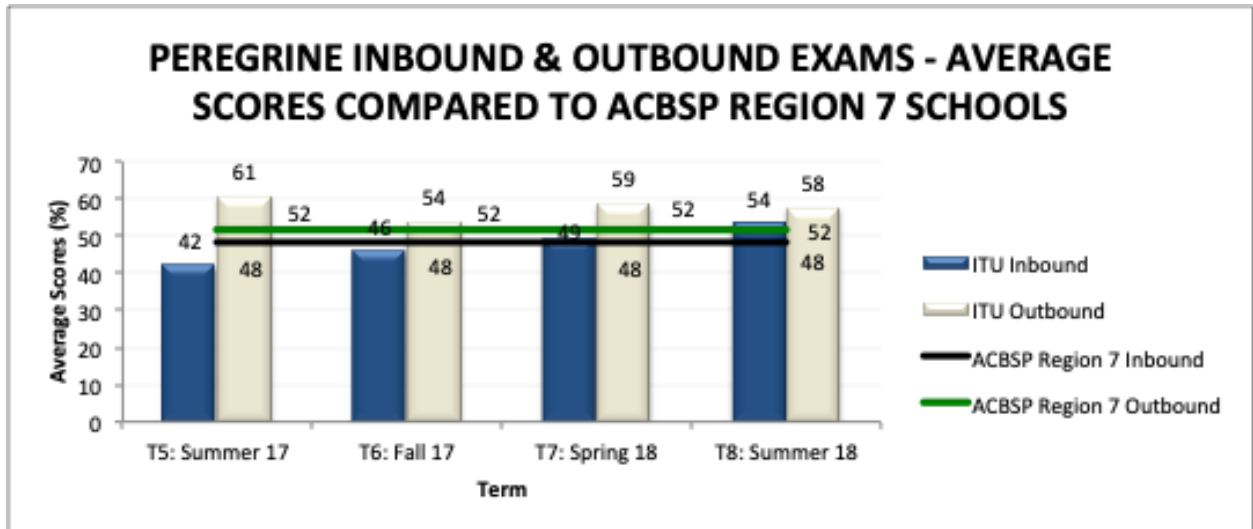
Rationale: It must be noted that the inbound exam is administered within a core class. Further, the student takes this exam one (1) hour before the first day of class ends. One hour may not be sufficient to complete this exam. Further, at the end of the day, students may be tired, and are rushing to get home.

Action taken: In order to address this, students are now asked to complete this exam prior to the start of the class without any time limits.
- On the outbound exam, ITU students are mostly and at least slightly above the ACBSP (US) average. As indicated previously, while students comprising the ACBSP (US) average scores sample perform remarkably better on the outbound exam in comparison to the inbound exam, the trend at ITU is a little more variable. In Summer 2018, in fact, the gap between the inbound and outbound exam score is almost negligible.

Rationale: This may be due to the reasons of lack of focus with capstone deadlines on the students' part. Students take the outbound exam in the last weekend of the course. At this time, students are usually more focused on completing their capstone project (thesis, or project).

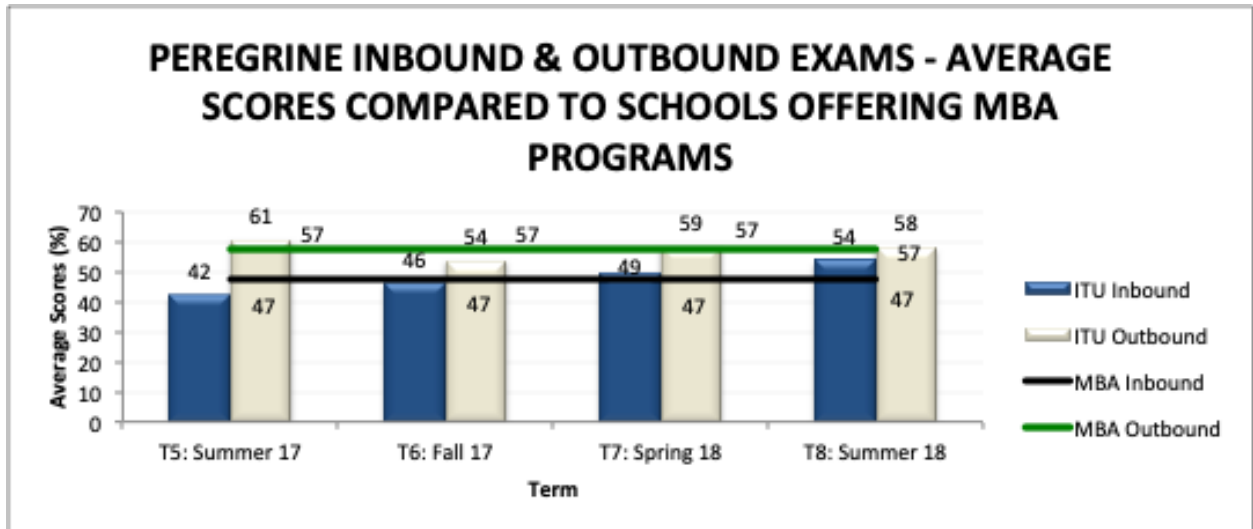
Action taken: In order to address this, students will be asked to complete this exam prior to the start of the class without any time limits.

3.3 Exam completion results – Student Performance Comparison to ACBSP Region 7 Schools



- For accreditation purposes, ITU falls within Region 7 (Western Council, US), which encompasses schools in the following states; Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, and Wyoming.
- In comparison to the Region 7 inbound average, ITU is mostly on par, and in some cases (Spring 18, and Summer 18) outperforms the average performance.
- ITU students outperform the ACBSP Region 7 schools on the outbound exams. As we have noted previously, the trend of performance here is still a little variable, indicating the need for students to take this exam seriously.
- **Rationale:** At ITU, most incoming students are international. Even though they may have successfully completed the TOEFL or IELTS exams, some students may still face some language barriers. This may prevent them from performing well due to the time spent on reading and comprehending the questions and answer choices.
- **Action taken:** In order to address this, students will be asked to complete this exam prior to the start of the class without any time limits and in a relaxed environment.

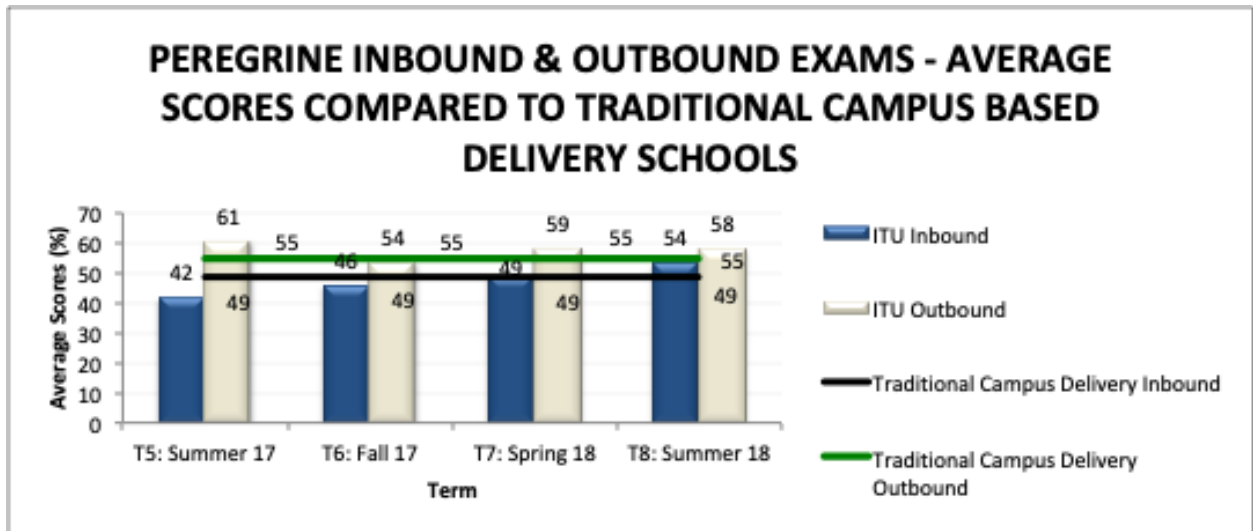
3.4 Exam completion results – Student Performance Comparison to Schools offering MBA Programs



- In comparison with students from schools who offer MBA programs (similar to ITU), we noted that ITU students performed on par or better than their counterparts. This is consistent with our observation that incoming ITU business students start their programs at a higher level of knowledge and experience than their counterparts.
- ITU students mostly outperformed their counterparts on the outbound exam (with the exception of Fall 2017, which is slightly below the average performance).
- **Action taken:** It would be beneficial for the ITU's business department to enforce a minimum standard of performance to remove variability in performance, and to ensure that students take the exams seriously.

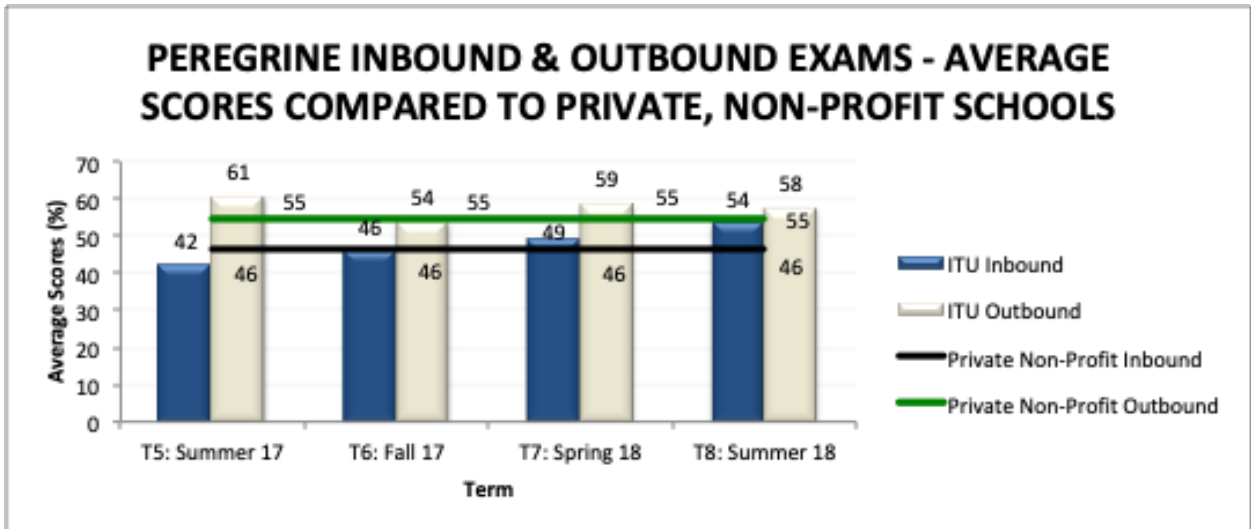
3.5 Exam completion results – Student Performance Comparison to Traditional Campus Based Delivery Schools

PEREGRINE INBOUND & OUTBOUND EXAMS - AVERAGE SCORES COMPARED TO TRADITIONAL CAMPUS BASED DELIVERY SCHOOLS



- ITU's business programs (and courses) are primarily offered in a traditional campus-based delivery model (week day and weekend classes). Students may also take up to one (1) course per trimester in an online delivery format. However, for the last academic year, the core course MGT 503 Organizational Leadership Theories has only been administered on-campus format (on weekends). We will continue to offer this course in this format in the foreseeable future. We have previously explained that the Peregrine Inbound exams are administered in this class.
- On the inbound exam, it was noted that ITU students met or surpassed the average performance of other campus based delivery programs in Spring 2018, and Summer 2018. However, on the outbound exam, ITU students performed on par or much better than their counterparts in traditional campus based programs.
- **Rationale:** This trend is interesting to note, as it seems that students who are enrolled in traditional, campus based delivery business programs seem to perform better on the Peregrine inbound exam than most other comparative benchmarks.
Action taken: Nonetheless, there is a need for ITU students to take the exams seriously. To achieve this, ITU's Business Department plans to institute a minimum score for students to achieve each module of the exams.

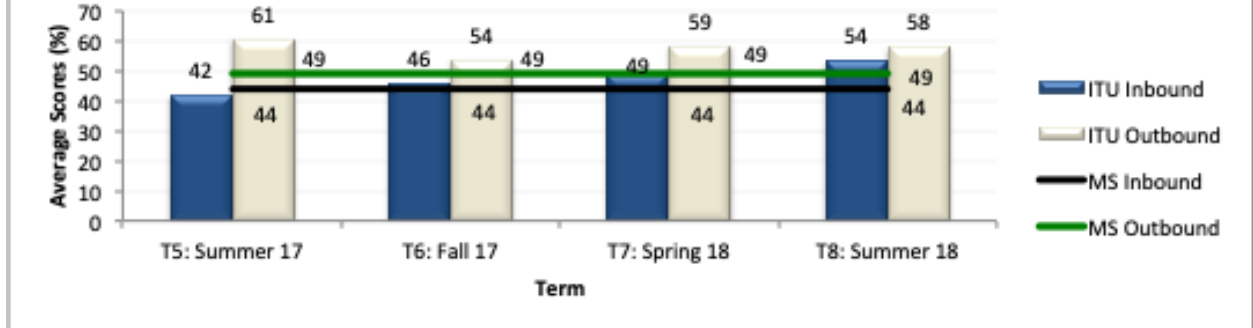
3.6 Exam completion results – Student Performance Comparison to Private, Non-Profit Schools



- ITU is a private not-for-profit institution. In comparison to other similar institutions, it was noted that ITU students performed on par or better than their counterparts on the inbound exam. This was true also for ITU student performance on the outbound exam.

