



## Public Disclosure of Student Learning

---

<b>Institution:</b>	ISEG GROUP
<b>Academic Business Unit:</b>	ISEG GROUP – Marketing & Communication Program
<b>Academic Year:</b>	Academic year 2011-2012 / Revised March – June 2015

---

# Report of Student Learning and Achievement ISEG GROUP

For Academic Year: 2011-2012

## Mission of the ISEG GROUP

ISEG Group's Mission: In an ever-changing environment, undergoing rapid technological change and increased international competitiveness in manufacturing and other sectors, ISEG Group's Mission is to prepare graduates to become tomorrow's business leaders in a wide variety of commercial, industrial or administrative settings. Students are enabled to develop integrative skills in problem solving and decision making, as well as to relate these skills to all functional areas of business. We are committed to promoting academic excellence, creating innovative curricula, and fostering an active learning environment for all students.

ISEG Group's programs are presented as two distinct programs, each program divided into two sequences of 3 + 2 years of study.

- **Marketing & Communication – 1 major with 6 concentrations in years 4 & 5** (this report).
- **Business & Finance – 1 major with 2 streams in years 4 & 5 with 3 concentrations per stream** (see separate report).

### 1) Student Learning Assessment for Marketing & Communication

#### CORE Student Learning Assessment for Marketing & Communication to end of year 3

#### CORE Intended Student Learning Outcomes (Marketing & Communication ISLOs) Marketing & Communication to end of year 3:

1. Students will be able to demonstrate use of decision-making tools enabling them to analyze data and use statistical methodology in applying these techniques to actual business situations.
2. Students will be able to demonstrate marketing skills which help them identify and evaluate the diversity of marketing strategies employed by successful firms.
3. Students' strategic thinking will be developed. Beginning with an analysis of industry and competition, students will develop the concepts, tools, and techniques that are essential for diagnosing and enhancing accurately the competitive performance of an enterprise in a globalized context.
4. Students will be able to successfully demonstrate written & oral communication skills in a professional context.

**Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 1 BRAND MARKETING**

1. Students will be able to demonstrate use of decision-making tools enabling them to plan strategies for the development of brands , taking environmental factors such as legal frameworks into consideration.
2. Students will be able to use theory and practical experience to the end of conducting quantitative and qualitative analysis, studying consumer behavior and trends.

**Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 2 RELATIONAL AND DATA MARKETING**

1. Students will be able to demonstrate efficient use of decision-making tools enabling them to plan operational marketing strategies and tools and develop targeted marketing operations using a variety of relational channels (including social media etc.)
2. Students will be able to use theory and practical experience to the end of collecting and processing data, segmenting markets and getting to know customers' individual tastes and requirements on a mass scale.

**Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 3 COMMUNICATION MANAGER**

1. Students will be able to demonstrate efficient use of decision-making tools enabling them to plan marketing and advertising strategies.
2. Students will be able to use theory and practical experience to the end of identifying new targets and analyzing their changing behavior and expression channels (social media...).

**Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 4 PRESS & PUBLIC RELATIONS, EVENTS STRATEGY**

1. Students will be able to demonstrate efficient use of decision-making tools enabling them to plan optimal events strategies for a given brand.
2. Students will be able to use theory and practical experience to the end of devising an event as a part of a communication strategy and optimizing the communication of such events.

**Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 5 DIGITAL STRATEGIES FOR BRANDS**

1. Students will be able to demonstrate use of decision-making tools enabling them to plan strategies for the digital development of brands , taking environmental factors such as social media and internet economics.
2. Students will be able to use theory and practical experience to the end of analyzing digital consumption and new geolocalizable targets.

**Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 6 DEVISING COPY CONTENT**

1. Students will be able to demonstrate use of decision-making tools enabling them to plan content and copy policies for the development of brands , taking factors such as digital communication strategies into consideration.
2. Students will be able to use theory and practical experience to the end of analyzing consumers and new behavioral trends.

