

Besluit **Besluit strekkende tot het verlenen van accreditatie aan de opleiding hbo-bachelor International Business and Management Studies van de Hogeschool Utrecht**

	Gegevens	
datum	14 mei 2013	Naam instelling : Hogeschool Utrecht
onderwerp	Besluit accreditatie hbo-bachelor International Business and Management Studies van de Hogeschool Utrecht (001262)	Naam opleiding : hbo-bachelor International Business and Management Studies (240 ECTS)
uw kenmerk	O&O/LR-TN/2012-864	Datum aanvraag : 28 januari 2013
ons kenmerk	NVAO/20131521/SL	Variant opleiding : voltijd
bijlagen	3	Locatie opleiding : Utrecht
		Datum goedkeuren panel : 10 juli 2012
		Datum locatiebezoek : 20 september 2012
		Datum visitatierapport : 24 januari 2013
		Instellingstoets kwaliteitszorg : aangemeld en geaccepteerd voor het invoeringsregime van de instellingstoets kwaliteitszorg als bedoeld in artikel 18.32b en c van de WHW.

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 goed heeft bevonden.

Samenvatting bevindingen en overwegingen van het panel.

Standard 1, Intended Learning Outcomes: good

The programme has a clear set of final qualifications in place. The course is based on the national IBMS professional profile, which was updated in 2011 by the National Platform in which all 13 IBMS courses in the Netherlands participate. This framework, contrary to the previous one (2004), puts more emphasis on process management, international Human Resource Management (HRM) and business research methods. The panel agrees with the design and scope of the recently updated national framework: it considers it well-thought-out and challenging at the same time.

In addition, the course is considering to adjust the profile slightly and align it with its own choices and features in the field of emerging markets and sustainability. The panel supports this in view of a more personalized profile, and to distinguish the course profile from any other IBMS course in the Netherlands.

The revised National Framework also gives direction to the international focus of the IBMS programme, which – considering the nature of the course – is only natural: nearly all competencies have been framed in an international context.

Not only has the National Framework been validated by the Faculty Business Advisory Board, in addition, it also received extensive input from professional advisory boards of all other participating IBMS courses in the Netherlands, hence assuring an elaborate and substantial validation process.

The panel is supportive of the course's initiative to reinstate its own Business Advisory Board, instead of relying on the more general and remote Institutional Board. In addition to this the panel suggests to adopt a more active approach towards course alumni as an important source of topical information from the professional field on the one hand and as an active body of ambassadors of the programme on the other hand.

Had the course already succeeded in enhancing and exceeding the generally adopted profile by incorporating its own distinctive feature(s), the panel would definitely have awarded 'excellent' for this Standard. As they are, the panel considers the intended learning outcomes of the course to be 'good'.

Standard 2, Learning Environment: satisfactory

This standard requires the panel's focus on three main topics in particular: (i) the quality of the programme, (ii) the quality of the lecturers and (iii) the quality of the facilities.

Curriculum

The curriculum is solid, coherent and up-to-date, both in the sense that it fully deals with the scope of the IBMS domain, as well as actual practice. All of the learning goals of the course components cover the full range of the set of qualification statements and the contents of the courses definitely cater for the level at which higher professional graduates are required to perform. This relates as much to the regular track as the IBEM and fast track variants of the programme.

The programme shows a firm vertical and horizontal coherence, which students perceive accordingly: vertically, the programme develops students' competencies along the three levels; horizontally, subject modules are intertwined with the adjacent projects.

The literature being used throughout the course is relevant and meets the level that should be expected of a professional bachelor's course. Also the selection of books and other course materials is clearly done with an international focus in mind.

Pagina 3 van 9 Also, the programme contains a strong element of practice oriented research, among other things, consisting of a firm preparatory track leading towards the delivery of students' final papers.

The didactic work forms being used tie in well with the competency-based profile of the course, which, for its part, is also reflected in most of the test formats.

The panel, after having gone through all programme components at great length, concludes that all elements of a solid International Business and Management programme have been incorporated into HU's IBMS curriculum.

The panel members commented on the relatively large number of examples that showed course components had been translated from Dutch, with Dutchisms – and even straightforward Dutch words – popping up in module descriptions and examination papers. In view of a truly international course the panel believes this should be strongly avoided. The same goes for course titles that could do with some revision to make them fully cover the cargo again.

The panel is impressed by the strength of the exchange programme, the focus of the special IBEM track and a great number of international activities abroad; at the same time the international environment 'at home' should be reinforced.

Staff

The course is conducted by an enthusiastic, committed and well-qualified staff. There is a mix of foreign lecturers and Dutch nationals on the team and a strong policy to get teachers on board that have professional experience as well as teaching experience. The lecturers' international contacts, especially by visiting partner universities, allow them to keep abreast of developments in the international professional field and, from the panel discussions one can safely conclude that the lecturers are fully up-to-date as to the state of the profession. Individual staff members showed their eagerness to improve the programme continually, with a focus on assessments and the achieved level of the course in particular. Similarly, many lecturers gave examples of how they genuinely work on their own performance and development.