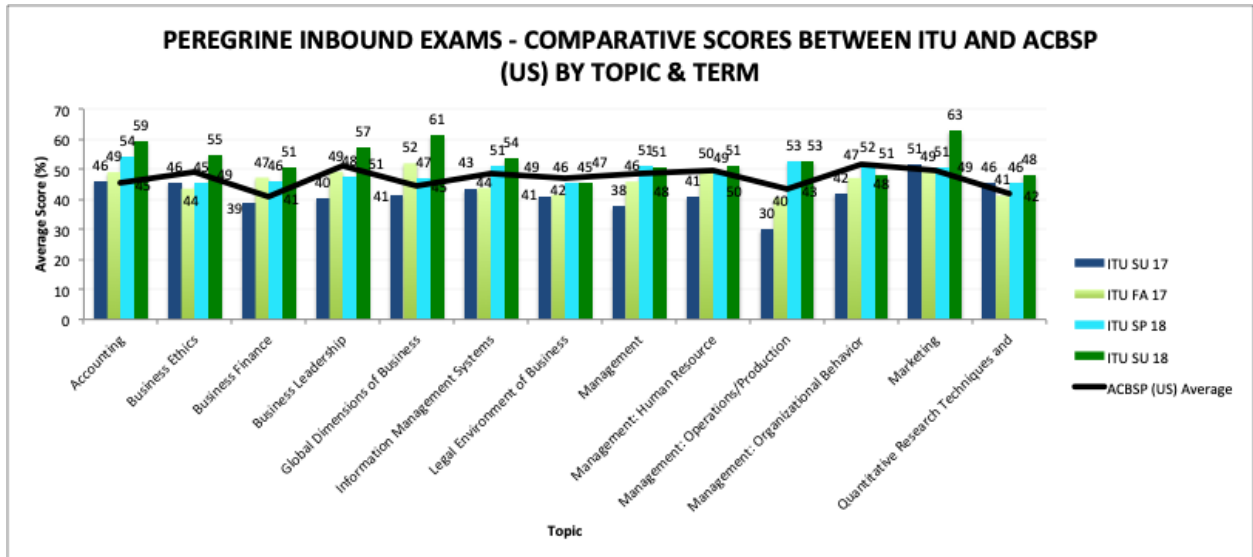
3.7 Exam completion results – Student Performance Comparison to Schools offering Master of Science Programs in Business

PEREGRINE INBOUND & OUTBOUND EXAMS - AVERAGE SCORES COMPARED TO SCHOOLS OFFERING MASTER OF SCIENCE PROGRAMS IN BUSINESS

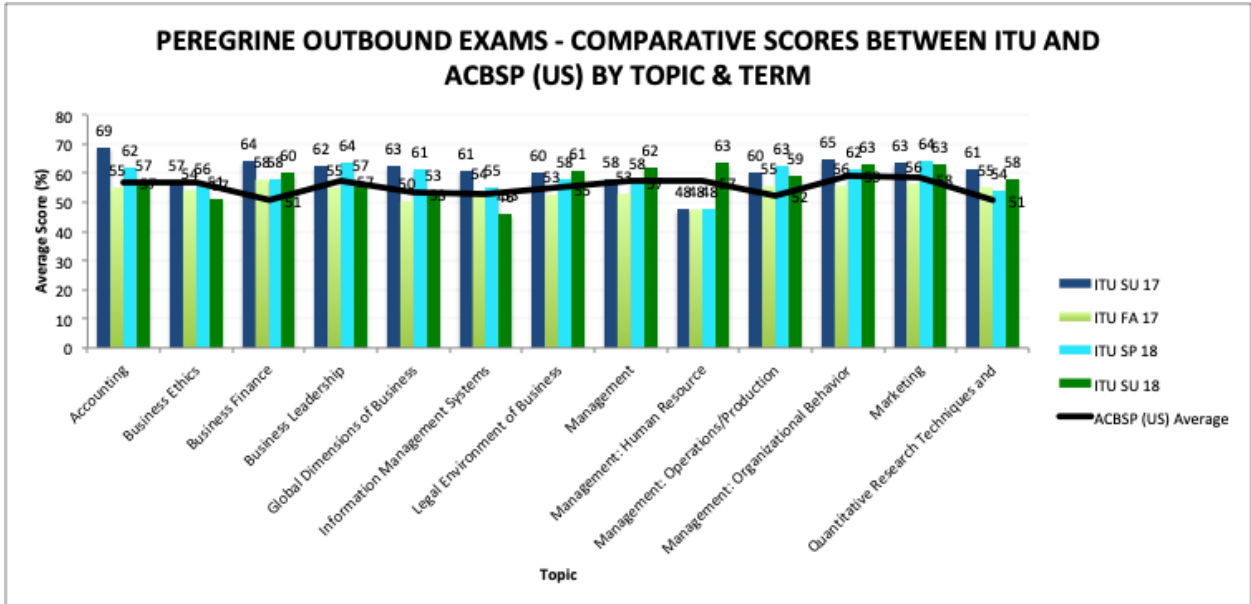


- A general assumption is that students from a Master of Science (MS) in Business subjects have a better understanding of quantitative topics. ITU however, only offers MBA programs. It is interesting to note, that contrary to this popular belief, ITU students were seen to have outperformed MS students. This is consistent with our findings that students come into ITU Business programs with significant experience in quantitative and business topics, as well as other degrees (e.g. engineering or the sciences).

4.0 Exam completion results – Summary Results by Knowledge Area

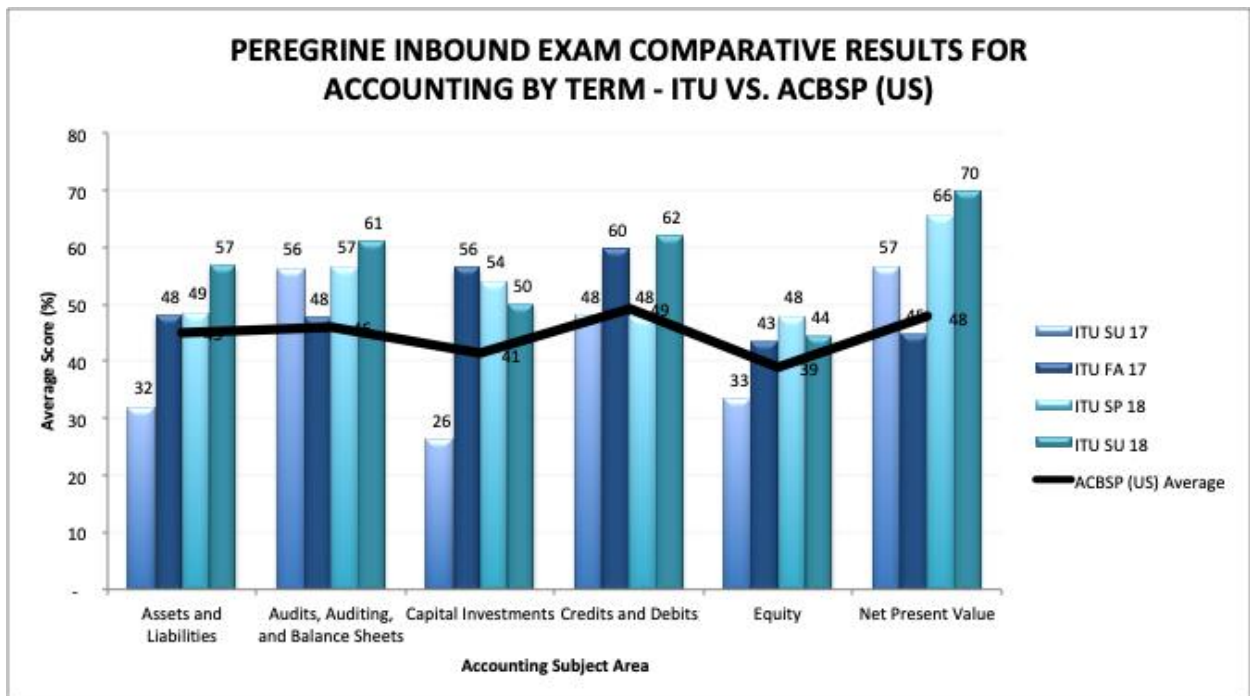


- ITU students performed above the ACBSP (US) average on Accounting, Global Dimensions of Business, and Marketing.
 - However, ITU students are on par with the ACBSP (US) average or slightly below it on Legal Environment of Business (below average), Management (on par), Organizational Behavior (below average), and Quantitative Research Techniques (on par).
 - In general, students from Summer 2018 performed better than the ACBSP (US) average on all topics except Legal Environment of Business, and Organizational Behavior.
 - **Rationale:** Most students who study at ITU are not domestic. Hence, it may be construed that coming into their business degrees, they may have limited knowledge of the legal environment that US companies operate in. Similarly, their understanding of management principles and cultural aspects of management may differ from their home countries, leading to the scores observed.
- Action taken:** In order to avoid this situation in the outbound exams, the Business department will emphasize these aspects (legal environment of business, and management) within relevant courses.

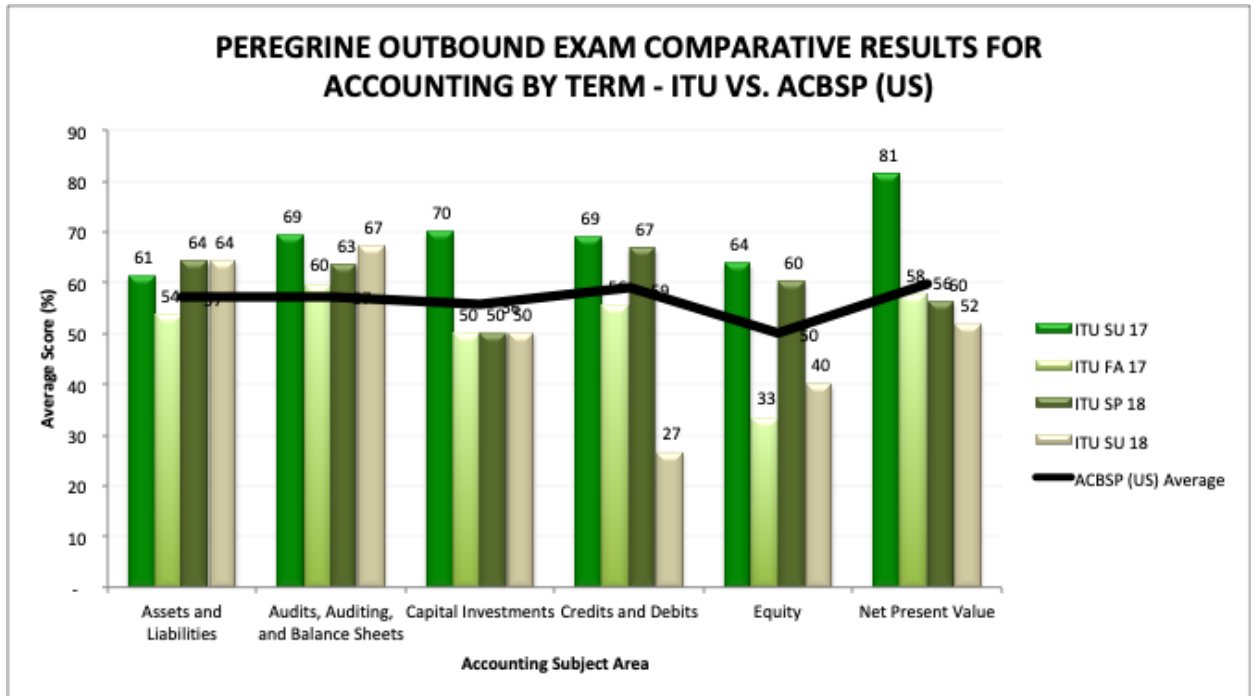


- In general, students in Summer 2018 performed on par with, or above the ACBSP (US) average for the outbound exams. Exceptions to this trend include the topics Business Ethics, Global Dimensions of Business, and Information Management Systems.
 - On the whole, and comparing ITU student performance term on term, most students seem to show a declining trend of performance from Summer 2017 to Summer 2018 on most topics. The exceptions are Legal Environment of Business, Management, Human Resources Management, Organizational Behavior, and Marketing.
 - **Rationale:** As a result of the intervention outlined previously, students seem to overcome their poor performance from the inbound exams in the areas of management, and legal environment of business.
- Action taken:** Due to the worrying trend of declining performance in some topics, the Business department will add specific questions to address student concerns/problems/difficulty in completing the exams. This will be administered in the academic focus group in MGT 503 Organizational Leadership Theories.

4.1 Exam completion results – Results for Accounting

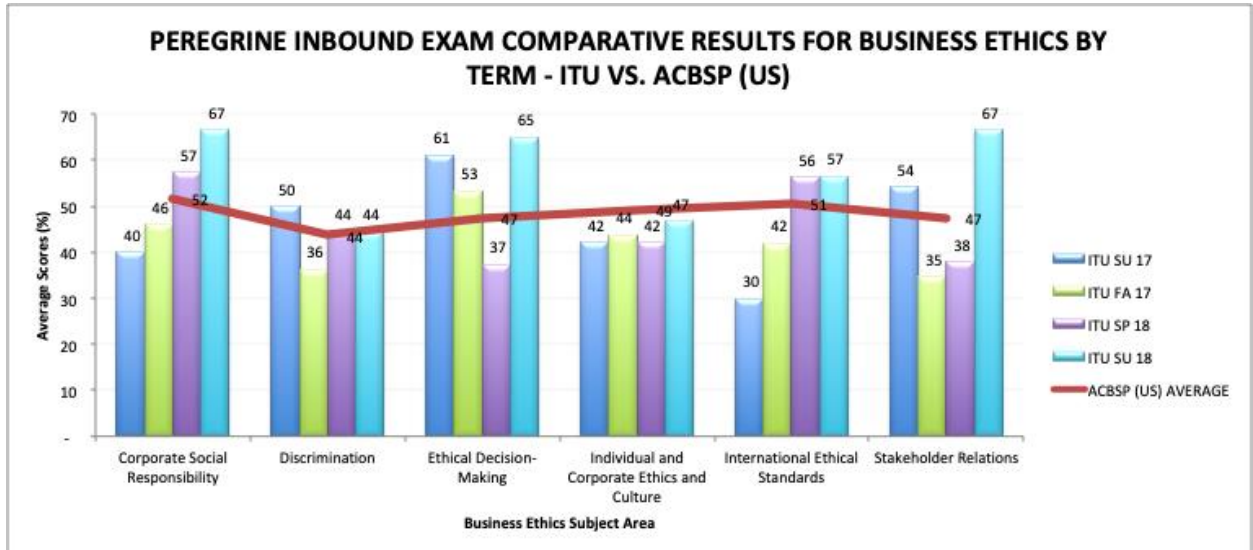


- ITU performs better than the ACBSP (US) average on all topics contained within the Accounting subject area. There are exceptions to this performance in some terms.
- Comparing ITU students' term on term, equity as a sub topic in accounting has a lower student performance than other topics.
- We notice that students who joined ITU in Summer 2017, also performed at a lower level than students in other terms for all topics (in accounting) except Auditing and Net Present Value.
- **Rationale:** Incoming students lack knowledge in specific accounting topics. This may explain the variation in performance. This also explains the reasons behind the lack of student interest in enrolling for accounting courses during their study.
- **Action taken:** The Business Department will enforce a minimum score to be achieved by every student on the Peregrine Inbound Exam. This, we believe, will eliminate any issues related to students not taking these exams seriously.