<b>Assessment Instruments for Intended Student Learning Outcomes— Direct Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Direct Measures:</b>
1. End of course oral examinations (Professional internship oral). Core ISLOs Assessed by t his Measure: 1, 2, 3, 4	90% of students will achieve at least a pass grade on the written and oral presentation of their year 3 internship. 30% will achieve a distinction.
2. Comprehensive end of course case study in the students’ field of specialization Core ISLOs Assessed by this Measure: 1, 2, 3, 4 Specialization ISLOs Assessed by this Measure: 1, 2	90% of students will achieve at least a pass grade in the case study. Over 20% will achieve distinctions (12/20 or more).
3. Thesis evaluation – research in the field of the student’s intended employment sector (related to the specialization) Core ISLOs Assessed by this Measure: 1, 2, 3, 4 Specialization ISLOs assessed by this measure: 1, 2	95% of students will achieve a pass grade and over 15% will earn distinctions (14/20 or more) for the theses submitted.
<b>Assessment Instruments for Intended Student Learning Outcomes— Indirect Measures of Student Learning:</b>	<b>Performance Objectives (Targets/Criteria) for Indirect Measures:</b>
1. Student surveying and exit interviewing Core ISLOs assessed by this measure: 1, 2, 3, 4 Specialization ISLOs Assessed by this Measure: 1, 2	70%-75% of students will respond with with at least 12/20 appreciations.
2. Polls from the business community having hosted student internships Core ISLOs assessed by this measure: 1, 2, 3, 4 Specialization ISLOs Assessed by this Measure: 1, 2	90% of companies having hosted internships should provide positive or very positive comments on students’ performance during the internship.
3. Alumni surveys Specialization ISLOs assessed by this measure: 1, 2	80%-85% alumni will assert their studies enabled them to satisfy specialization ISLOs 1&2.

## Summary of Results from Implementing Direct Measures of Student Learning – Marketing & Communication Program:

### 1. End of course oral examinations (Professional internship oral).

Percentage of students achieving a distinction grade of 12/20 or higher for the elements assessed in the written reports and related oral presentations:

- |  |     |
|--|-----|
| • Data analysis and statistical methodology (Core ISLO 1):             | 32% |
| • Fundamentals of accounting / budget management (Core ISLO 1):        | 70% |
| • Marketing techniques and applied marketing strategy (Core ISLO 2):   | 87% |
| • Diagnosis of performance in a competitive environment (Core ISLO 3): | 58% |
| • Fundamentals in International Business (Core ISLO 3):                | 47% |
| • Written and oral communication skills (Core ISLO 4):                 | 84% |

### 2. Comprehensive end of course case study in the students' field of specialization.

Percentage of students achieving a pass grade (10/20) or higher on Core-ISLO-related criteria:

- |  |     |
|--|-----|
| • Knowledge of budget management / accounts (Core ISLO 1): | 82% |
| • Knowledge of marketing skills (Core ISLO 2):             | 97% |
| • Business application skills (Core ISLO 3):               | 92% |
| • Knowledge of international business (Core ISLO 3):       | 96% |
| • Written and oral communication skills (Core ISLO 4):     | 95% |

Percentage of students achieving a distinction grade (12/20) or higher on Specialization-related ISLO criteria (1 out of 6 specializations):

- |  |     |
|--|-----|
| • Strategic marketing (Brand Marketing Specialization 1 - ISLO 1):                               | 47% |
| • Market study and analysis (Brand Marketing Specialization 1 - ISLO 2):                         | 52% |
| • Operational marketing strategy (Relational & Data Marketing Specialization 2 - ISLO 1):        | 34% |
| • Market segmentation and CRM (Relational & Data Marketing Specialization 2 - ISLO 2):           | 49% |
| • Advertising and promotional communication (Communication Manager Specialization 3 - ISLO 1):   | 53% |
| • Media optimization (Communication Manager Specialization 3 - ISLO 2):                          | 38% |
| • Events strategy (Press & Public Relations, Events Strategy Specialization 4 - ISLO 1):         | 53% |
| • Strategic communication (Press & Public Relations, Events Strategy Specialization 4 - ISLO 2): | 44% |
| • Digital marketing issues (Digital Strategies for Brands Specialization 5 - ISLO 1):            | 26% |
| • Marketing in a digital environment (Digital Strategies for Brands Specialization 5 - ISLO 2):  | 38% |

(continued next page)

- Written communication for digital supports (Devising Copy Content Specialization 6 - ISLO 1): 22%
- Consumer behavior analysis (Devising Copy Content Specialization 6 - ISLO 1): 28%

3. Thesis evaluation – research in the field of the student’s intended employment sector (related to the specialization)

Percentage of students achieving a distinction grade of 14/20 or higher

- Budget / Accounts Management (Core ISLO 1): 18%
- Marketing issues (Core ISLO 2): 57%
- Business environment (Core ISLO 3): 34%
- Written & oral Communication skills (Core ISLO 4): 48%
- Issues in Marketing strategy (specialization ISLO 1): 31%
- Issues in Market analysis and Strategic Communication (specialization ISLO 2): 28%

**Summary of Results from Implementing Indirect Measures of Student Learning – Marketing & Communication Program:**

1. Student surveying and exit interviewing

Percentage of students from survey sample who responded very positively (grade of 12/20 or higher) in their mastering of the following areas:

Core ISLO 1 (Knowledge of budgetary issues/accounting & statistics)	78%
Core ISLO 2 (Knowledge of marketing techniques and strategy)	92%
Core ISLO 3 (Knowledge of the competitive corporate environment)	76%
Core ISLO 4 (Communication Skills)	87%