Staff uphold an open door policy and appear to be easily accessible. On the more formal side, however, students make remarks about the way information is conveyed to them. Therefore the panel noticed that information provision to students and some organizational matters, particularly those related to the timely disclosure of test results, appear to be quite an issue.

In the audit it sometimes seemed as if the foreign students were treated with more care in this field – or may be inclined to exert generosity, as some of them said to regularly receive faculty emails in Dutch – than the regular Dutch students. This, in the eyes of the panel members, needs to be addressed in the short term, probably also by positioning the GOC at a slightly more recognisable level for students.

Facilities

The panel has established that the IBMS programme offers the facilities that enable students to successfully complete the programme. Students have at their disposal a well-designed electronic learning environment and a substantial library of both hard copy and digital sources relevant to the various IBMS domains.

As indicated, from an international perspective, however, signposting throughout the Faculty should be entirely bilingualized or Anglicized.

The work spaces and computer facilities are of a fine quality and there appear to be no issues of peak demand and non-availability.

Pagina 4 van 9 The system of student guidance is well thought-out and conducted by some specialized members of staff. Students in the audit clearly testified to the added value of this study component. However, the disappointing success rate of the course still requires further emphasis. The panel welcomes the vast improvement scheme on this issue and has taken note of the first optimistic results arising from it; the audit team trusts that in this area the firm and permanent investment set in motion by the course management will eventually turn out to be a fruitful one.

With a solid programme, a fine staff and up-to-date facilities on the one hand, but with still quite a few sloppy aspects to be addressed, particularly those related with communication and organisation issues, some of which might cause unnecessary impediments to students, the panel awards Standard 2 a 'satisfactory'.

Standard 3, Assessment and Learning Outcomes Achieved: good

The programme has an examination system that matches the didactic approach and is consistent with the intended Bachelors level. The examination system covers all of the intended learning outcomes and the tests and interim-exams that the panel reviewed in the audit are valid in that they evaluate what they should. Their reliability is safeguarded by applying the four-eye principle.

The course has an Examination Board and a Graduation Committee, that possess the required authority and are well-aware of their positions and duties. Particularly the Graduation Committee members take up a pro-active role. With regard to the examination system and the assessment of students' theses the course over the past year has implemented a considerable amount of relevant and tangible enhancements.

The panel is highly positive about the assessment system adopted by the course. A large number of improvements have recently been implemented in such a way that they undoubtedly lead to the desired results, although some further rethinking is required as to the frequent employment of multiple choice tests, particularly in the second year of study. The 2010 theses the panel members reviewed prior to the audit, at times, showed signs of over grading, which to the satisfaction of the panel had totally disappeared in the 2011-2012 batch of final papers, thanks to thorough intervision sessions to establish joint assessment criteria and weighting. Particularly the Graduation Committee should be commended on its pro-active role with regard to the design and application of assessment guidelines and the safeguarding of the final level of the course. The panel was particularly happy with the way the Committee, under the supervision of the Examination Committee, had initiated a timely discourse on the quality structure of assessments. The committee, in the audit, showed high commitment and the panel strongly recommends this quality assurance process to be continued.

The theses, particularly of the last year, were graded in the right way, with a good deal of transparency in the judgements and considerations that had led to the final mark. With regard to the caesura, the panel agreed to all marks given, but one. In the opinion of the panel this paper should have been graded insufficient instead of sufficient. In tune with NVAO regulations, which prescribe a panel deviation rate of no more than 10% of the papers randomly inspected, no scale-up was required. The panel suggests to optimize transparency by also incorporating into the graduation file the supervisor's account of student's performance.

The quality of the assessment system as a whole and the rather uncommonly tight and well-organized preparatory track the graduates have to go through in order to finalize their

Pagina 5 van 9 studies at HU-IBMS, combined with the established overall quality of the theses delivered and the transparency and exactitude with which they are assessed, brings the panel to its overall judgement 'good' on Standard 3.

Overall conclusion: good

In weighing up all of the above, the panel concludes that it has seen (i) a clear set of qualifications that lays down the right standards for the entire programme, (ii) a well-designed, coherent and challenging curriculum that has a clear international focus and offers ample opportunities for students to attain the learning objectives, but is still suffering from a few communicative and organizational deficiencies that might affect the programme's study feasibility, (iii) enthusiastic, committed and well-qualified staff, (iv) a suitable teaching and learning environment with adequate facilities, (v) an efficient PDCA cycle, (vi) an elaborate and tightly reorganized examination system which renders transparent results that reflect Bachelor's level.