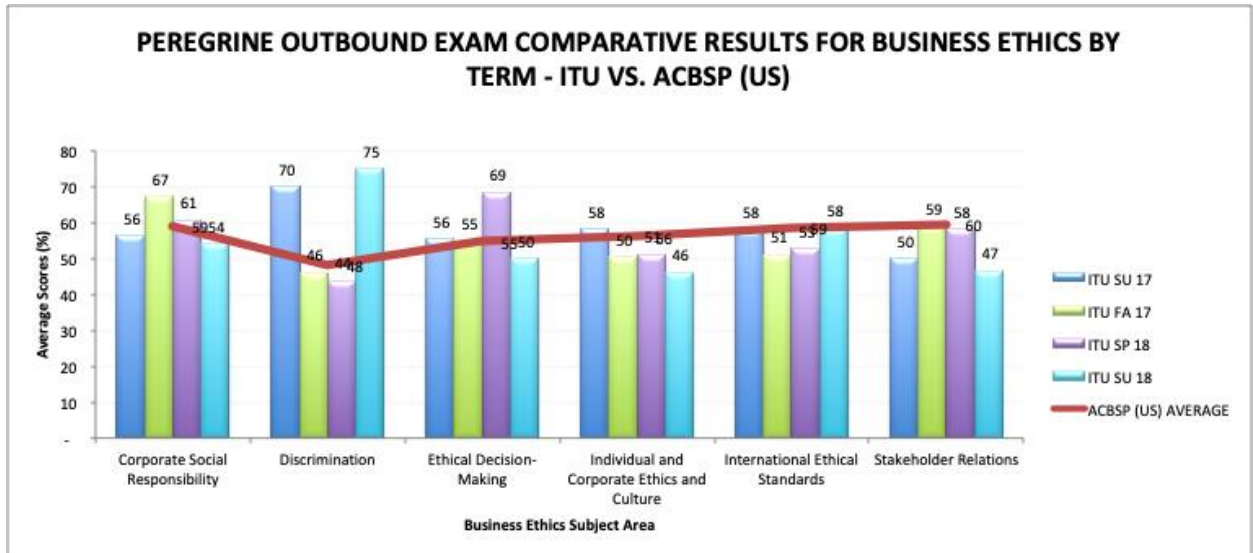


- ITU students, on average, perform at a higher level across accounting topics in comparison to the ACBSP (US) average. There are exceptions in performance in some trimesters/topics. Examples are Credits and Debits, Equity, Net Present Value, and Capital Investments in Summer 2018.
- We observed that ITU students perform inconsistently for the same sub topic across terms.
- **Rationale:** Since incoming students already lack accounting knowledge, and they display a lack of interest in choosing accounting courses at ITU, the poor performance carries over from the inbound exam to the outbound exam.
Action taken: We cannot enforce students to enroll in accounting courses. Further, we do not offer a concentration in Accounting. However, to solve this problem, we will endeavor to include specific accounting knowledge within core business courses.

4.2 Exam completion results – Results for Business Ethics

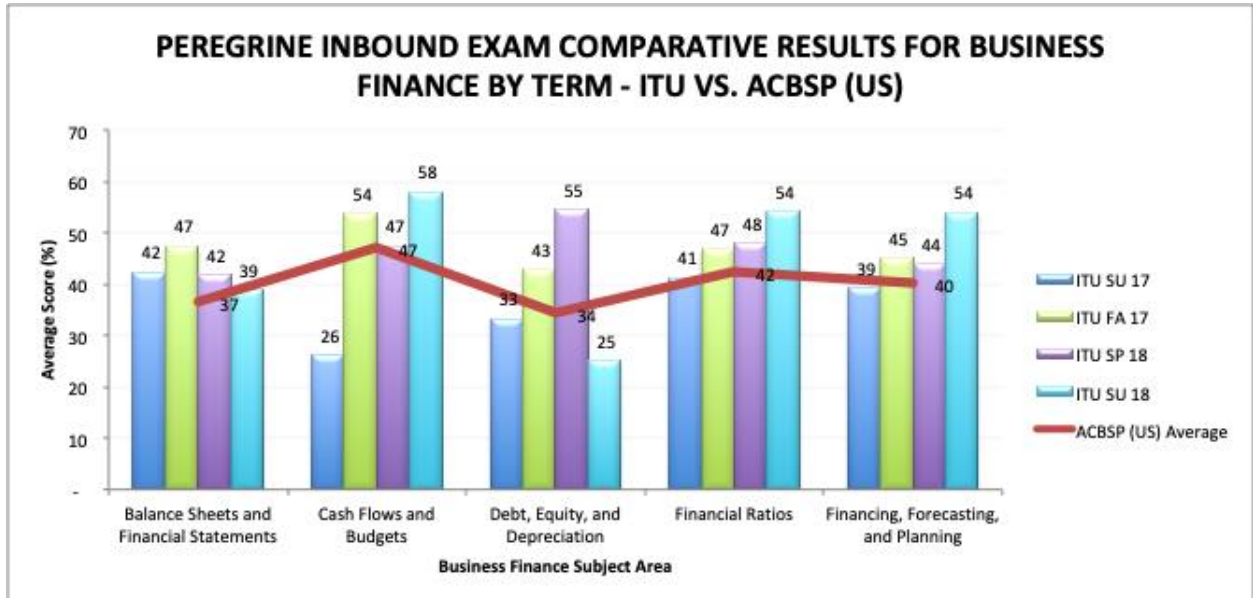


- Overall, ITU students perform better on Business Ethics in comparison to the ACBSP (US) average. The exception to this is Individual and Corporate Ethics and Culture.
- Comparing ITU students' term on term, there are inconsistencies in performance on the same topic.
- **Rationale:** We mentioned previously, that ITU students typically come from many different countries and cultures. Their prior work/corporate experience is also diverse from a global and cultural perspective. As a result, students' understanding of business ethics in the context of culture combined with the possibility of English being a second language, and the time constraints of completing the exam may lead to the low scores observed.
- **Action taken:** The business department, as part of core courses and internship preparation course, emphasizes various aspects of business ethics, including decision making, culture, and discrimination.



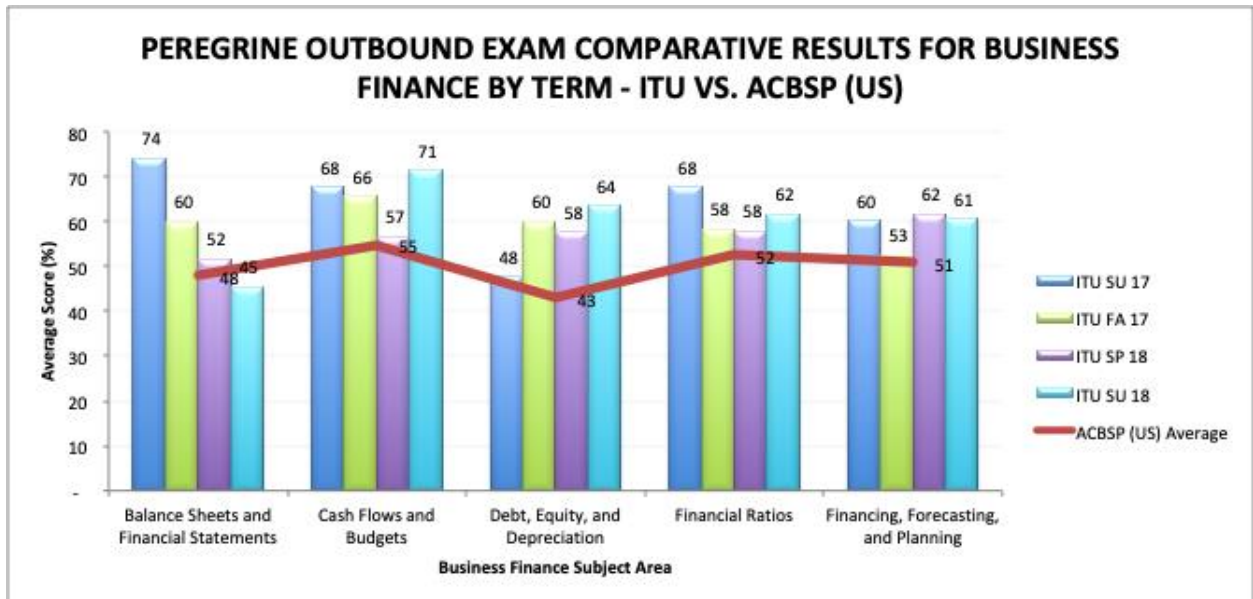
- On average, on the outbound exams, ITU students perform on par with their counterparts on the ACBSP (US) average.
 - However, ITU students have displayed varying levels of performance term on term across the subjects that comprise the subtopics within Business Ethics. It is also strange to note that, even though the business ethics is included within core courses and internship preparation courses, this has not resulted in a significant increase in scores on the outbound exam.
 - **Rationale:** As previously noted, this trend may be explained due to the amount of time students spend on the exam and the level of seriousness they invest in these exams. At the time students take the outbound exam, they are nearly at the end of their business degrees and are focused on successfully completing their capstone theses or projects.
- Action taken:** The Business Department will urge students to complete their Outbound Exams at the start of the trimester, i.e. before they start working on their capstone thesis or project proposals. Further the department will encourage students to take these exams seriously and provide considered responses to the questions.

4.3 Exam completion results – Results for Business Finance



- ITU students perform better than or at the same level as their ACBSP (US) average counterparts on the Peregrine Inbound Exam in Business Finance and related topics.
- Comparing ITU students' performance across terms, and individual topics comprising Business Finance, Cash Flows and Budgets (Summer 2017), and Debt, Equity, and Depreciation (Summer 2017, and Summer 2018) were areas of concern.
- **Rationale:** While students come into ITU with a rich academic background, and work experience, it may be said that not many of them have specific exposure to Business Finance. Further, time constraints in completing this exam, may contribute to the variability observed in scores.

Action taken: In order to address this variability from a knowledge perspective, the business department requires the core business course in Finance to cover these topics. Further, students in the Business programs, now have the ability to focus their study in Finance related topics, and earn industry certifications in Finance and allied fields. Last, but not least, the department will enforce a minimum score on the Peregrine Inbound exams from all students, to encourage them to take the exams seriously.

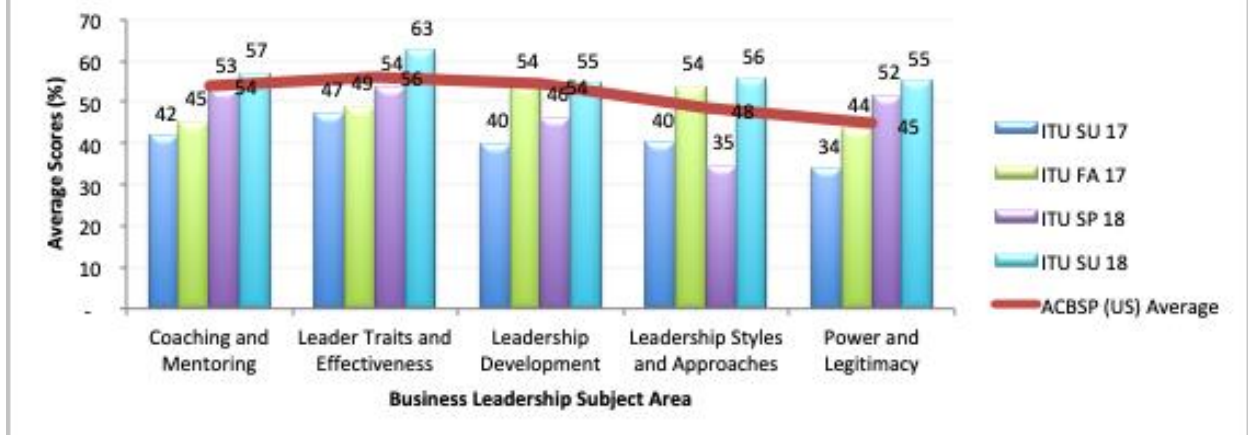


- On the whole, in comparison with the ACBSP (US) average, ITU students perform at a much higher level across terms and sub topics. In some minor cases, ITU students perform at par with their ACBSP (US) average counterparts.
- While the trend described above is positive and reinforces the efficacy of the actions taken as a result of the inbound exams, attention must be directed towards the declining trend of ITU student performance term on term on Balance Sheets, and Financial Statements. This trend is consistent with the performance trend on Accounting topics (covered in previous sections).
- **Rationale:** The availability of Finance as a focus in the business program seems to be helping to elevate student performance in most areas of finance. However, as mentioned before, students come to ITU with a low level of accounting knowledge, which covers the understanding of balance sheets, and financial statements. Further, they display a lack of interest in pursuing accounting courses during their study. Combined with a lack of focus on the outbound exams, this explains the trend of performance observed on these topics in the outbound exam.

Action taken: The business department will aim to include foundation topics such as balance sheets and financial statements in core business courses, and will also request that students complete the outbound exam at the start of the term, when they are less likely to be under time pressure to complete their capstone thesis or project.

