



August 5, 2019

Dr. Massimiliano Bracale  
President  
Swiss School of Management - Rome  
Via degli Aldobrandeschi, 190  
Rome, Italy 00163

Dear Dr. Bracale:

The IACBE Board of Commissioners met on July 17, 2019 to consider the request for accreditation of the business programs offered by the Swiss School of Management. I am writing to report that the commissioners voted to defer action on accreditation.

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. 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.

**Section I: 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 1.1: Outcomes Assessment**

1. Revise the Performance Objectives for the direct measure for each program to use the performance levels identified in the rubric used for that measure. For example, the target for the direct measure (dissertation) for the BBA program indicates that 80% of students will have satisfied the criteria for

each ISLO, and so you must specify the performance level on the rubric that satisfies the criteria. This must be done for direct measures in all programs (BBA, MBA, DBA and PhD)

2. Provide the mapping of the rubric items to the indirect measures. Currently the items on the survey and the course evaluation do not link in an obvious way to any of the ISLOs for any program.
3. Provide a copy of the curriculum evaluation instrument that is used as an indirect measure in the DBA and PhD programs.
4. For all programs that are included in the outcomes assessment plan, ensure that the indirect measures directly and explicitly tie back to the ISLOs that they are intended to measure.
5. For the PhD/DBA rubric for viva voce, map the rubric items to the ISLOs they are intended to measure. In addition, provide descriptors for what constitutes each level of performance (unacceptable, acceptable, satisfactory, good, very good, excellent) for each item. The dissertation rubrics for PhD and DBA provide examples of this. (copied as below from second reader).

**Principle 7.5: External Oversight**

Provide copies of the current authorizations to award degrees in Italy. If the documents are not in English, provide complete translations for each document.

**Section II: Other Findings of the Board of Commissioners**

While not reasons leading to the deferral of action on accreditation, the Board of Commissioners identified other issues that it believes warrant attention by the Swiss School of Management. These are identified below:

**Background**

Confirm that the degree programs listed below are the official names (as they appear on transcripts/diplomas) for each of the degree programs that you are including in your reaffirmation.

Business Program
Doctor of Business Administration (DBA)
Doctor of Philosophy in Management (PhD)
Master of Business Administration with concentrations in: <ul style="list-style-type: none"> <li>• Entrepreneurship</li> <li>• Finance</li> <li>• Global Management &amp; Leadership</li> <li>• Human Resource Management</li> <li>• Logistics Management</li> <li>• Luxury Management</li> <li>• Marketing</li> <li>• Project Management</li> </ul>
Bachelor of Business Administration <ul style="list-style-type: none"> <li>• Accounting</li> <li>• Entrepreneurship</li> </ul>

Business Program
<ul style="list-style-type: none"><li>• Finance</li><li>• Global Management</li><li>• Hospitality Management</li><li>• International Marketing Management</li><li>• Logistics Management</li></ul>



**Principle 4.1: Faculty Qualifications**

Provide a credentials justification for Marturano being assigned to teach consumer behavior.

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To facilitate the Board of Commissioners review of your deferral, provide a written response to each of the items listed in Section I and II, including all required/requested supporting documents, along with a revised Outcomes Assessment Plan incorporating the changes. The written response may be embedded directly into this letter. Your response to the items that led to the deferral of action must be submitted to the Board of Commissioners via the note compliance page on the IACBE website (<https://iacbe.org/accreditation/compliance/note-compliance/>) along with your request for reconsideration no later than October 15, 2019, except where otherwise stated.

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.

Sincerely,



Dr. Patrick Hafford, Chair  
Board of Commissioners