Percentage of students from survey sample who responded very positively (grade of 12/20 or higher) in their mastering of the following areas:

Specialization ISLO 1 (Issues in Marketing strategy)	83%
Specialization ISLO 2 (Issues in Marketing analysis and Strategic Communication)	86%

(Sample group of 80 students)

2. Polls from the business community having hosted student internships  
Percentage of internship host firms providing very positive comments about student performance in the following areas:

Core ISLO 1 (Knowledge of budgetary issues/accounting & statistics)	85%
Core ISLO 2 (Knowledge of marketing techniques and strategy)	95%
Core ISLO 3 (Knowledge of the competitive corporate environment)	82%
Core ISLO 4 (Communication Skills)	97%
Specialization ISLO 1 (Issues in Marketing strategy)	94%
Specialization ISLO 2 (Issues in Marketing analysis and Strategic Communication)	91%

3. Alumni surveys

Percentage of students who assert their studies enabled them to perform successfully or very successfully in the their field of specialization:

Strategic marketing (Brand Marketing Specialization 1 - ISLO 1):	96%
Market study and analysis (Brand Marketing Specialization 1 - ISLO 2):	95%
Operational marketing strategy (Relational & Data Marketing Specialization 2 - ISLO 1):	87%
Market segmentation and CRM (Relational & Data Marketing Specialization 2 - ISLO 2):	92%
Advertising and promotional communication (Communication Manager Specialization 3 - ISLO 1):	98%
Media optimization (Communication Manager Specialization 3 - ISLO 2):	96%
Events strategy (Press & Public Relations, Events Strategy Specialization 4 - ISLO 1):	94%
Strategic communication (Press & Public Relations, Events Strategy Specialization 4 - ISLO 2):	91%
Digital marketing issues (Digital Strategies for Brands Specialization 5 - ISLO 1):	85%
Marketing in a digital environment (Digital Strategies for Brands Specialization 5 - ISLO 2):	91%
Written communication for digital supports (Devising Copy Content Specialization 6 - ISLO 1):	86%
Consumer behavior analysis (Devising Copy Content Specialization 6 - ISLO 1):	93%
(Sample group of 100 alumni)	

**Extent of Accomplishment of Intended Student Learning Outcomes:**

***Marketing & Communication***

Intended Student Learning Outcomes	Learning Assessment Measures																													
<b>CORE Intended Student Learning Outcomes to end of year 3:</b>	Direct Measure 1 End of course oral examinations (Professional internship oral)	Direct Measure 2 Comprehensive end of course case study in the students' field of specialization	Direct Measure 3 Thesis evaluation	Indirect Measure 1 Student surveying and exit interviewing	Indirect Measure 2 Polls from the business community having hosted student internships	Indirect Measure 3 Alumni surveys	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...								
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A						
	1. Students will be able to demonstrate use of decision-making tools enabling them to analyze data and use statistical methodology in applying these techniques to actual business situations.	x			x				x		x				x		x						x							x



<p>2. Students will be able to demonstrate marketing skills which help them identify and evaluate the diversity of marketing strategies employed by successful firms.</p>	x			x			x			x			x					x
<p>3. Students' strategic thinking will be developed. Beginning with an analysis of industry and competition, students will develop the concepts, tools, and techniques that are essential for diagnosing and enhancing accurately the competitive performance of an enterprise in a globalized context.</p>	x			x			x			x				x				x
<p>4. Students will be able to successfully demonstrate written &amp; oral communication skills in a professional context.</p>	x			x			x			x			x					x

Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 1 <u>BRAND MARKETING</u>	Direct Measure 1 End of course oral examinations (Professional internship oral)			Direct Measure 2 Comprehensive end of course case study in the students' field of specialization			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys				
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...				
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A		
1. Students will be able to demonstrate use of decision-making tools enabling them to plan strategies for the development of brands , taking environmental factors such as legal frameworks into consideration.			x	x					x						x			x		
2. Students will be able to use theory and practical experience to the end of conducting quantitative and qualitative analysis, studying consumer behavior and trends.			x	x					x						x			x		

<b>Intended Student Learning Outcomes: for Marketing &amp; Communication – SPECIALISATION 2 RELATIONAL AND DATA MARKETING</b>	Direct Measure 1 End of course oral examinations (Professional internship oral)			Direct Measure 2 Comprehensive end of course case study in the students' field of specialization			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate efficient use of decision-making tools enabling them to plan operational marketing strategies and tools and develop targeted marketing operations using a variety of relational channels (including social media etc.)			x	x					x						x			x
2. Students will be able to use theory and practical experience to the end of collecting and processing data, segmenting markets and getting to know customers' individual tastes and requirements on a mass scale.			x	x					x						x			x