4.4 Exam completion results – Results for Business Leadership

PEREGRINE INBOUND EXAM COMPARATIVE RESULTS FOR BUSINESS LEADERSHIP BY TERM - ITU VS. ACBSP (US)



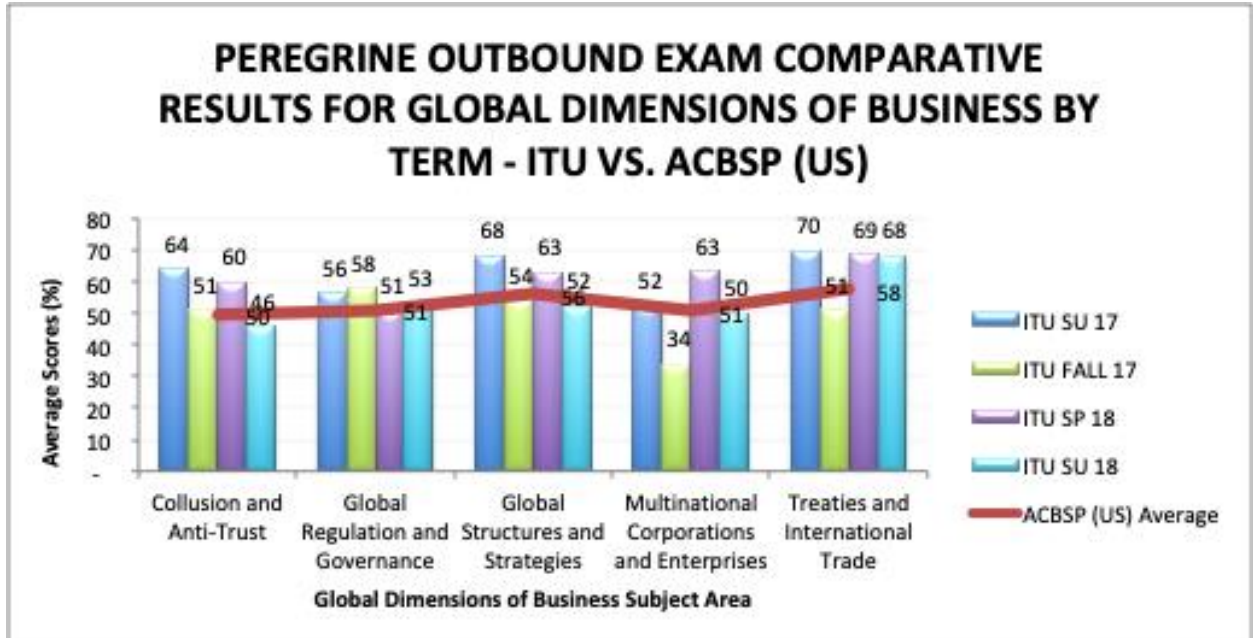
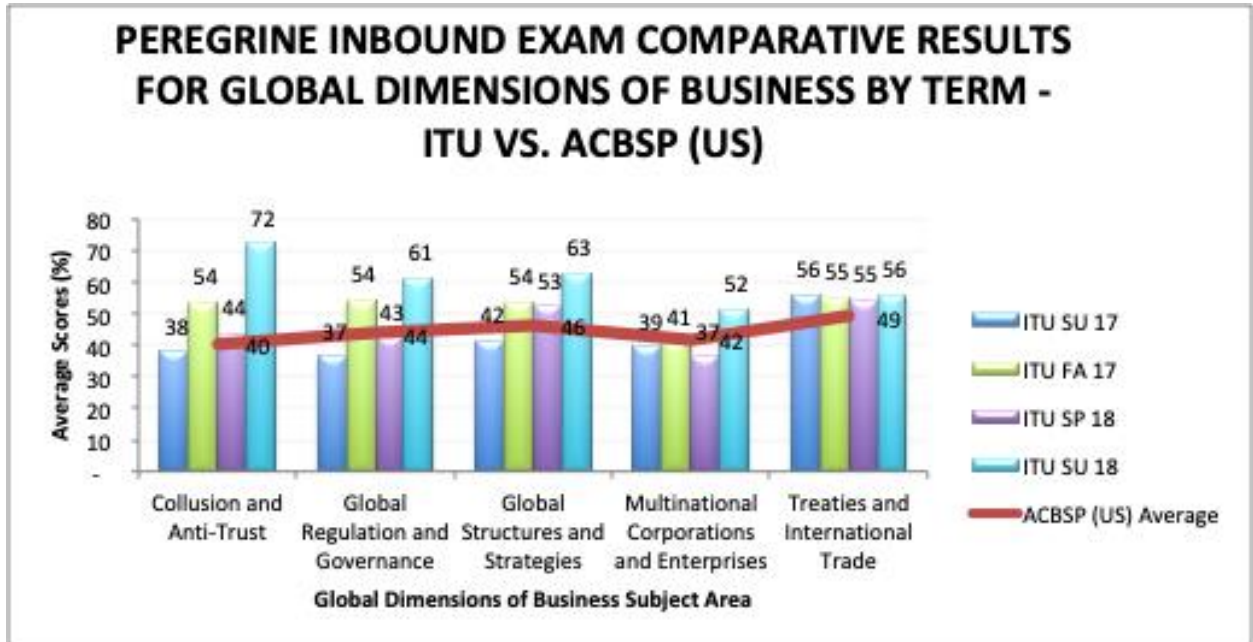
- Across the board, in comparison with the ACBSP (US) average, ITU students perform below par. Comparing across terms, however, and on certain topics; ITU students do display a better performance than the average. Examples include Leader Traits and Effectiveness (Summer 2018), Leadership Styles and Approaches (Summer 2018), and Power and Legitimacy (Summer 2018).
- **Rationale:** ITU students represent a diverse range of cultures and exposure to leadership styles and work environments. They may not necessarily have been exposed to the leadership styles, or culture US corporations operate in. This may further be compounded by a certain degree of language barriers and a time pressure to complete the exam.
Action taken: The business department at ITU will emphasize these topics within core business courses, and within elective courses in leadership as relevant. Further, the internship preparation courses, as well as extra curricular activities, such as the Toastmasters Club, and Student Government seek to impart the understanding and practice of leadership among ITU students.

PEREGRINE OUTBOUND EXAM COMPARATIVE RESULTS FOR BUSINESS LEADERSHIP BY TERM - ITU VS. ACBSP (US)



- In comparison with the ACBSP (US) average, ITU students in general perform at par with, or in some cases above par on the outbound exam in Business Leadership.
- In comparing ITU students' term on term across various aspects of business leadership, it may be observed that the performance is somewhat variable. ITU students demonstrate a strong grasp of Power and Legitimacy. However, topics such as Leadership styles and Approaches, and Leadership Development still remain areas of underperformance for ITU students.
- **Rationale:** Even though ITU and the Business Department emphasize these topics within the core courses, and through extra curricular activities such as Toastmaster club. But the students didn't join the club and we cannot force them to join it.
Action taken: The business department needs to offer more courses in leadership topics in the areas of student weaknesses.

4.5 Exam completion results – Results for Global Dimensions of Business



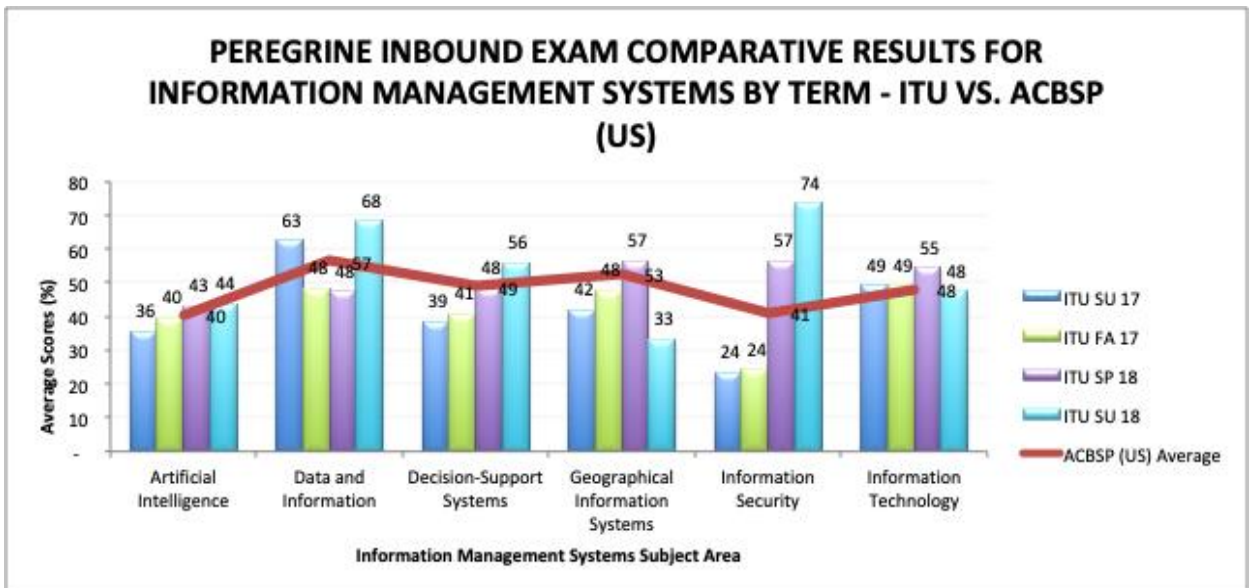
- In comparison with the ACBSP (US) average, ITU students in general perform at par with, or in some cases above par on the inbound and outbound exams in Global Dimensions of Business.

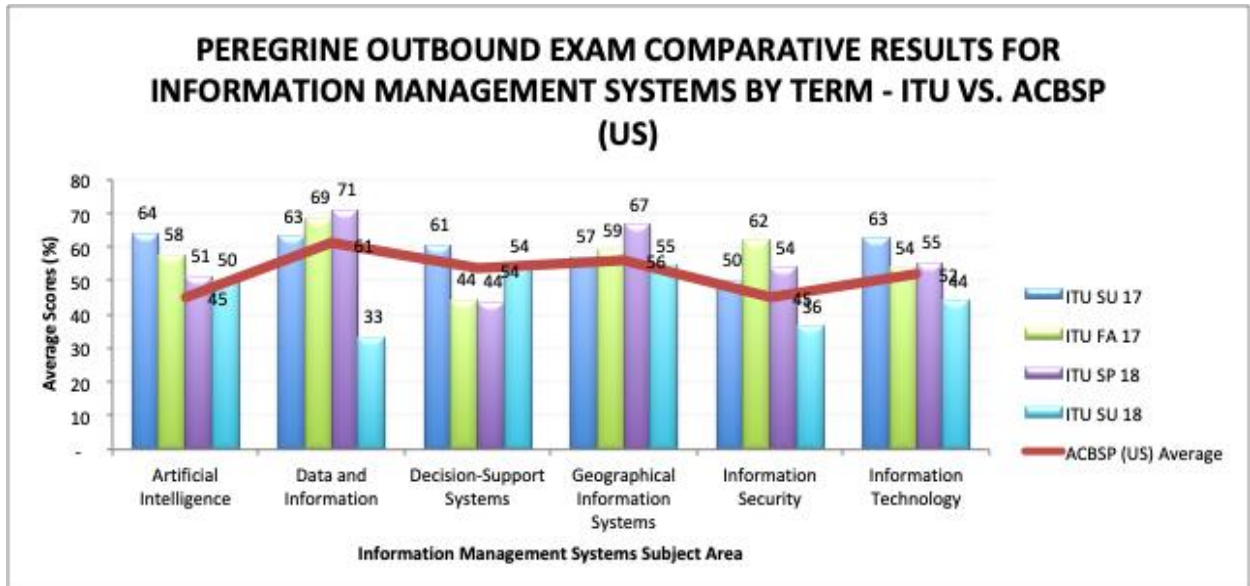
Rationale: ITU students are predominantly international. They come to ITU with knowledge of global business structures and operations. Therefore, the level of performance is almost

the same between the inbound and outbound exams. This is mainly explained by the fact that the Business programs do not currently offer specific courses aligned with the Global Dimensions of Business.

Action taken: The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously.

4.6 Exam completion results – Results for Information Management Systems





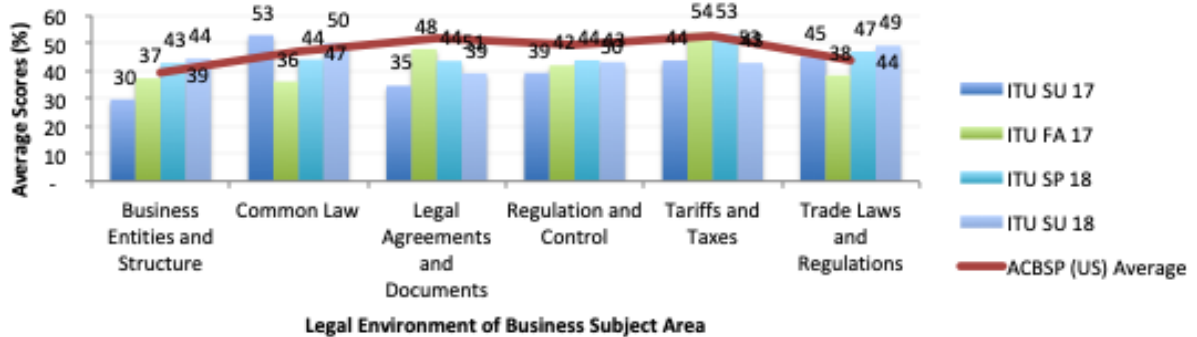
ITU students perform below the ACBSP (US) average in inbound exam in most of the topics related to Information Management Systems. This is mostly in Summer and Fall 2017. The results of ITU students on the outbound exams are better than the ACBSP (US) average outbound exams.

Rationale: Students coming to ITU lack the knowledge in this subject area, or have forgotten these topics. ITU relies on students' prior knowledge in this area, and does not prepare the students to take the inbound exam. But we offer courses in IMS in the MBA, this knowledge improved their score.

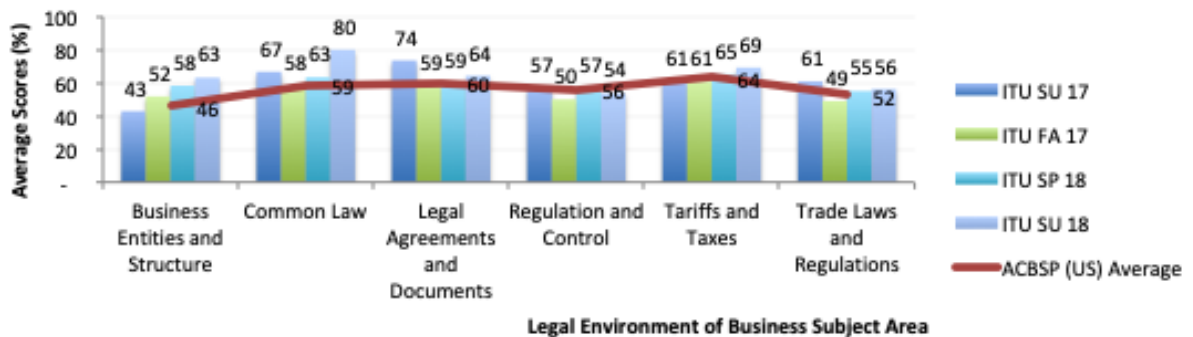
Action Taken: As ITU relies on the student's prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously. In addition, faculty will be encouraged to include the relevant topics (i.e. areas of deficiency in the scores above) within the appropriate course content.

