

Besluit strekkende tot het verlenen van accreditatie aan de opleiding hbo-bachelor International Business and Management Studies van de Hogeschool Van Hall Larenstein

	Gegevens	
datum	30 april 2014	Naam instelling : Hogeschool Van Hall Larenstein
onderwerp	Besluit accreditatie hbo-bachelor International Business and Management Studies van de Hogeschool Van Hall Larenstein (002192)	Naam opleiding : hbo-bachelor International Business and Management Studies (240 ECTS)
uw kenmerk	--	Datum aanvraag : 6 december 2013
ons kenmerk	NVAO/20141597/ND	Variante opleiding : voltijd
bijlagen	3	Specialisaties : Business to Business, Innovation and Leadership, International Sustainability Management in the Food & Agribusiness, Small Business and Retail Management
		Locatie opleiding : Leeuwarden
		Datum goedkeuren panel : 6 mei 2013
		Datum locatiebezoeken : 12 en 13 juni 2013
		Datum visitatierapport : 7 oktober 2013

De opleiding betreft een gezamenlijke opleiding en wordt vormgegeven in samenwerking met NHL Hogeschool en Stenden Hogeschool.

Beoordelingskader

Beoordelingskader voor de beperkte opleidingsbeoordeling van de NVAO (Stcrt. 2010, nr 21523).

Bevindingen

De NVAO stelt vast dat in het visitatierapport deugdelijk en kenbaar is gemotiveerd op welke gronden het panel de kwaliteit van de opleiding voldoende heeft bevonden.

Samenvatting bevindingen en overwegingen van het panel.

International Business and Management Studies Top of Holland (IBandMS) is a collaboration of three Universities of Applied Sciences: Stenden University of Applied Sciences, Van Hall Larenstein University of Applied Sciences and NHL University of Applied Sciences. IbandMS aims to educate students to become international business managers. Graduates operate in the fields of international marketing, finance, supply chain management, HRM and general management. The panel thinks IbandMS is a well organised programme. The structure with three mother institutes is an interesting one but needs more fine tuning in the execution, especially where the final theses are concerned. The panel assesses the quality of this full time programme as satisfactory.

Standard 1: intended learning outcomes

The intended learning outcomes are based on the national competency profile in the National Framework Competencies IbandMS (2004 and 2010). The panel agrees that these competencies are profession-related and generic, and are relevant for graduates to succeed in their careers. This set of competencies is based on the Dublin descriptors and on the general Bachelor of Business Administration standards. They therefore comply with the intended bachelor level. The learning outcomes and the programme itself were validated by the Business Advisory Board.

The programme of IbandMS Top of Holland distinguishes itself by its specialisations offered by the three institutes involved and which show the different expertises of these institutes, the choice for a second language and its key values, authentic, responsible and entrepreneurial. As to the key values the panel concludes that they are not explicitly and widely recognized yet. In daily operations teaching staff and students seem to be aware of the existence of these values. The panel appreciates the key values and thinks more attention can however be paid to explaining how they function as fundamental stepping stones for the faculty overall and curriculum more in particular.

The programme made a comparison in an international benchmark with Finnish and French programmes. Although there are some small differences, the programmes are comparable which indicates that the profile of IbandMS is adequate from an international perspective. The panel assesses Standard 1 as good.

Standard 2: teaching-learning environment

The programme is well structured and consists of sixteen modules with several submodules. The modules offer topics relevant to an IbandMS programme. Almost all the competencies are assessed at level three before a student can start with the specialisation. The panel advises the programme to reconsider the levels attached to the competencies because it seems strange to achieve the necessary level after 2,5 years of study. Examples of modules are: Going global: the international entrepreneur, Accountability in international business, Leading people: international people management, Staying in control: research, information and quality management.

Current trends find their way into the programme, e.g. risk analysis in relation to the valuation of real estate, social media as a marketing tool, concepts as lean manufacturing. Next to English, students can choose one or two foreign languages.