<b>Intended Student Learning Outcomes: for Marketing &amp; Communication – SPECIALISATION 3 COMMUNICATION MANAGER</b>	Direct Measure 1 End of course oral examinations (Professional internship oral)			Direct Measure 2 Comprehensive end of course case study in the students' field of specialization			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate efficient use of decision-making tools enabling them to plan marketing and advertising strategies.			x	x					x						x			x
2. Students will be able to use theory and practical experience to the end of identifying new targets and analyzing their changing behavior and expression channels (social media...).			x	x					x						x			x

<b>Intended Student Learning Outcomes: for Marketing &amp; Communication – SPECIALISATION 4 PRESS &amp; PUBLIC RELATIONS, EVENTS STRATEGY</b>	Direct Measure 1 End of course oral examinations (Professional internship oral)			Direct Measure 2 Comprehensive end of course case study in the students' field of specialization			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate efficient use of decision-making tools enabling them to plan optimal events strategies for a given brand.			x	x					x						x			x
2. Students will be able to use theory and practical experience to the end of devising an event as a part of a communication strategy and optimizing the communication of such events.			x	x					x						x			x

Intended Student Learning Outcomes: for Marketing & Communication – SPECIALISATION 5 <u>DIGITAL STRATEGIES FOR BRANDS</u>	Direct Measure 1 End of course oral examinations (Professional internship oral)			Direct Measure 2 Comprehensive end of course case study in the students' field of specialization			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate use of decision-making tools enabling them to plan strategies for the digital development of brands , taking environmental factors such as social media and internet economics.			x	x				x				x						x
2. Students will be able to use theory and practical experience to the end of analyzing digital consumption and new geolocalizable targets.			x	x				x				x						x

<b>Intended Student Learning Outcomes: for Marketing &amp; Communication – SPECIALISATION 6 <u>DEVISING COPY CONTENT</u></b>	Direct Measure 1 End of course oral examinations (Professional internship oral)			Direct Measure 2 Comprehensive end of course case study in the students' field of specialization			Direct Measure 3 Thesis evaluation			Indirect Measure 1 Student surveying and exit interviewing			Indirect Measure 2 Polls from the business community having hosted student internships			Indirect Measure 3 Alumni surveys		
	Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...			Performance Target Was...		
	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A	Met	Not Met	N/A
1. Students will be able to demonstrate use of decision-making tools enabling them to plan content and copy policies for the development of brands , taking factors such as digital communication strategies into consideration.			x	x					x						x			x
2. Students will be able to use theory and practical experience to the end of analyzing consumers and new behavioral trends.			x	x					x						x			x

**Proposed Courses of Action for Improvement in Learning Outcomes for which Performance Targets Were Not Met:**

1. In the Comprehensive end of course case study, the pass grade success rate regarding Core ISLO 1 was below expectations. While only 82% of students achieved the pass grade of 10/20 in areas concerning budget management and accounts, this nevertheless represents an improvement on previous performance, notably owing to increased emphasis the school has since placed on accounts fundamentals for marketing-oriented students. These students often found it difficult to apprehend the importance of budget management unless a direct application for a marketing project was the basis for study. The main area of weakness today resides in the specific field of data analysis and statistics. Under the input from the Pedagogical Director, the pedagogical team has engaged a process to enhance the attractiveness of this field in terms of course content and delivery.
2. Business community feedback indicates that there is room for improvement regarding Core ISLO 3. Whereas Direct measure 2 (Comprehensive end of course case study) shows that students have satisfactory academic results in business application skills and international business, the hands-on application of this knowledge during internships does not turn out to be so straightforward for some. More pedagogical effort has been implemented in order to decompartmentalize some aspects of learning (e.g. analyzing the legal environment of firms, developing awareness of the impact of globalization on a given sector... ). The pedagogical team has examined different solutions to create clearer links between subjects dispensed separately and accentuated the importance of the events weeks in year two and project learning throughout the first three years of study where students need to apply varied previously-learned skills in a hands-on, comprehensive manner.
3. While overall feedback from the business community having hosted internships for our students has remained very positive and while the overall target has been met, two areas for improvement exist. Concerning Core ISLO 1, performance needs to improve regarding students' knowledge of budgetary issues, accounting and statistics. A part of the issue stems from the students' apprehension in applying their knowledge in this area and we trust this can be remedied by re-enforcing concrete applications related to marketing projects and by enhancing the attractiveness of data and statistical analysis in the course content and delivery, currently being revised by the pedagogical team.
4. The percentage of students achieving a distinction grade of 12/20 or higher regarding Specialization 6 (Devising copy content) ISLO 1 is just above target and so an area for vigilance. Students joining the course in year three or four will be required to follow a support course we have set up before the academic year begins so we can ensure better assimilation into the existing group and reduce disparity of skills. Added to this, students will have increased access to working on projects with students from sister schools whose concentration is the field of data processing and computer programming.