4.7 Exam completion results – Results for Legal Environment of Business

PEREGRINE INBOUND EXAM COMPARATIVE RESULTS FOR LEGAL ENVIRONMENT OF BUSINESS BY TERM - ITU VS. ACBSP (US)



PEREGRINE OUTBOUND EXAM COMPARATIVE RESULTS FOR LEGAL ENVIRONMENT OF BUSINESS BY TERM - ITU VS. ACBSP (US)

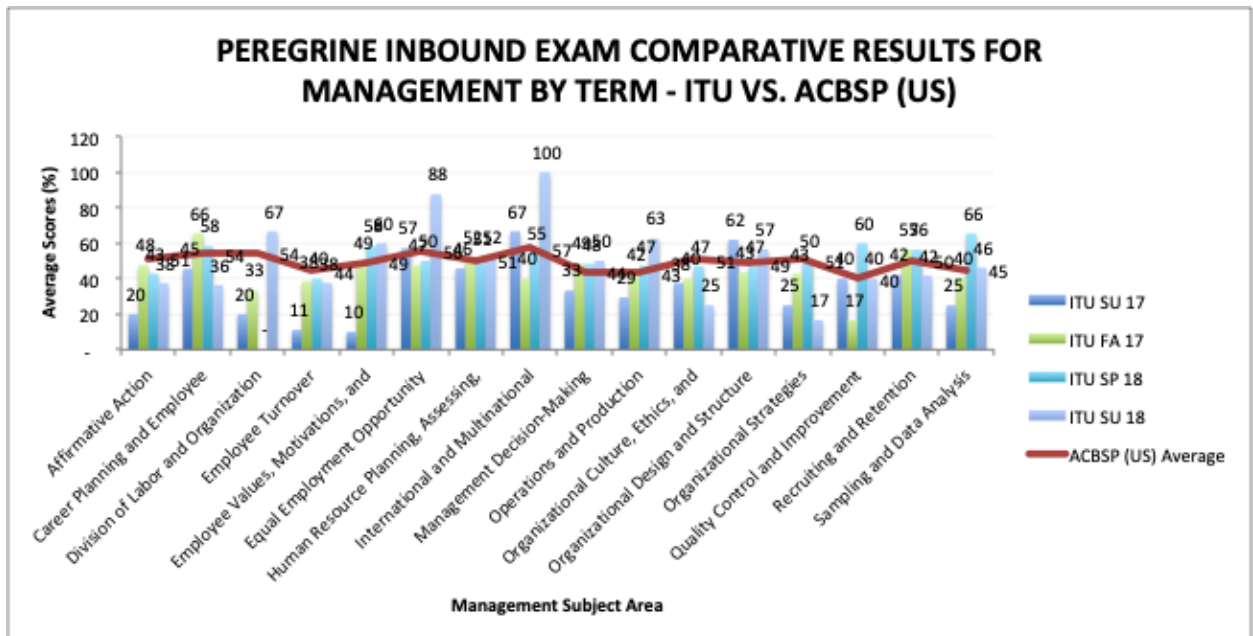


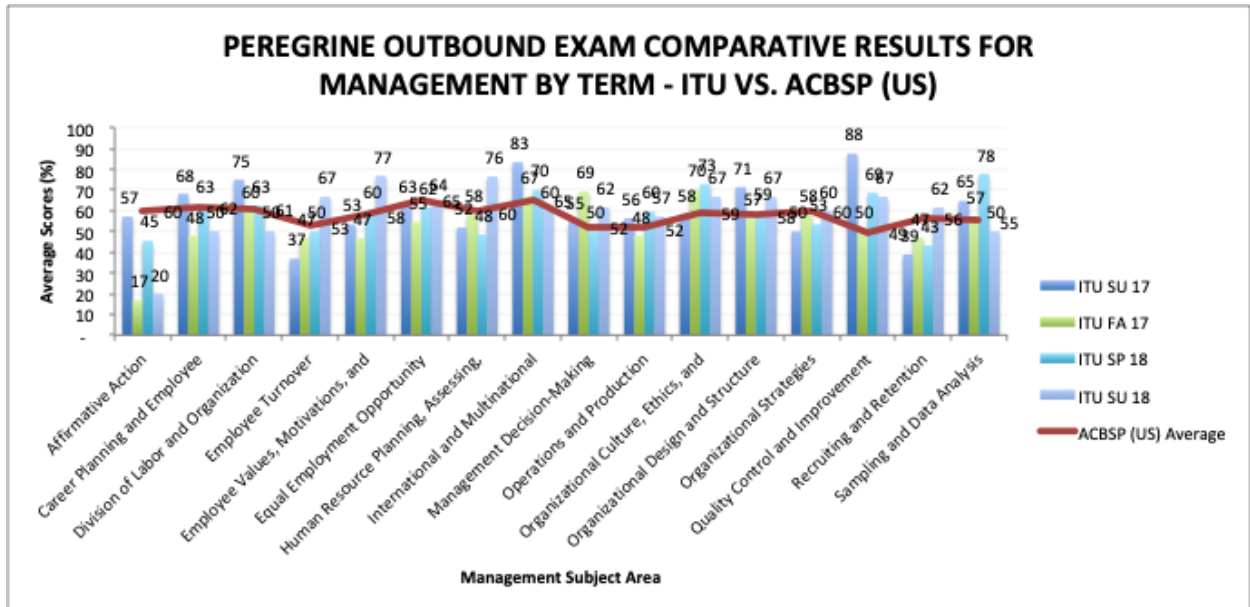
ITU students perform below the ACBSP (US) average in inbound exam in most of the topics related to Legal Environment of Business. The results of ITU students on the outbound exams are better than their performance on the inbound exams. However, the performance of ITU students on the outbound exams is at par with their counterparts representing the ACBSP (US) average outbound exams.

Rationale: Students coming to ITU may lack the knowledge of American business law. ITU also relies on students' prior knowledge in this area, and does not prepare the students to take the inbound exam. The improvement on the outbound exam is due to the fact that some courses at ITU do cover fundamental content related to Business Law. However, this content is not as detailed as a dedicated law course, which explains that the student improvement does not exceed the ACBSP (US) average.

Action Taken: As ITU relies on the student’s prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously. In addition, faculty will be encouraged to include the relevant topics (i.e. areas of deficiency in the scores above) within the appropriate course content.

4.7 Exam completion results – Summary Results for Management



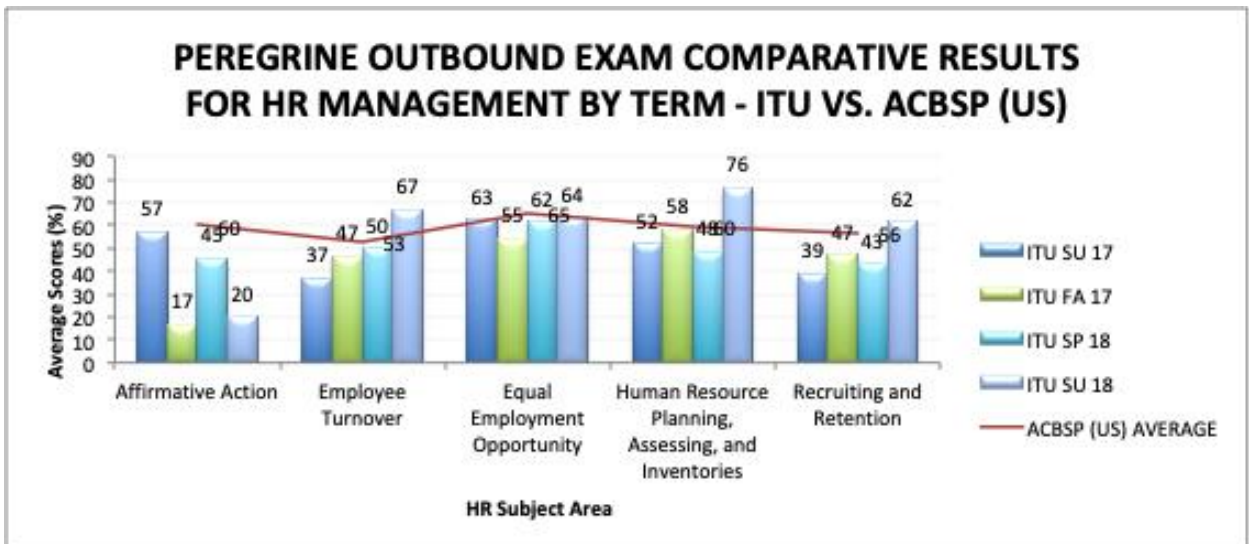
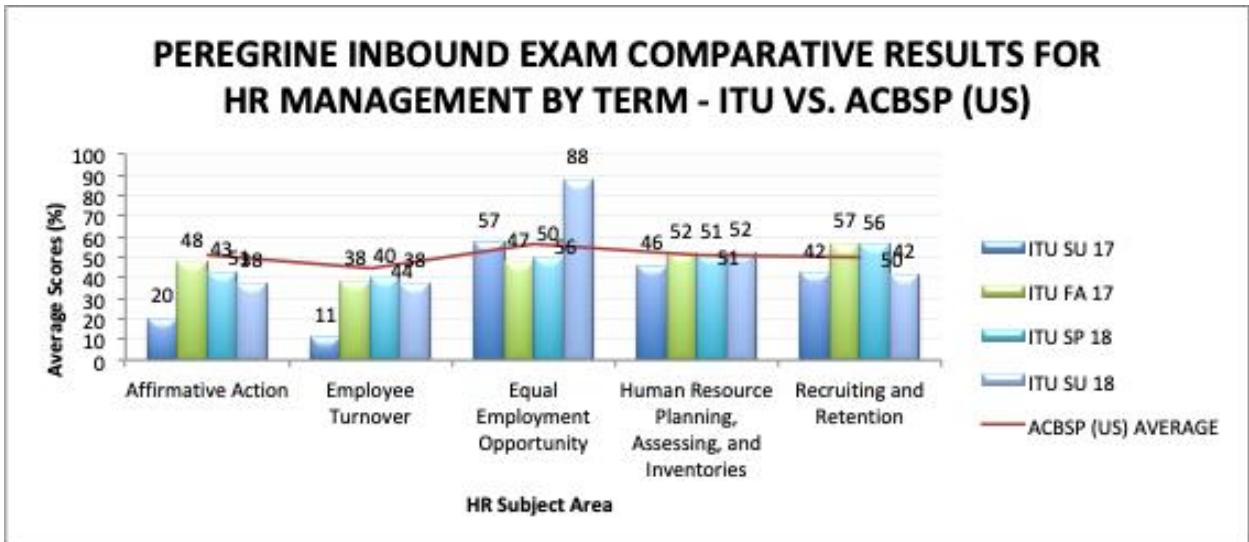


ITU students perform below the ACBSP (US) average in inbound exam in most of the topics related to Management. As previously explained, Management is comprised of several larger topics. These are Human Resources Management, Operations and Production Management, and Organizational Behavior. The results of ITU students on the outbound exams are better than their results on the inbound exams. However, ITU students' outbound results are at par with the ACBSP (US) average outbound exams. However, topics such as Affirmative Action, Career Planning, and Recruitment and Retention remain areas of concern.

Rationale: Students coming to ITU may lack the knowledge of Management topics as it applies to corporations in the US. Further, it is also possible, that students may not have had the opportunity to work at a managerial level to explore the nuances related to these topics. ITU relies on students' prior knowledge in this area, and does not prepare the students to take the inbound exam. But we offer courses in various topics of Management and Leadership within the MBA programs. This knowledge may be the cause for improved scores on the outbound exams.

Action Taken: As ITU relies on the student's prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously. In addition, faculty will be encouraged to include the relevant topics (i.e. areas of deficiency in the scores above) within the appropriate course content.

4.7.1 Exam completion results –Results for Management: Human Resource Management



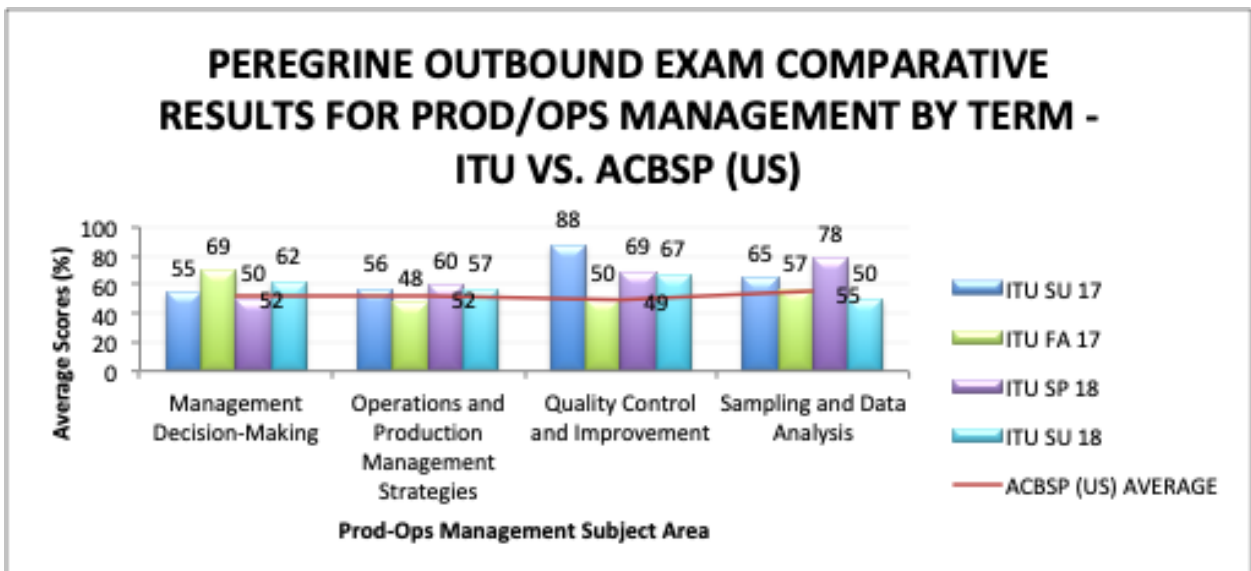
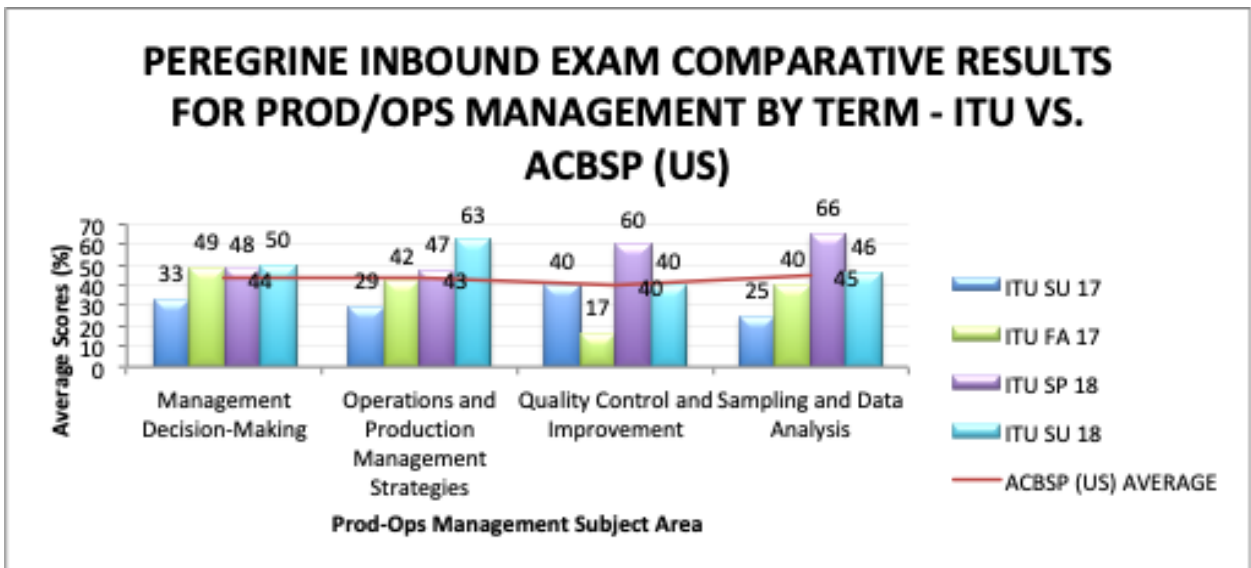
The scores of the HR topic in inbound and outbound are almost the same, with the exception of certain topics. Overall, the results of ITU students on the inbound and outbound exams are at par with or in some cases, below the ACBSP (US) average.