After two and a half years students choose one of the four specialisations. Stenden University of Applied Sciences and Van Hall University of Applied Sciences each offer one specialisation (Small Business and Retail Management, International Sustainability

Pagina 3 van 8 Management in the Food & Agribusiness), NHL University of Applied Sciences offers two (Business to Business, Innovation and Leadership). In the specialisation students deepen their research skills. In the fourth year students go on an internship or for a study abroad and finally they write a thesis. For the final thesis students do research in an international company or a Dutch company doing a lot of international business, for practical implementation. The routing and possible choices in the last one and a half years was not clear to all the students and could be improved on.

The panel has spoken to lecturers who are enthusiastic and involved. They are very capable to teach and to guide the students, although only twenty percent has an international background. The drop out rates are rather high but the panel understands that the intake procedures are constantly adapted and improved on. The panel would like to advise the programme to monitor this closely.

The panel is convinced that the collaboration of the three universities of applied sciences indeed offers the students the best of three worlds. This is especially visible in the four specialisation that are offered, but also in the contents and structure of the programme. However special attention should be paid to the cohesion between the three institutes and especially in tuning the setup of the specialisations.

The panel assesses Standard 2 as satisfactory.

Standard 3: Assessment and achieved learning outcomes

The Examination Committee IBandMS is responsible for the quality of the testing and the contents of the whole programme. Local Examination Committees of the three institutes deal with the execution of the programme in the specialisation phase that is offered by that institute. As of the academic year 2013-2014 the IBandMS Examination Committee officially mandates the local Examination Committees and Test Committees of the specialisations. The panel is convinced that the recently implemented assessment system of IBandMS is an improvement and will guarantee more thoroughly the quality of assessments. The Graduation Project Handbook IBandMS (academic year 2012-2013) shows that the programme has adapted the procedures and criteria of the graduation project. The new thesis criteria are a significant sign of improvement into the right direction and will lead, if implemented correctly, to higher quality. The panel considers the new procedure an improvement.

The panel has studied 22 theses of which it considers three as not sufficient. The three theses that were not up to standard show that in the execution some supervisors were too mild. These theses concerned two of the specialisations.

According to the panel this shows that the management of IBandMS should keep a closer watch on how procedures are followed up. The panel recommends to have one Examination Committee that is responsible for the whole IBandMS programme and the assessments, including the graduation project, instead of one overseeing the four year programme and its contents and three local committees for the specialisation phase. After the audit visit the panel was informed that IBandMS will have one Thesis Committee to guarantee the graduation project. Two of the three theses that were judged to be not up to standard, were conceived in specific circumstances, which had plausible explanations. The programme also convinced the panel that everything is now in place to avoid the reoccurrence of such a situation. Hence, the panel judges the current state of affairs regarding the final assessment to be acceptable. The Examination Committees should take further responsibility by having the quality of all final theses checked. Now the programme has a sample of theses checked by an external expert. The panel appreciates the intention to have all theses

Pagina 4 van 8 checked by a third independent examiner/assessor/expert from another university of applied sciences and encourages the programme to further implement this.

The panel is convinced that the programme has good procedures and criteria for assessing the students. The panel is also confident that the lecturers and supervisors can work as one team, so that in the near future the weaknesses in the final theses and in grading these theses can be overcome.

The panel assesses Standard 3 as satisfactory.

Aanbevelingen

De NVAO onderschrijft de aandachtspunten en aanbevelingen van het panel, in het bijzonder met betrekking tot toetsing en eindniveau. De NVAO stelt vast dat het panel een opgaande lijn ziet en moedigt de instelling aan deze opgaande lijn vast te houden. Omdat deze opleiding een *joint programme* betreft (met NHL Hogeschool en Stenden Hogeschool), onderschrijft de NVAO de aanbeveling om één examencommissie verantwoordelijk te maken voor het gezamenlijke programma van de drie instellingen en om toe te zien op een gelijke hantering van de beoordelingsprocedures, in het bijzonder wanneer verschillende instellingen bij de beoordeling betrokken zijn.

