

**Association of Collegiate Business Schools and Programs (ACBSP)  
Quality Assurance (QA) Report**

Institution Name: Universidad Argentina de la Empresa – UADE Business School (EDDE)

Date: February, 15 2011

Address: Libertad 1340 – Buenos Aires - Argentina

Year Accredited: 2009

List All Accredited Programs (as they appear in your catalog):

The programs delivered at UADE Business School are:

Master in Business Administration
Master in Human Resources Management
Master in Marketing and Sales Management
Master in Institutional Communications Management
Master in Strategic Direction of Information Management
Master in Finance and Control Management

The programs delivered at the School of Economic Sciences are:

BA in Business Administration (BA)
Certified Public Accountant (CPA)
BA in Marketing
BA in International Trade
BA in Human Resources
BA in Finance
BA in Economics
BSc in Agribusiness Administration

List all campuses that a student can earn a business degree from your institution:

Lima 717 – Buenos Aires – Argentina

Libertad 1340 – Buenos Aires - Argentina

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Person completing report Name: Dra. María Marcela Rizzo

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ACBSP Champion name: Dr. Jorge del Águila; Dr. Ricardo Smurra

ACBSP Co-Champion name: Ing. Alejandro Cardozo; Dra. María Marcela Rizzo

Are you requesting the Board of Commissioners to remove notes or conditions (attach appendix to QA report to justify the removal):

Remove Note:

Remove Condition:

Do not remove note or condition. Explain the progress made in removing the note or condition:

Condition on Standard 2; Note on Standard 4 (Appendix V and VI)

### **Items to be Addressed**

#### **A. Faculty Qualifications**

1. Complete the following tables **for new full-time and part-time faculty members only since last Report (Table VI)**:

TABLE VI New Full-time and Part-time Faculty Qualifications (Use enclosed table at the end of this document)

#### **B. Curriculum**

1. List any existing accredited degree programs/curricula that have been **substantially revised** since your last report and attach a Table VII – CPC Coverage for each program.
2. List any **new** degree programs that have been developed and attach a Table VII – CPC Coverage for each new program since your last report.
3. List any accredited programs that have been terminated since your last report.

#### **C. Organization**

1. List any organizational or administrative personnel changes within the business unit since your last report.

Since our last report we have hired a new Director for UADE Business School. His name is Juan Cruz Lozada (See Resumee on Appendix I). We also move the Business School Offices to the Urban Campus of the University.

2. List all new sites where students can earn an accredited business degree (international campus, off-campus or on campus, on-line) that have been added since your last report?

#### **D. Conditions/Notes/Opportunity for Improvement (OFI) to be Addressed**

Please explain and provide the necessary documentation/evidence for addressing each condition/note/OFI since your last report.

Are you requesting the Board of Commissioners to remove notes or conditions (attach appendix to QA report to justify the removal):

Remove Note:

Remove Condition:

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## **E. Program Outcomes**

### **1. - Master in Business Administration**

Academic and professional goals of the program.

1. Analyze and coordinate the financial, commercial, human resources, logistics and operations of a company.
2. Develop strategic plan taking into account a company's mission, vision and values of the company, related to the local and international scenarios and the sector trends.
3. Analysis and diagnosis of the situation of a company, considering all the functional areas.

Skills and qualifications of the graduates

1. Develop plans for coordination of all areas of the company.
2. Interpret financial, commercial, human resources, logistics and operations plans of a company.
3. Elaborate strategic plans of a company.
4. Analyze the trends of the sector's activities in the local and international context, identifying the opportunities and risks for the company.
5. Interpret and analyze the information given by the financial statements of a company.
6. Relieve and analyze the organizational processes, indentifying the optimization opportunities using criteria of effectiveness and efficiency.

### **2. - Master in Human Resources Management.**

Academic and professional goals of the program.

1. Design and implement plans for organizational development considering the human resources training and skills.
2. Manage human resources in an organization in order to generate a suitable working environment.
3. Develop policies and strategies for human resources, taking account of best practices in compensation and benefits.