Rationale: Due to low enrollment, with the requirements to reduce elective courses, we do not offer HR courses in the MBA program. As HR is a part of the Business field, we need to keep asking the students to take the topics with the inbound and outbound exams.

Action Taken: Once enrollment increases, we will offer courses in HR, which will improve the students' score on the outbound exam. As ITU relies on the student's prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on

the exams and take them seriously. In addition, faculty will be encouraged to include the relevant topics (i.e. areas of deficiency in the scores above) within the appropriate course content.

4.7.2 Exam completion results –Results for Management: Production/Operations Management

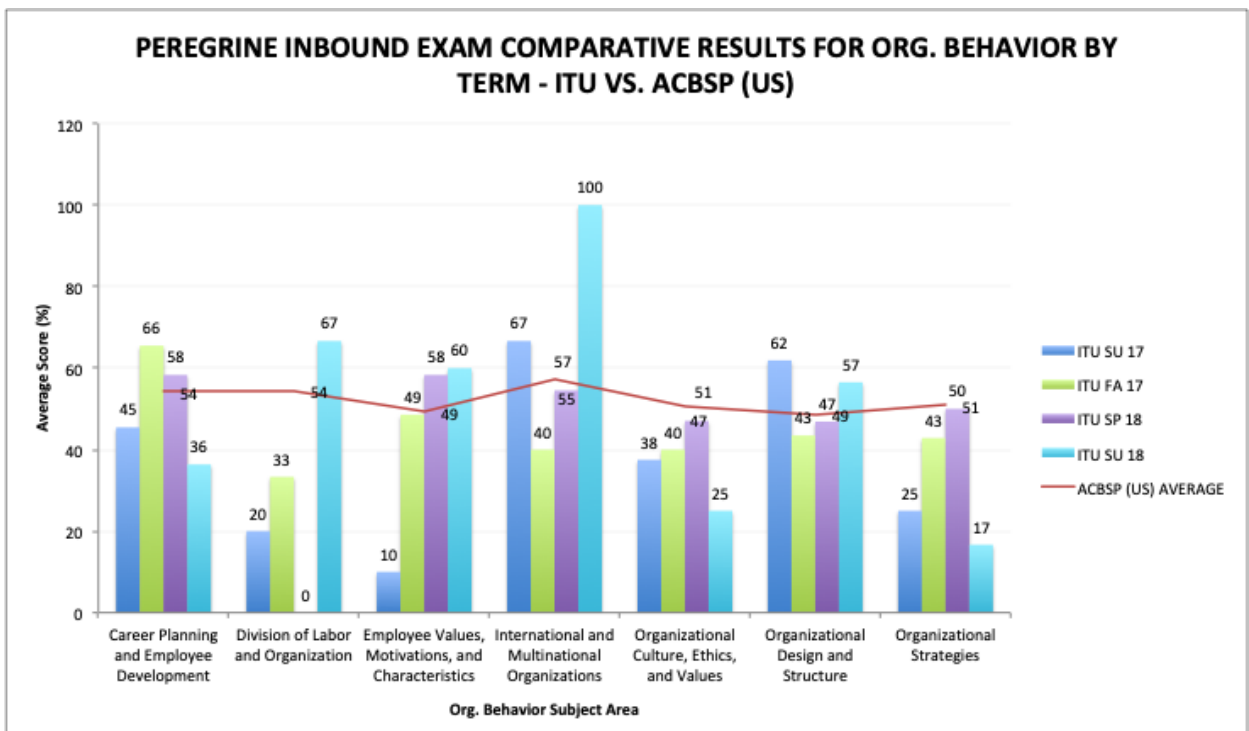


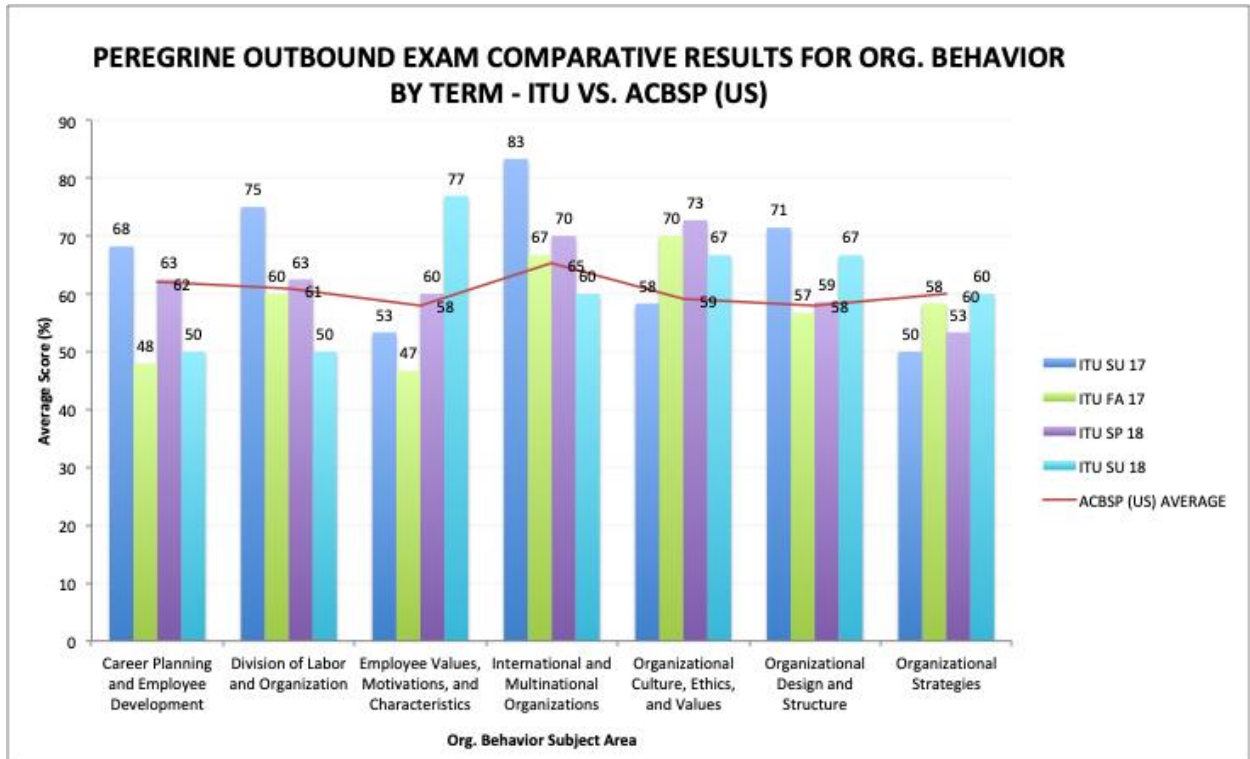
The scores of the Production/Operations Management topic in the inbound and outbound exams are almost the same, with the exception of certain topics. In fact, ITU students display improved performance on the outbound exams in comparison with the inbound exams. Overall, the results of ITU students on the inbound and outbound exams are at par with the ACBSP (US) average.

Rationale: Due to low enrollment, with the requirements to reduce elective courses, we do not offer too many specific courses in Production/Operations Management within the MBA program.

Action Taken: Once enrollment increases, we will offer more courses in Production/Operations Management, which will improve the students' score on the outbound exam. As ITU relies on the student's prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously. In addition, faculty will be encouraged to include the relevant topics (i.e. areas of deficiency in the scores above) within the appropriate course content.

4.7.3 Exam completion results –Results for Management: Organizational Behavior



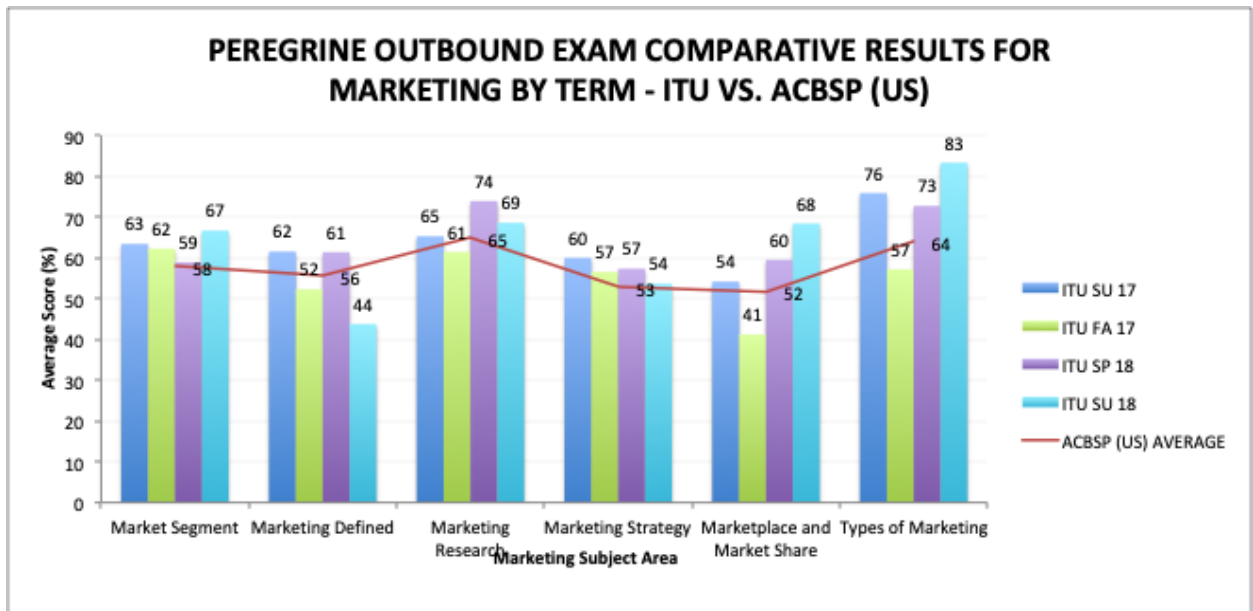
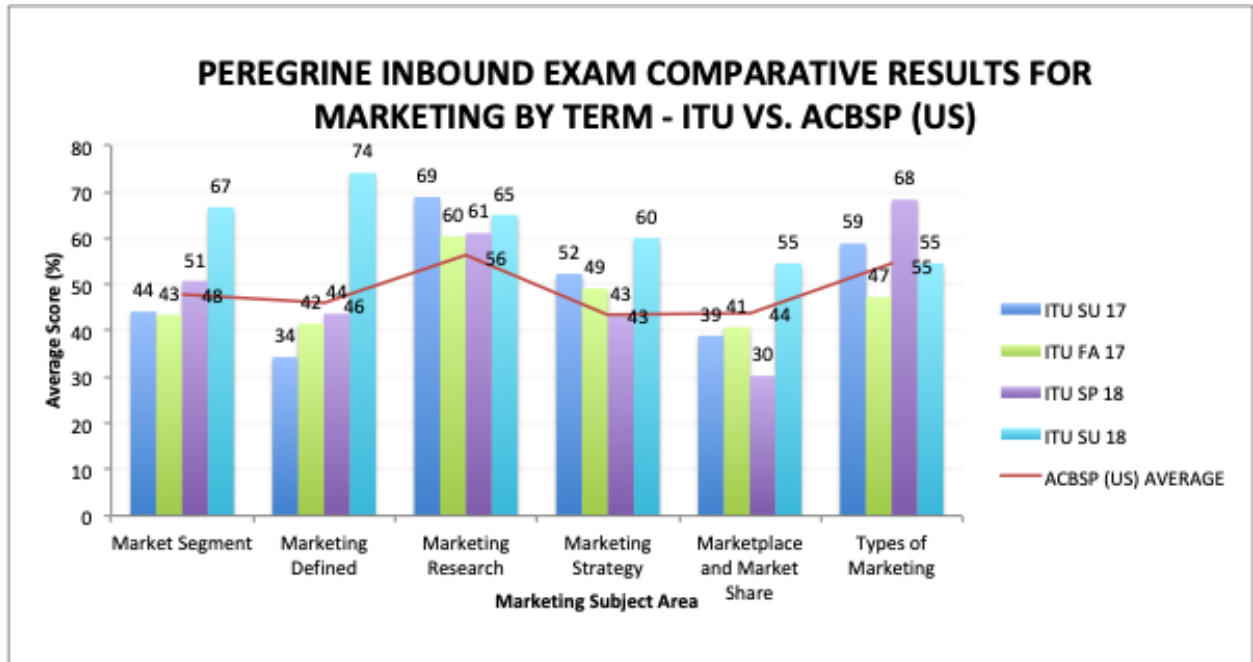


ITU students display improved performance on the outbound exams in comparison with the inbound exams on Organizational Behavior topics. Overall, the results of ITU students on the inbound exam and outbound exams are at par with the ACBSP (US) average. On some terms, however, ITU students are below the ACBSP (US) average on certain sub topics.

Rationale: ITU students perform better on the outbound exams. Due to low enrollment, with the requirements to reduce elective courses, we do not offer too many specific courses in Organizational Behavior within the MBA program.

