



January 7, 2021

Dr. Ray Titus , Dean
Alliance School of Business
Alliance University
Chikkahagade Cross, Chandapura – Anekal Main Road,
Anekal, Bengaluru – 562 106,
Karnataka, India

Dear Dr. Titus:

At its December 2020 meeting, the IACBE Board of Commissioners considered your request for the accreditation of the business programs offered by the Alliance School of Business at Alliance University. After careful consideration and discussion, the Board voted to Defer Action on Accreditation effective through July 31, 2021.

For clarification, the relevant section of the Board of Commissioners Policy and Procedural Manual states:

Action on Accreditation Deferred

When the business programs of an academic business unit that is a candidate for accreditation or that is seeking reaffirmation of accreditation are found to be in noncompliance with a number of the IACBE's Accreditation Principles, the Board of Commissioners may defer action on accreditation for a time period not to exceed three years pending remedial action and/or receipt of additional information.

The Board of Commissioners will provide written reasons for the deferred action and will invite the academic business unit to respond.

During this period, the academic business unit will continue to hold the status of candidate for accreditation, or in the case of reaffirmation of accreditation, the academic business unit's business programs will continue to hold their accredited status.

Reasons for the Deferral of Action on Accreditation

In the judgment of the Board of Commissioners, there are some issues that still must be addressed before accreditation can be granted to your business programs. These are identified below:

Principle 2.1: Assessment Planning

Provide a revised Outcomes Assessment Plan, including updated rubrics, surveys, and other assessment instruments. For example, the following items should be addressed along with any other areas that the school identifies as needing revision.

1. Clarify Intended Student Learning Outcomes (ISLOs) and ensure consistency in mapping of ISLOs to both Broad Based Student Learning Goals (BBSLGs) and Key Learning Outcomes (KLOs).
2. Correctly identify direct vs indirect assessment measures. (Indirect measures for the MBA and doctoral program may actually be direct measures).
3. Ensure that indirect assessments are explicitly mapped to the ISLOs they are intended to measure. The feedback form currently used as an indirect assessment is more of a course evaluation and does not have questions that can be tied to specific ISLOs.)
3. Provide copies of all assessment instruments, with descriptions of the project work that students are expected to do, so that it can be determined if the direct measures are clearly aligned with ISLOs they are intended to measure.
4. Ensure that rubrics for Project Work have evaluation criteria that are explicitly tied back or related to the ISLOs being measured.
5. Ensure that performance targets are explicitly tied to specific ISLOs (rather than being specified as an overall score on a project) and clearly aligned with the associated rubric.

In order to assist the Alliance School of Business with revisions to the outcomes assessment plan and address the issues identified above, the Board of Commissioners is requiring a mentor visit from your staff liaison, Ted Collins. He will be in contact with you in the next week to discuss timing and logistics.

To facilitate the Board of Commissioners' review of your deferral please provide the IACBE with a written response to each of the items listed as Reasons for the Deferral of Action on Accreditation and as Other Findings of the Board of Commissioners. Provide a narrative response and any applicable supporting documentation to demonstrate program compliance. It is important that you also provide any requested documentation along with a revised Outcomes Assessment Plan that addresses the issue(s) identified above. Submissions for the narrative response(s) are to follow this format using MS Word: 1) copy each issue, 2) embed the corresponding response immediately following the issue. Submissions must be in electronic format utilizing a Drop Box which you share with the IACBE, emailed to iacbe@iacbe.org, or saved to a flash drive which is sent to the IACBE office via trackable delivery (e.g. Federal Express). All submissions must be received by the following:

June 1, 2021: Responses to all of the items listed as Reasons for the Deferral of Action.

November 1, 2022: Submission of an Interim Quality Assurance Report

The following language must be used on the Alliance School of Business homepage, where "status page" is a hyperlink to your IACBE member status page at <https://iacbe.org/memberpdf/AllianceUniversity.pdf>

The Alliance School of Business has received specialized accreditation for its business programs through the International Accreditation Council for Business Education (IACBE) located at 11374 Strang Line Road in Lenexa, Kansas, USA. The specialized accreditation for one or more programs of the Alliance School of Business is currently on deferral. For a list of program accreditation status please view our IACBE member [status page](#).

The decision of the Board of Commissioners to defer action on accreditation of your business programs is, in effect, a ruling of no action on accreditation at this time. Therefore, the action cannot be appealed. Should you have any questions concerning this action or if I can be of assistance to you, please contact me through the IACBE's headquarters office.

Should you have any questions regarding this action or your next steps, please contact your IACBE Liaison, Ted Collins, at tcollins@iacbe.org or 913-631-3009.

Sincerely,

A handwritten signature in blue ink, appearing to read 'P. Hafford', is positioned above the typed name.

Dr. Patrick Hafford, Chair
Board of Commissioners

cc: Mr. Ravi Kiran, Associate – Office of the Pro Vice-Chancellor