Skills and qualifications of the graduates

1. Design and develop training and organizational development plans considering institutional goals.
2. Develop proposals for the conformation of the replacement schedules of an organization.
3. Know tools for managing the conflict and the working negotiation.
4. Elaborate plans for conducting multicultural teams.
5. Design compensation and benefits policies.
6. Elaborate performance management plans.

### **3. - Master in Marketing and Sales Management**

Academic and professional goals of the program.

1. Develop integrated marketing plans for a company considering the local and international market, anticipating environment changes.
2. Manage the supply of marketing so as to optimize the resources used.
3. Manage the brands of products and services developed by the company.
4. Manage the sales force of the organizations, coordinating the selection, training, and organization and performance evaluator.

Skills and qualifications of the graduates

1. Make analysis related to size, composition, key factors and market trends.
2. Design and develop researches and market analysis in order to enhance knowledge about consumers, clients and market.
3. Make integrated marketing plans for the local and international market considering the organizational environment and growth expectations.
4. Plan the supply of marketing considering products specific characteristics and the appropriated distribution channels.
5. Design plans of communications integrated of marketing.
6. Design supply of value to clients based on prices strategies.
7. Evaluate the results of marketing plans and actions using specific measurement tools.
8. Design plans to develop and train the sales force using specific tools.

### **4. - Master in Institutional Communication Management.**

Academic and professional goals of the program.

1. Make the institutional communications plan considering the different stakeholders of the company in order to contribute to the strategic vision.
2. Design and develop internal and external communication plans of a company considering the strategic vision of the company, managing correctly different media and tools.
3. Design and manage the implementation of integrated communications in each of its stages
4. Manage crisis situations applying responsible critical thinking against communication.
5. Evaluate the institutional communication programs in the organizations and their impact in society.
6. Design and manage communication plans in order to develop relationships with the community and press and plans of enterprise social responsibility.

Skills and qualifications of the graduates

1. Manage tools for communication strategic planning from a broad vision of the incidence of communication in corporative identity.
2. Design organizational communications plans with responsibility criteria in front of the institutional communication and corporative identity.
3. Make a plan of integrated communications using specific tools.
4. Analyze, evaluate and anticipate crisis situations and design prevention strategies and communication management.
5. Analyze the incidence of mass communication media in the general public opinion and in the individual decisions, applying social research tools applied to communication.
6. Design a communicational strategy for the relations with community integrated with vision and values of the company.
7. Understand the importance of the enterprise social responsibility in the communicational environment and the impact that it may generate on the operations of the company.

## **5. - Master in Strategic Direction of Information Management.**

Academic and professional goals of the program.

1. Design mid and long term policies and strategies for a company related to the usage of technology and information to support its operation aligned with the global strategy.
2. Manage correctly the departments of information systems and technology of a organization.
3. Contribute to the generation of new business opportunities by means of the usage of technologies and information.
4. Design information systems that ensure the necessary information for the correct operation of an organization.

Skills and qualifications of the graduates

1. Elaborate plans of systems and technology considering the needs of the different areas of the organization.
2. Determine the compatibility between a technologic decision and the global strategy of the organization.
3. Design technologic solutions for the improvement of the process of an organization.
4. Make plans for the implementation and systems management and technology, managing risks.
5. Understand and enforce the concept of quality of services and products.
6. Know the alternative that exists for the development of new systems.
7. Design and operate information architecture adequate for the organization.
8. Identify and develop new products and services receiving the support of technology.
9. Analyze and value technological ventures.
10. Design strategies based on technology and information in order to create value for clients and set long term profitable relationships.
11. Identify potential sources of information adequate for decision making in certain situation.
12. Define different forms of exploitation, organization and presentation of information according to the necessities of the organization.
13. Define the control panel based on the company strategy aligned with the operation of it.

## **6. - Master in Finance and Control Management**

Academic and professional goals of the program.