Action Taken: Once enrollment increases, we will offer more courses in Organizational Behavior, which will improve the students' score on the outbound exam. As ITU relies on the student's prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously. In addition, faculty will be encouraged to include the relevant topics (i.e. areas of deficiency in the scores above) within the appropriate course content.

4.8 Exam completion results –Results for Marketing



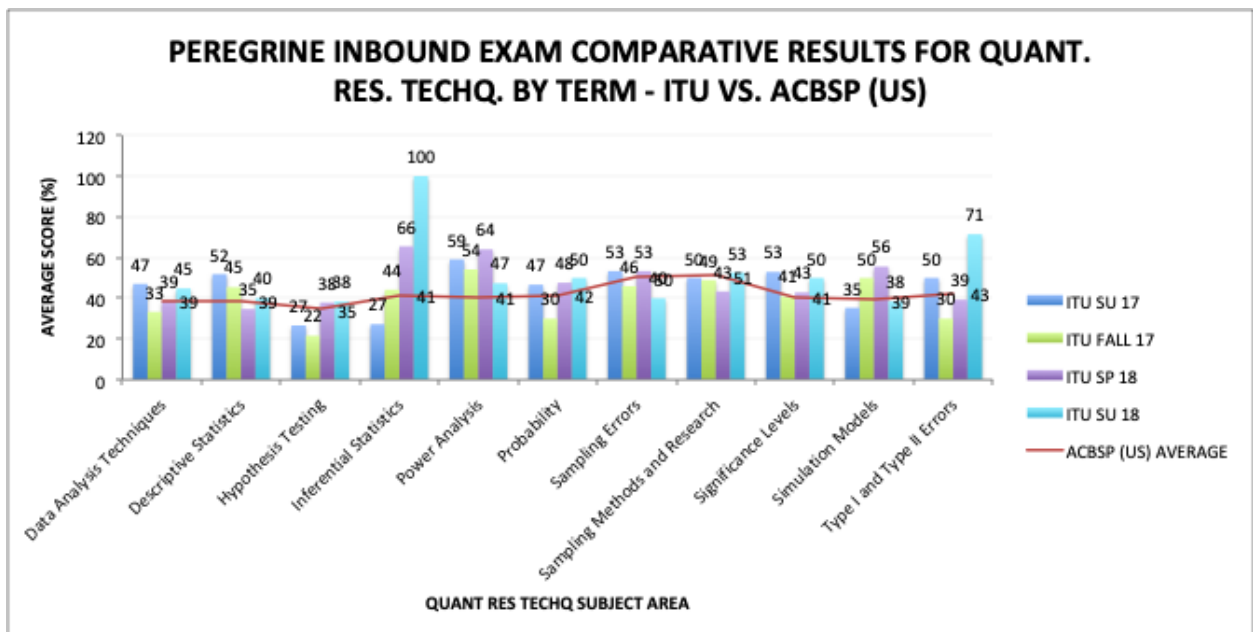
ITU students display improved performance on the outbound exams in comparison with the inbound exams on Marketing topics. Overall, the results of ITU students on the inbound exam and outbound exams are at par with the ACBSP (US) average. On some terms, however, ITU students are below the ACBSP (US) average on certain sub topics in the inbound exams.

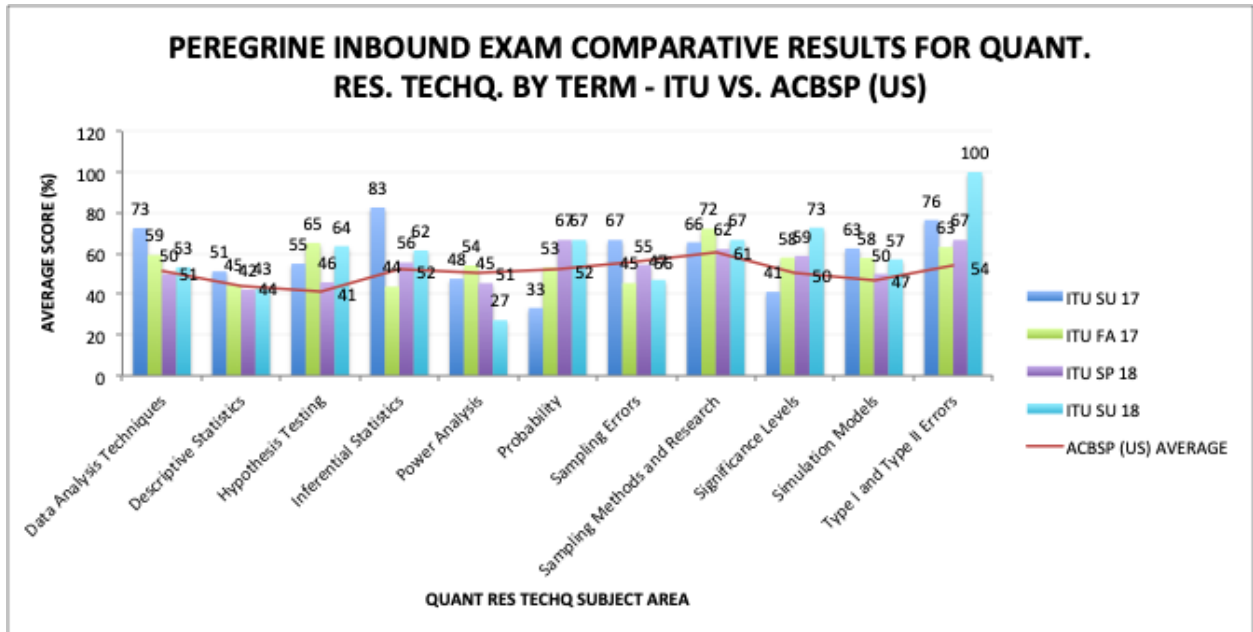
Rationale: Due to low enrollment, we are obliged to cancel marketing courses. Specifically, students are more focused on choosing specialized courses such as Business Analytics, Management Information Systems, and SAP as opposed to Marketing. The Business Programs

at ITU do not offer a concentration in Marketing. However, the improvement of ITU students on the outbound exams is due to the strength of the core course in Marketing. All business students are required to take this core course.

Action Taken: Once enrollment increases, we will offer more courses in Marketing, which will improve the students' score on the outbound exam. As ITU relies on the student's prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously. In addition, faculty will be encouraged to include the relevant topics (i.e. areas of deficiency in the scores above) within the appropriate course content.

4.9 Exam completion results – Results for Quantitative Research Techniques





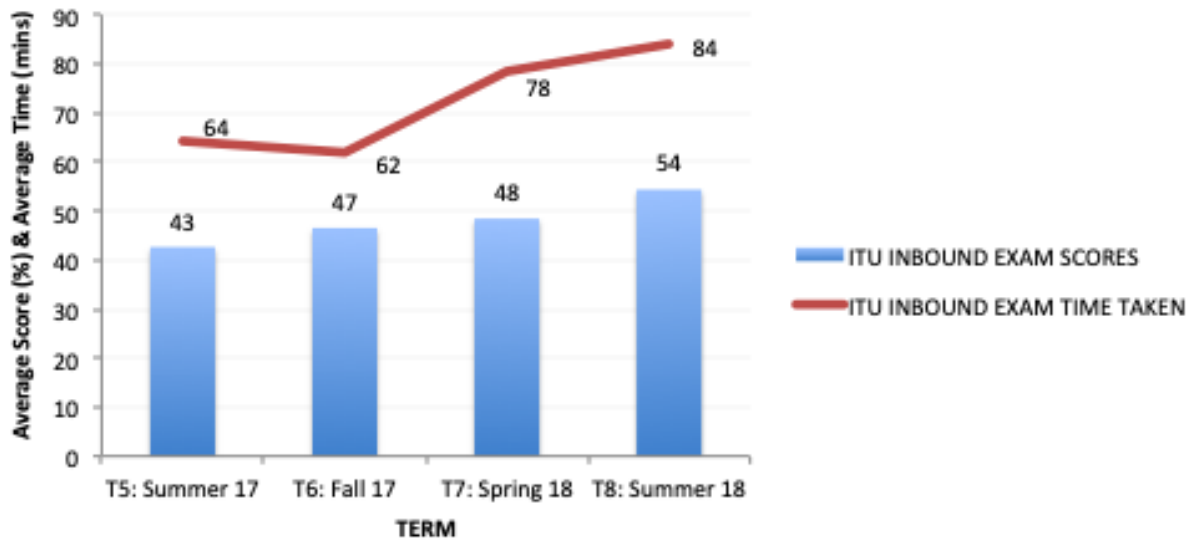
ITU students display improved performance on the outbound exams in comparison with the inbound exams on Quantitative Research topics. Some exceptions were observed on certain topics in certain terms. Overall, the results of ITU students on the inbound exam and outbound exams are at par with the ACBSP (US) average.

Rationale: ITU no longer offers Quantitative research techniques in the MBA courses. This is because the Department requires faculty to impart this specific knowledge to students within the Capstone courses.

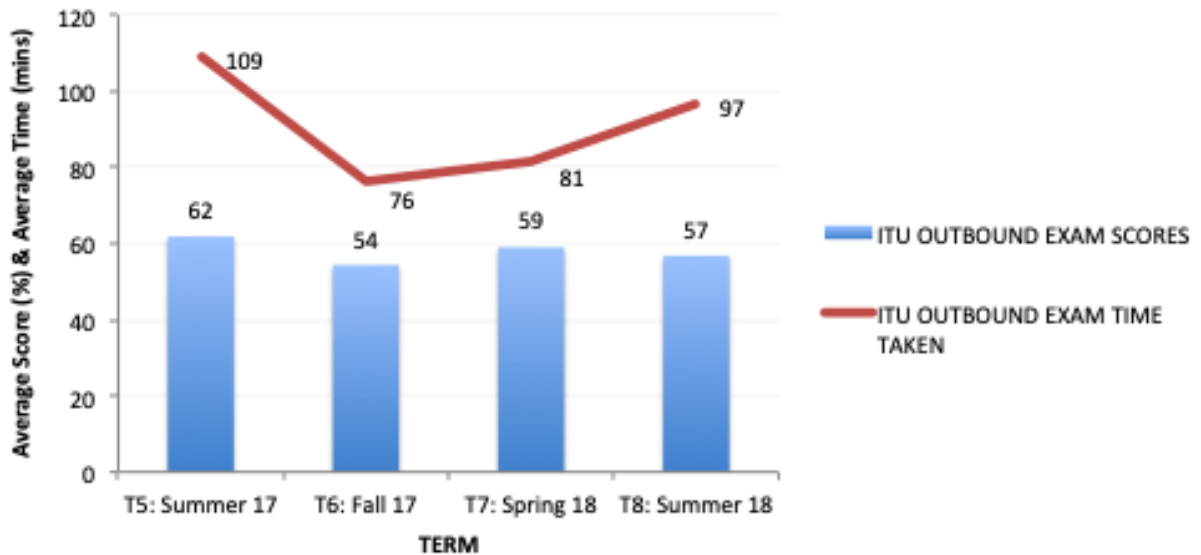
Action Taken: As previously explained, we used to offer a workshop on Quantitative and Qualitative Research Methods. But we stopped offering this workshop. The Business department will aim to offer this workshop in future trimesters. As ITU relies on the student's prior knowledge to take the inbound exam, these scores help us modify our curriculum to address knowledge gaps. The Business Department will set up a minimum score of 60% on the Peregrine exams. Further, students who do not achieve this score will lose the extra points assigned to the Peregrine exams. We will follow this strategy from Fall 2019 to encourage the students spend more time on the exams and take them seriously.

5.0 Analysis of Average Score vs. Average Time Taken to complete exams

PEREGRINE INBOUND EXAM - AVERAGE SCORE VS. AVERAGE COMPLETION TIME



PEREGRINE OUTBOUND EXAM - AVERAGE SCORE VS. AVERAGE COMPLETION TIME

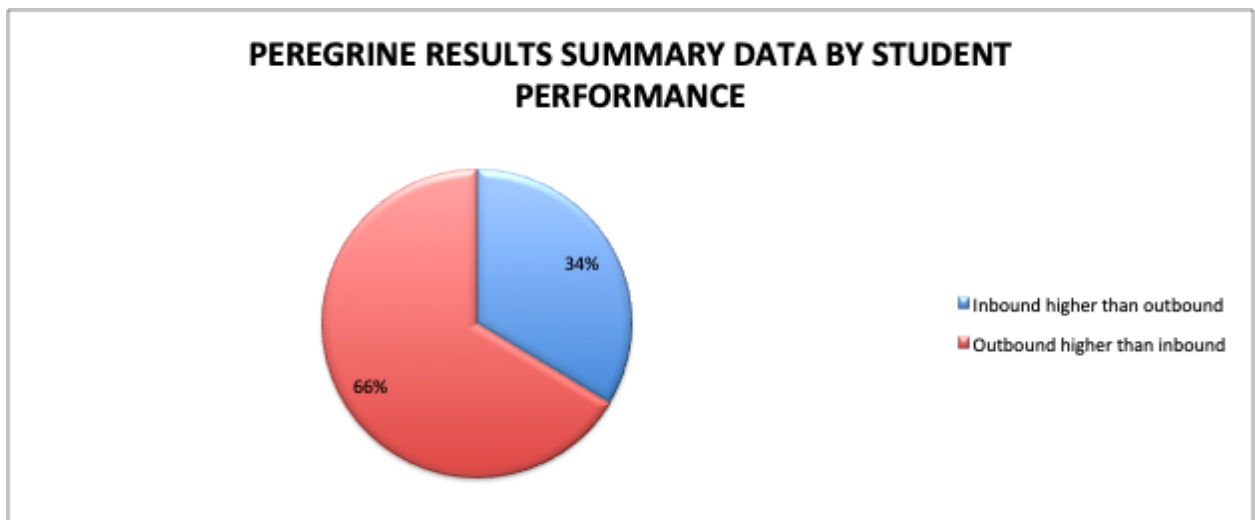


In general, ITU students show slight improvement from Summer 17 to Summer 18 (inbound exam only) in terms of their scores. Further, and generally speaking, the more time students spend on their tests, the better their scores.