Taking into account all of the findings, the auditors conclude that the Bachelor of Business Administration programme IBMS of HU shows a quality that is rather good on most criteria, but still requires a more accurate execution of the programme, particularly when it comes to communication, organization and its relatively low success rate. With two standards rated 'good' and a 'satisfactory' judgement on Standard 2, in tune with NVAO regulations the panel's overall judgement on the programme reads 'good'.

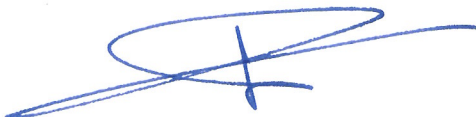
Ingevolge het bepaalde in artikel 5a.10, tweede lid, van de WHW heeft de NVAO het college van bestuur van de Hogeschool Utrecht te Utrecht in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 26 maart 2013 naar voren te brengen. Van deze gelegenheid is geen gebruik gemaakt.

De NVAO besluit accreditatie te verlenen aan de hbo-bachelor International Business and Management Studies (240 ECTS; variant: voltijd; locatie: Utrecht) van de Hogeschool Utrecht te Utrecht. De NVAO beoordeelt de kwaliteit van de opleiding als goed.

Dit besluit treedt in werking op 1 januari 2014 en is van kracht tot en met 31 december 2016 (2019)¹.

Den Haag, 14 mei 2013

Nederlands-Vlaamse Accreditatieorganisatie



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.

¹ Gelet op het bepaalde in artikel 18.32c, derde lid, van de Wet op het hoger onderwijs en wetenschappelijk onderzoek (WHW) bedraagt de geldigheidsduur van de accreditatietermijn van de opleiding maximaal drie jaar zolang de instelling nog niet beschikt over een positieve instellingstoets kwaliteitszorg. Zodra de instellingstoets is verkregen, wordt de accreditatietermijn verlengd naar zes jaar.

Onderwerp	Standaard	Beoordeling door het panel
1. Beoogde eindkwalificaties	De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	G
2. Onderwijsleeromgeving	Het programma, het personeel en de opleidingsspecifieke voorzieningen maken het voor de instromende studenten mogelijk de beoogde eindkwalificaties te realiseren	V
3. Toetsing en gerealiseerde eindkwalificaties	De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd	G
Eindoordeel		G

De standaarden krijgen het oordeel onvoldoende (O), voldoende (V), goed (G) of excellent (E). Het eindoordeel over de opleiding als geheel wordt op dezelfde schaal gegeven.

Tabel 1: Uitval uit het eerste jaar.

Cohort	2005	2006	2007	2008	2009	2010
Uitval	46%	42%	55%	55%	55%	46%

Tabel 2: Uitval uit de bachelor.

Cohort	2005	2006	2007
Uitval	59%	54%	58%

Tabel 3: Rendement.

Cohort	2005	2006	2007
Rendement	23%	31%	14%

Tabel 4: Docentkwaliteit.

Graad	MA	PhD
Percentage	79%	11%

Tabel 5: Student-docentratio.

Ratio	31:1
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Tabel 6: Contacturen.

Studiejaar	1	2	3	4
Contacturen	14,7	14,3	14	14

- Mr W.A. (Willem) van Raaijen is partner at Hobéon, one of the evaluation agencies with regard to accreditation of higher professional education in the Netherlands. As a lead-auditor he has conducted numerous audits in higher professional education, both inside and outside of the Netherlands.
- Mr Van Raaijen is a certified lead auditor (LRQA QMS Lead Auditor Training Course, based upon ISO 9001:2008).
- Mr S. (Saulius) Buivys is a teaching staff member at the IBMS course of the Rotterdam Business School (UoAS Rotterdam). In that capacity he chairs the Examination Board and is a member of the Curriculum Committee. Mr Buivys has a background in economics and teaches Finance and Accounting, as well as Business Ethics & Policies, and Interactive Project Design.
- Mr M.A. (Mark) Luft, among others, worked as a Marketing Manager for the Beer Brewing company Grolsch, was employed by ABN AMRO, first as a Format Manager to become a District Director in 2006, when he optimized and rationalized the retail organisation. From 2010 to 2012 he operated as Commercial Director Europe for Hoomark Hoogeveen, a company in gift wrap and accessories. In this position he not just managed sales in Europe, but also deployed activities in emerging economies such as India and China. Since 2012 Mr Luft has been running his own consulting company.
- Mr S. Vollert is a fourth year IBMS student of the University of Applied Sciences Amsterdam. He originates from Germany.
- Mr H.R. (Rob) van der Made is an NVAO certified secretary and senior-consultant at Hobéon. He has a background in teaching languages and communication in both secondary and higher professional education. As a member of the executive board of a Dutch private university of applied sciences he was, among other things, responsible for the development and execution of various bachelor programmes. Mr Van der Made has supported numerous audit panels in conducting quality assurance audits at Universities of Applied Sciences.

Het panel werd ondersteund door H.R. (Rob) van der Made, secretaris (gecertificeerd).