1. Design median and long term policies of a company related to financing its operations based on the analysis of its economic and financial situation.
2. Design and develop managerial control strategies according to national and international regulations that guarantee the transparent operation of the company.
3. Be an intermediate between the national and international financial markets and the company.
4. Develop companies' valuations for different sectors and markets.

Skills and qualifications of the graduates

1. Analyze the financial statements of a company defining the current situation using financial ratios.
2. Analyze the generation and consumption of cash flows of a company.
3. Analyze and determine the rules for accepting capital investments.
4. Interpret and apply the international accounting rules adequate for the operation of the company.

5. Develop plans for tax planning in order to minimize expenses.
6. Use auditing tools that allow companies to minimize the effects of corporate governance.
7. Design investment strategies for companies that ensure the higher returns with less risk.
8. Define dividend policies adequate to the situation of the company.
9. Make budgets of the future cash flows of a company with the goal of determine the value of the company.
10. Develop companies' valuations applying specific methodologies and financial tools.

**F. Performance Results**

The following tables list the five performance indicators and the definitions of the outcomes (not all inclusive, just examples). Tables 1 -5 must be used to report your performance results.

**Table I Student Learning Results (Required for each accredited program)**

**1. - Master in Business Administration**

Performance Indicator		Definition			
<b>1. Student Learning Results</b>  <b>(Required for each accredited program)</b>		<p>A student learning outcome is one that measures a specific competency attainment.  <i>Examples of a direct assessment (evidence) of student learning attainment that might be used include: capstone performance, third-party examination, faculty-designed examination, professional performance, licensure examination).</i></p> <p>To help students succeed, community colleges must both assess skills and remediate deficiencies before students take more than 25 percent of the credits in business programs.</p> <p>Add these to the description of the measurement instrument in column two:            Formative – An assessment conducted during the student’s education.            Summative – An assessment conducted at the end of the student’s education.            Internal – An assessment instrument that was developed within the business unit.            External – An assessment instrument that was developed outside the business unit.            Comparative – Compare results between classes, between online and on ground classes, Between professors, between programs, between campuses, or compare to external results such as results from the U.S. Department of Education Research and Statistics, or results from a vendor providing comparable data.</p>			
		Analysis of Results			
Performance Measure (Competency)	Description of Measurement Instrument	Areas of Success	Analysis and Action Taken	Results of Action Taken (occurs in the following year)	Insert Graph of Resulting Trends for 3-5 Years (please graph all available data up to five years)
Great Average	Summative and				

Performance (Must be 7)	comparative between classes				
<b>Master in Business Administration</b>					
Professional MBA		Cohort 67 6,78		Cohort 89 8.09	Cohort 56 7,19 Cohort 67 6,78 Cohort 78 7,10 Cohort 89 8.09
Executive MBA		Cohort 67 7,37		Cohort 89 7,30	Cohort 56 7,23 Cohort 67 7,37 Cohort 78 7,28 Cohort 89 7,30
Intensive MBA		Cohort 67 7,29		Cohort 89 7.18	Cohort 56 7,82 Cohort 67 7,29 Cohort 78 7.45 Cohort 89 7.18
<b>Master in Human Resources Management</b>		Cohort 67 7,18		Cohort 89 7,00	Cohort 45 7,63 Cohort 56 6,95 Cohort 67 7,18 Cohort 78 6,95 Cohort 89 7,00
<b>Master in Marketing and Sales Management</b>		Cohort 67 6,35		Cohort 89 8,00	Cohort 45 7,62 Cohort 56 7,07 Cohort 67 6,35 Cohort 78 7,35 Cohort 89 8,00
<b>Master in Institutional Communication Management</b>		Cohort 67 6,50		Cohort 89 7,25	Cohort 45 7,50 Cohort 56 7,40 Cohort 67 6,50 Cohort 78 7,26 Cohort 89 7,25
<b>Master in Strategic Direction of Information Management</b>		Cohort 67 7,13		Cohort 89 7,00	Cohort 45 7,93 Cohort 56 7,72 Cohort 67 7,13 Cohort 78 8,00 Cohort 89 7,00
<b>Master in Finance and Control Management</b>		Cohort 67 6,97		Cohort 89 8,00	Cohort 45 7,26 Cohort 56 7,40 Cohort 67 6,97 Cohort 78 7,58 Cohort 89 8,00
Mid Term Evaluation	Formative and comparative between classes				

