



April 14, 2020

Dr. Massimiliano Bracale  
President  
Swiss School of Management  
Via Pellandini 4  
6500 Bellinzona, Switzerland

Dear Dr. Bracale:

The IACBE Board of Commissioners met March 30-31, 2020 to consider your request for the previous Deferral of Accreditation action on your request for the accreditation of the business programs offered by the Swiss School of Management. I am pleased to report that the Board of Commissioners approved your request and granted specialized accreditation to the business program(s) as identified below, accompanied by the following note(s) and observation(s).

### **Notes**

Notes are an indicator that while the program is in compliance with the Principles, additional monitoring is warranted. The Swiss School of Management is required to take action as specified below and respond to the IACBE by June 1, 2020 using the IACBE Notes Report. The reporting form can be found on our website at: [www.iacbe.org/reports-note-compliance.asp](http://www.iacbe.org/reports-note-compliance.asp).

### **Background Information**

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

### **Principle 1.1: Outcomes Assessment**

1. Ensure that the language used in the intended student learning outcomes (ISLOs) and performance objectives is aligned with the language used in the related assessment measures. The language should be as consistent as possible between the ISLO and the measures. For example, for direct measures in the BBA program, the performance objective is X% will be evaluated as “competent/good” while the rubrics do not have “good” as a level

of performance (this is the case for every program). As another example, for the indirect measure Student Satisfaction survey, the performance objective is that 70% will be “more than satisfied” but the rubric items reference levels of success, rather than satisfaction. (This is the case for every program).

2. Revise the outcomes assessment plan (OAP) to include at least one direct measure for ISLO #7.
3. Revise the rubrics for the BBA dissertation and Viva Voce as they list one criterion for 3 ISLOs (2, 3, 4). Each ISLO must be measured separately.
4. Revise the performance descriptors in the BBA Thesis Evaluation Rubric to correspond to the criterion in the right two columns. For example, the research objective descriptors are the problem definition descriptors, and this continues across the rubric for each criterion.
5. Revise the Dissertation Evaluation Rubric Form for the DBA program, as it lists one criterion, “Content”, as a measure for ISLOs #1 and #5. Each ISLO must be measured separately.
6. Revise the OAP as DBA- ISLO #3 is only measured once. Each ISLO must be measured at least once by a direct measure and a second time by a direct or indirect measure.
7. Revise the Dissertation rubric as it does not measure ISLO #5.
8. Revise the OAP for the PhD to include a second measurement for ISLOs #4 & #5.
9. Revise the Thesis Evaluation Rubric Form to differentiate among bachelor’s-level, master’s-level and doctoral-level performance. The performance expectations should be different for each level.
10. Provide a mapping of the survey items intended to measure intended operational outcome (IOO) #1 related to student satisfaction with teaching and advising. The specific survey items that relate to satisfaction with teaching and advising should be identified, since not all nine questions are related to teaching and advising in that section of the survey (for all programs).
11. Provide performance objectives and (targets/criteria) for IOOs #2 & #3.

Once you have completed the above revisions, submit your response and uploading the revised outcomes assessment plan no later than June 1, 2020 using the reporting form on our website at: [www.iacbe.org/reports-note-compliance.asp](http://www.iacbe.org/reports-note-compliance.asp).

## **Observations**

Observations are suggestions for further quality enhancements that the Board of Commissioners believes would be helpful for you in achieving excellence in business education but are not required for compliance with the IACBE's Accreditation Principles. Action on observations is optional, and reporting is not required.

*No observations were made by the Board of Commissioners.*

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Accreditation represents a continuing relationship between an institution and its accrediting organization. Specialized program accreditation by the IACBE is dependent upon your institution remaining (i) in good standing with your institutional accrediting body and (ii) in compliance with the IACBE's Accreditation Principles and Policies.

### **Your Period of Accreditation is: April 1, 2020 – April 30, 2027**

In addition to the compliance reports due November 1 of each year, all accredited members of the IACBE are required to submit an Interim Quality Assurance Report (IQAR) during their period of accreditation. The IQAR for the Swiss School of Management will be due by November 1, 2024. For more information on these reports, please refer to the IACBE website under Accreditation > Compliance.

The following language must be used on the Swiss School of Management homepage, linking to your IACBE status page at <https://iacbe.org/memberpdf/SwissSchoolofManagement.pdf> (for consistency either include “ – Rome” in all of them or leave it out here.

*The Swiss School of Management 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. For a list of accredited programs click [here](#).*

If the list of accredited programs is provided in other official print publications, the following notice pertaining to your accreditation status with the IACBE must be used.

*The Swiss School of Management has received specialized accreditation for the following business programs through the International Accreditation Council for Business Education (IACBE) located at 11374 Strang Line Road in Lenexa, Kansas, USA.*

<b>Business Programs</b>
Doctor of Business Administration (DBA)
Doctor of Philosophy (PhD)

<b>Business Programs</b>
Master of Business Administration with Specializations in: <ul style="list-style-type: none"> <li>• Entrepreneurship</li> <li>• Finance</li> <li>• Global Management</li> <li>• Luxury Management</li> <li>• Marketing</li> </ul>
Bachelor of Business Administration <ul style="list-style-type: none"> <li>• Entrepreneurship</li> <li>• Global Management</li> <li>• International Marketing Management</li> </ul>

The following locations are approved to offer the above listed business programs:

<b>Locations</b>	
<b>Rome Campus</b>	Piazza del Biscone 95 Rome, Italy 00186

The Swiss School of Management will be publicly recognized for achieving accreditation at the 2021 IACBE Annual Conference and Assembly Meeting on April 12-16, 2021 in Orlando, Florida, USA. We very much look forward to seeing you there.

We encourage the business faculty in the Swiss School of Management to be actively involved in the IACBE's professional development programs and activities, including participation in the IACBE's Annual Conference and Assembly Meetings, regional conferences, and workshops, and serving as site-visit team peer reviewers.

If you have any questions or if we can be of assistance, please feel free to contact Dr. Phyllis Okrepkie at [pokrepkie@iacbe.org](mailto:pokrepkie@iacbe.org), or +1 605-390-8914.

Sincerely,

Dr. Patrick Hafford, Chair  
Board of Commissioners

Cc: Dr. Michael Akerib, Dean