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO het college van bestuur van de Hogeschool Van Hall Larenstein te Velp in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 31 maart 2014 naar voren te brengen. Bij brief van 20 april 2014 heeft het college van bestuur van deze gelegenheid gebruik gemaakt. Dit heeft geleid tot enkele tekstuele aanpassingen.

De NVAO besluit accreditatie te verlenen aan de hbo-bachelor International Business and Management Studies (240 ECTS; variant: voltijd; locatie: Leeuwarden) van de Hogeschool Van Hall Larenstein te Velp. De opleiding heeft de volgende specialisaties: Business to Business, Innovation and Leadership, International Sustainability Management in the Food & Agribusiness, Small Business and Retail Management. De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

De opleiding betreft een gezamenlijke opleiding die wordt vormgegeven in samenwerking met NHL Hogeschool en Stenden Hogeschool.

Dit besluit treedt in werking op 30 april 2014 en is van kracht tot en met 29 april 2015. Gelet op de afspraak tussen de NVAO en de Hogeschool Van Hall Larenstein, schriftelijk bevestigd bij brief van 23 december 2013, dient in het licht van artikel 18.32c, lid 5, van de Wet op het hoger onderwijs en wetenschappelijk onderzoek de instelling uiterlijk 31 december 2014 een aanvraag om een aanvullende beoordeling overeenkomstig het Protocol aanvullende beoordeling van 17 juni 2013 bij de NVAO in. Indien deze aanvullende beoordeling positief is, wordt de geldigheidsduur van de accreditatie verlengd naar 29 april 2020.

Den Haag, 30 april 2014

De NVAO
Voor deze:



R.P. Zevenbergen
(bestuurder)

Tegen dit besluit kan op grond van het bepaalde in de Algemene wet bestuursrecht door een belanghebbende bezwaar worden gemaakt bij de NVAO. De termijn voor het indienen van bezwaar bedraagt zes weken.

Onderwerp	Omschrijving	Score
1. Beoogde eindkwalificaties	De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	Goed
2. Onderwijsleeromgeving	Het programma, het personeel en de opleidings specifieke voorzieningen maken het voor de instromende studenten mogelijk de beoogde eindkwalificaties te realiseren	Voldoende
3. Toetsing en gerealiseerde eindkwalificaties	De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd	Voldoende
Eindoordeel		Voldoende

Tabel 1: Uitval uit het eerste jaar.

Cohort	2006	2007	2008	2009	2010	2011
Uitval	26%	25%	30%	31%	35%	48%

Tabel 2: Uitval uit de bachelor.

Cohort	2007	2008	2009
Uitval	17%	34%	29%

Tabel 3: Rendement.

Cohort	2006	2007	2008
Rendement	45%	56%	

Tabel 4: Docentkwaliteit.

Graad	Core		VHL spec		NHL spec		STN spec	
	Ma	PhD	Ma	PhD	Ma	PhD	Ma	PhD
Percentage	63%	3%	88%	0%	92%	0%	87%	0%

Tabel 5: Student-docentratio.

	Core	VHL spec	NHL spec	STN spec
Ratio	1:25	1:20	1:25	1:29

Tabel 6: Contacturen.

Studiejaar	1	2	3	4
Contacturen	13	12	10	nvt

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- Mr drs. R.B.P. de Brouwer (voorzitter), Managing partner Leijdal Consultancy BV, interim manager, consultant and lecturer;
- Mr F.A.A. De Decker MA (lid), Executive Education at Ghent University Association;
- Mr ir. W.T. Fokkema (lid), General Manager Bibiz (business development in food and life sciences) and Business Developer at the University of Amsterdam;
- Mr J.J.J.W.G. Moors MA (lid) consultant EURO region / International Affairs, Chamber of Commerce Limburg;
- Mr mr. J. Marty (student member), studies IBMS at the Hogeschool Utrecht and is Vice-president of the Faculty Participation Council of the Faculty of Economics and Management at the Hogeschool Utrecht.

Ms drs. P. Göbel, NQA-auditor, acted as secretary (certified) of the panel.