<b>Master in Business Administration</b>					
Professional MBA		Cohort 67 6,53		Cohort 89 7,73	Cohort 45 6,45 Cohort 56 6,87 Cohort 67 6,53 Cohort 78 6,43 Cohort 89 7,73
Executive MBA		Cohort 67 7,09		Cohort 89 6,19	Cohort 56 6,40 Cohort 67 7,09 Cohort 78 5,71 Cohort 89 6,19
Intensive MBA		Cohort 67 6,25		Cohort 89 7,33	Cohort 45 7,46 Cohort 56 6,45 Cohort 67 6,25 Cohort 78 6,05 Cohort 89 7,33
<b>Master in Human Resources Management</b>		Cohort 67 6,88		Cohort 89 6,00	Cohort 45 7,56 Cohort 56 6 Cohort 67 6,88 Cohort 78 6,50 Cohort 89 6,00
<b>Master in Marketing and Sales Management</b>		Cohort 67 6,59		Cohort 89 7,00	Cohort 45 7 Cohort 56 7,17 Cohort 67 6,59 Cohort 78 6,26 Cohort 89 7,00
<b>Master in Institutional Communication Management</b>		Cohort 67 7,08		Cohort 89 5,62	Cohort 45 7,33 Cohort 56 6,38 Cohort 67 7,08 Cohort 78 7,00 Cohort 89 5,62
<b>Master in Strategic Direction of Information Management</b>					Cohort 78 6,00 Cohort 89 9,00
<b>Master in Finance and Control Management</b>		Cohort 67 6,25		Cohort 89 5,43	Cohort 45 7,50 Cohort 56 7,40 Cohort 67 6,25 Cohort 78 6,60 Cohort 89 5,43

**Table II Student and Stakeholder-Focused Results**

<b>2. Student- and Stakeholder-Focused Results</b>	<p>Student- and stakeholder-focused results examine how well your organization satisfies students and stakeholders key needs and expectations.  <i>Key indicators may include: satisfaction and dissatisfaction of current and past students and key stakeholders, perceived value, loyalty, persistence, or other aspects of relationship building, end of course surveys, alumni surveys, Internship feedback, etc.</i></p> <p>Each academic unit must demonstrate linkages to business practitioners and organizations, which are current and significant, including an advisory board.</p> <p>Periodic surveys should be made of graduates, transfer institutions, and/or employers of graduates to obtain data on the success of business programs in preparing students to compete successfully for entry-level positions.</p>
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**Analysis of Results**

<b>Performance Measure (Competency)</b>	<b>Description of Measurement Instrument</b>	<b>Areas of Success</b>	<b>Analysis and Action Taken</b>	<b>Results of Action Taken (occurs in the following year)</b>	<b>Insert Graph of Resulting Trends for 3-5 Years (please graph all available data up to five years)</b>
End of the program evaluation	Survey at the end of the program		This is a new measure. We are still developing it.		
Executive MBA					Cohort 67 8,67 Cohort 78 7,94
Professional MBA					Cohort 67 9,60
Qualitative Graduate Survey (Source: 30)					
Kind of Education					Excellent 2008 7% 2009 11% Very Good 2008 80% 2009 69% Good 2008 10% 2009 20%

**Main Learning**

Area knowledge					2008 20% 2009 16%
Professional Training					2008 40% 2009 33%
Management					2008 27% 2009 17%

Study Method					2008 37%
					2009 21%
Team Work					2008 33%
					2009 17%

Note: By this moment we are changing the structure of the Graduate Association in order to provide our graduates more services and to generate a networking. (See School of Economic Sciences Report)