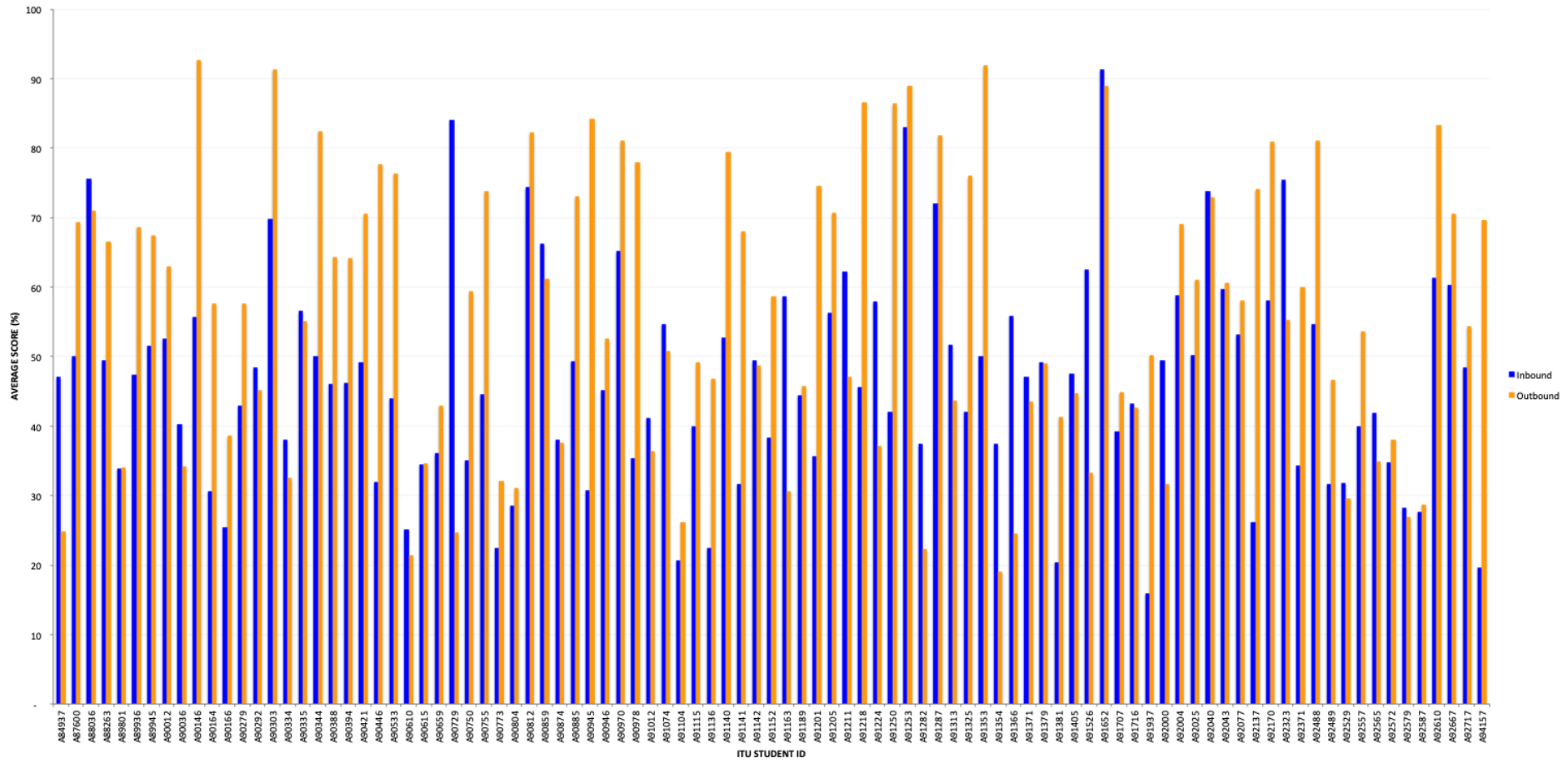
Rationale: Regardless of the inbound or outbound exam, students at ITU are faced with a time pressure to complete the exams. The slight improvement or decline in scores is almost entirely due to the amount of time available to students to complete their exams.

Action taken: In the spring trimester, the students are asked to complete the exam one week before the start of the trimester. This gives them enough time to complete the questions. As a consequence of the increased time spent on the exam, and the imposition of a minimum score of 60%, we expect a higher score from ITU students on the Peregrine exams.

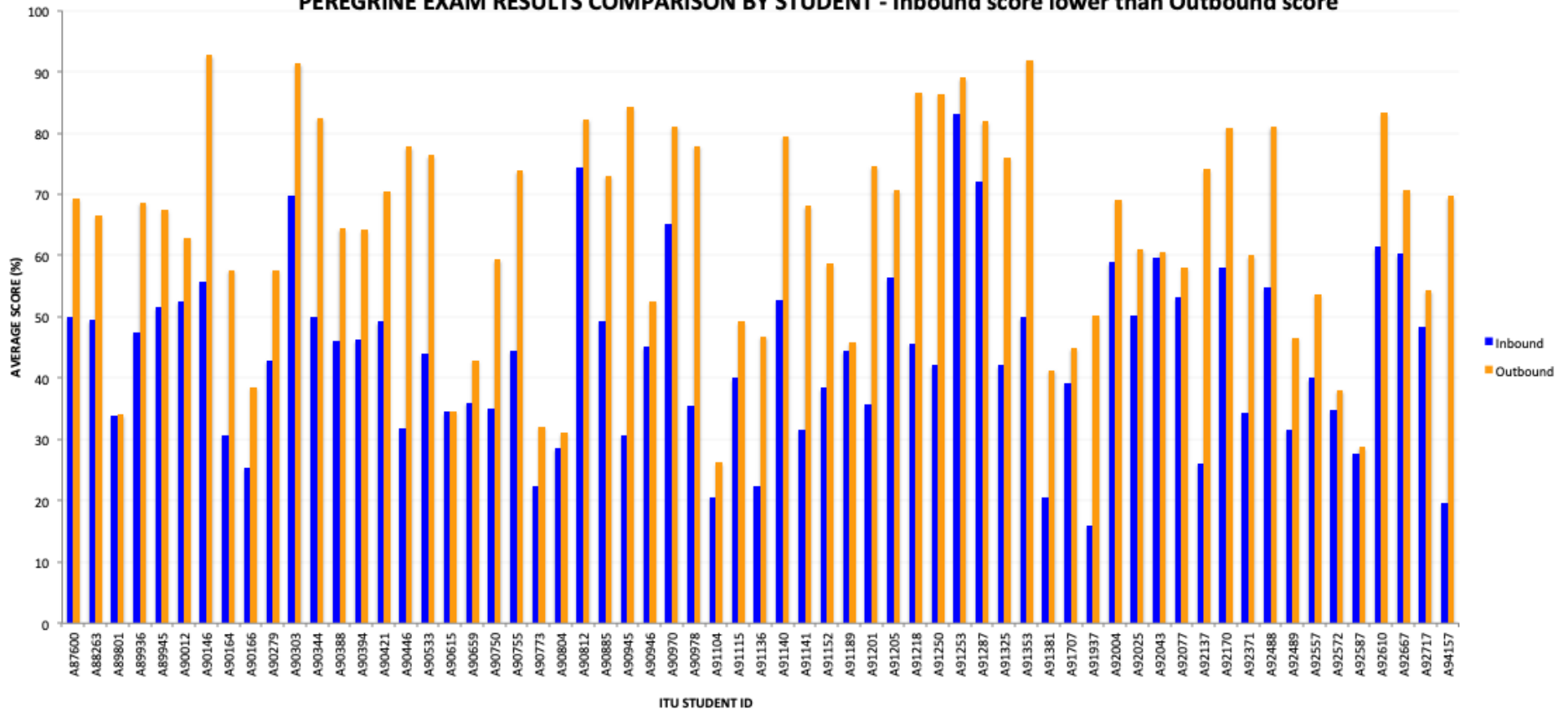
6.0 Cohort Comparison – Student scores on Inbound Exam versus Student scores on Outbound Exam

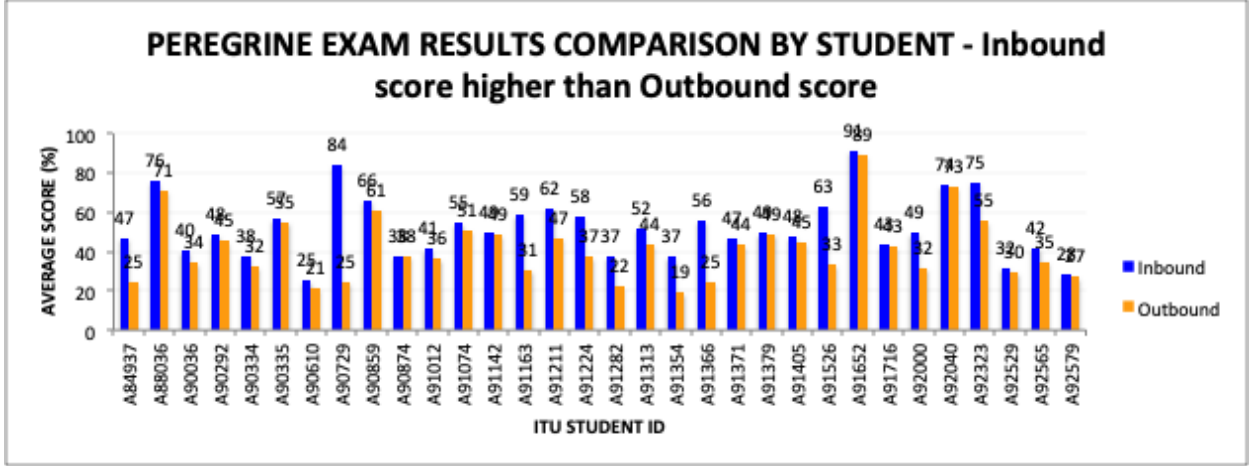


PEREGRINE EXAM RESULTS COMPARISON BY STUDENT



PEREGRINE EXAM RESULTS COMPARISON BY STUDENT - Inbound score lower than Outbound score



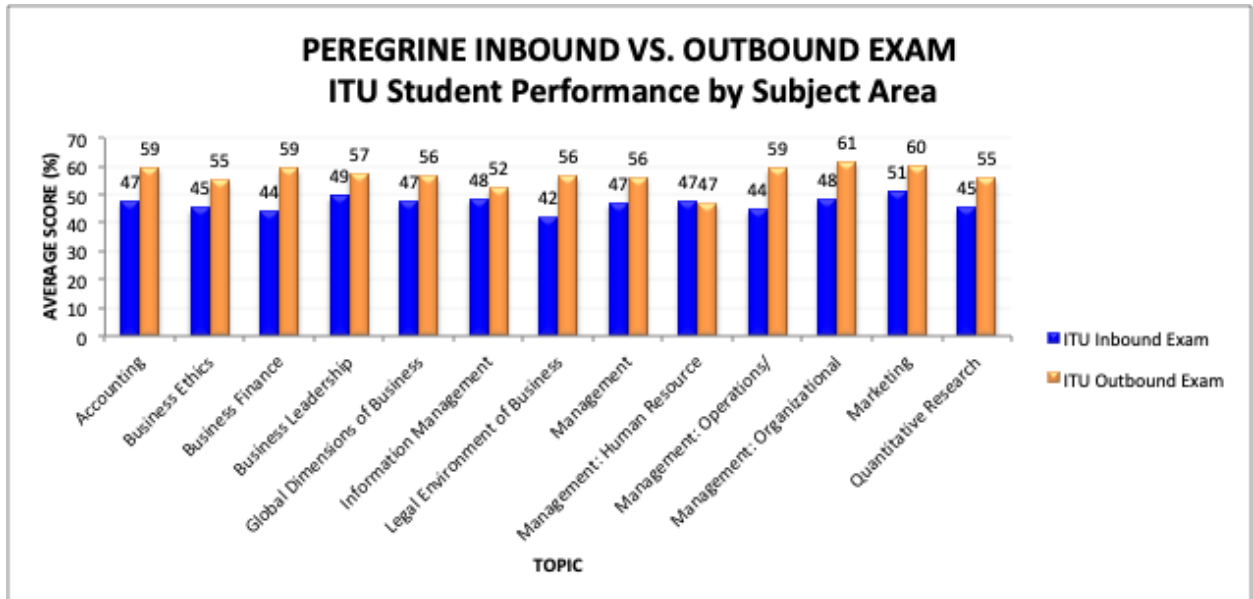


66% of ITU students perform better on the outbound exam in comparison to 34% of ITU students who perform better on the inbound exam. ITU expects that students in general, perform better on the outbound exam as compared to the inbound exams.

Rationale: The better score in the outbound exam was due to the learning the students gained through their study at ITU. Where students perform better on the inbound exam as opposed to the outbound exam, this performance may be attributed to the lack of the knowledge in some topics. Further, the Business Department is not able to offer some topics, such as HR, Marketing, Quantitative Research during the MBA program due to the limited number of elective courses. This is explained in more detail in the sections above.

Action Taken: The Business department aims to impose a minimum score of 60% on the Peregrine exams. Further, we plan to offer specific courses in topics where students show a declining performance. Faculty is also requested to include as many of these topics of deficient student performance in the relevant courses.

7.0 ITU Student Performance – Overall Average Score on Inbound Exam vs. Outbound Exam



In general, across all four (4) terms, and across all topic areas, ITU students show better performance on the outbound exams. However, students perform at the same level on both exams on Human Resources Management. We have explained this trend in the sections above in more detail, term by term and by sub topic.

9.0 Conclusion & Recommendations

- Overall, ITU students perform better on the outbound exams than the inbound exams. However, some inconsistencies have been noted in performance in some subject areas.
- ITU students also perform mostly on par with the ACBSP (US) average on the inbound exams. They do outperform the ACBSP (US) average on the outbound exams on some topics, but are mostly on par with this comparative benchmark. The same is true when ITU students are compared with ACBSP accredited schools in Region 7, which includes the State of California, and other Private Not-for-Profit Institutions.
- In comparison with other institutions offering MBA and/or Masters Business programs, within the United States and globally, ITU continues to perform on par with comparative schools
- On average, it was noted that students who dedicated more time and attention to completing the inbound and outbound exams earned higher scores than students who completed the exams under a time pressure.
- A summary of recommendations, and actions to be taken to improve student performance on these exams are as follows:
 - Institution of a minimum score (i.e. 60%) on both inbound and outbound exams. This minimum score will be tied into extra credit points in the courses through which the inbound exam (MGT 503), and the outbound exam (capstone courses) are administered.
 - The Business Department will provide students a guideline to successfully complete the inbound and outbound exams.

- Students to be advised by department and faculty to complete the exam prior to the start of the class when they do not have assignment deadlines or other competing pressures on their time.
- For areas of deficiency or underperformance noted on the inbound exams, faculty will be required to include specific content in the relevant courses to improve student's performance on the outbound exams.
