

## Besluit

**Besluit strekkende tot het verlenen van accreditatie aan de opleiding wo-bachelor International Business Administration van de Universiteit van Tilburg**

| datum                                                                                                           | Gegevens                                                                      |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 12 november 2013                                                                                                | Naam instelling : Universiteit van Tilburg                                    |
| onderwerp                                                                                                       | Naam opleiding : wo-bachelor International Business Administration (180 ECTS) |
| Besluit accreditatie wo-bachelor International Business Administration van de Universiteit van Tilburg (001268) | Datum aanvraag : 20 december 2013                                             |
|                                                                                                                 | Variant opleiding : voltijd                                                   |
|                                                                                                                 | Locatie opleiding : Tilburg                                                   |
|                                                                                                                 | Datum goedkeuren : 4 december 2012                                            |
| uw kenmerk 213.5819                                                                                             | Panel : 18 maart 2013                                                         |
| ons kenmerk NVAO/20133259/SL                                                                                    | Datum visitatierapport : 12 juni 2013                                         |
| bijlagen 3                                                                                                      | Instellingstoets kwaliteitszorg : ja, positief besluit van 3 april 2013       |

### 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.

#### Inlichtingen

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In 2008-2009, the *bachelor's programme Business Studies* of the Tilburg School of Economics and Management was redesigned into the current *bachelor's programme International Business Administration*. The programme started with a new curriculum in the academic year 2009-2010.

*Standard 1: Intended learning outcomes*

Students of the *Bachelor's programme International Business Administration* acquire knowledge and skills at an academic level for a career in business organizations. More specifically, they will develop the ability to think and act effectively when working with people in business organizations in an international context. In general, the programme aims to educate students to become academically trained and internationally minded professionals with business skills and knowledge for the international labour market. In addition, it aims to give the graduate access to a wide range of international master programmes in Business and Management.

According to the committee, the programme ties in well with the domain-specific reference framework for business administration programmes. It contains the broad range of subjects referred to in the reference framework.

The programme focuses more strongly on economics and quantitative statistics and mathematics than other programmes in the field of business. The committee appreciates this focus but advises the programme to incorporate it explicitly in its mission statement, i.e. to make the mission more specific about the goals of the programme.

In order to achieve the aims of the programme, intended learning outcomes have been defined. These are divided into three categories: knowledge-related, skill-related and attitude-related learning outcomes. The committee believes the learning outcomes of the programme are clearly specified and in line with the subject-specific reference framework for Business Administration.

*Standard 2: Teaching-learning environment*

The three-year, full-time programme consists of six semesters. Each semester contains five courses. The programme is offered in English.

In the first and second year, students become acquainted with the fields of accounting, finance, marketing and management. Courses on micro- and macroeconomics are scheduled in the first year, along with courses on mathematics and statistics. The students' general academic knowledge and skills are further developed in a philosophy course. In the second year, students have to choose either Operations Management or Information Management.

A course in Business Law is offered to teach the students the legal aspects of business. The Innovation and Technology Management course provides students with insights into the role of innovation processes and technological development in business processes. The curriculum also offers additional opportunities (via a minor in the third year) to learn and develop entrepreneurial knowledge and skills.

The first year of the programme ends with a project integrating the acquired knowledge. Skills are integrated in courses throughout the programme.

In the first semester of the third year, no compulsory courses are scheduled so that students have the opportunity to study abroad.

According to the committee, the curriculum connects to the broader field of Business Administration. In particular, it provides a solid foundation in mainstream economics.

Pagina 3 van 7 However, the number of credits devoted to this foundation is crowding out other vital, critical elements. For example, in the opinion of the committee, the elective courses in Operations Management and Information Management should both be part of the core programme. The aim of the programme is to have one lecture of two hours and one tutorial session or other type of class lasting another two hours (for groups of 40 students) each week for the majority of the courses in the programme. This adds up to a total of 16 hours per week on average. The programme differentiates between large-scale teaching forms, small-scale teaching forms and individual teaching forms. Small-scale teaching forms include tutorials, PC lab sessions and role play sessions. According to the committee, these teaching forms structure the programme and support the students' learning process.

The programme is taught by both foreign and Dutch academic staff. According to the committee, the faculty is involved in courses in line with their specializations and fields of expertise. They appear engaged and committed. Students reported to the committee that it is quite straightforward to contact the staff. Appointments can easily be made, and the staff reacts adequately to their questions.

The students' progress is monitored closely, and individuals are invited for a talk by the programme coordinator when study delay becomes evident. Students get help and receive clear signals about whether their progress is sufficient to be allowed to continue studying after the first year.

#### *Standard 3: Assessment and achieved learning outcomes*

Final examinations are scheduled at the end of each semester. In addition, all first-year courses have a midterm review after seven weeks. The main assessment methods are written examinations, individual and team assignments, and peer evaluation activities. The committee feels that the assessments are adequately related to the programme. There is a variety of assessment forms and a good balance between individual and group assignments.

In the final stage of the programme, the learning outcomes are tested by means of the bachelor's thesis. Most theses are literature reviews and do not contain an empirical part. The committee assessed fifteen recent theses and established that they all met the requirements for graduation and are of sufficient quality. It did not encounter any theses that were on the whole unsatisfactory. The theses illustrate that the students have achieved the intended learning outcomes as formulated by the programme. The committee noted that most theses are literature reviews and do not contain an empirical part. It observes that in some theses with an empirical part, the chosen methods and techniques of research are adequate for measuring the described effects.

The committee concludes that the current assessment form for the assessment of the theses is not adequate. It does not support consistency, it is too general, and the interim grades do not logically lead to the final grade. The committee recommends revising the assessment forms and providing more guidelines and quality control of the assessment.

#### **Aanbevelingen**

De NVAO onderschrijft de aanbevelingen van het panel, in het bijzonder ten aanzien van het belang van een duidelijk internationaal profiel dat helder is weergegeven in de doelstellingen van de opleiding.

Ingevolge het bepaalde in artikel 5a.10, tweede lid, van de WHW heeft de NVAO het college van bestuur van de Universiteit van Tilburg in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 12 juli 2013 naar voren te brengen. Bij e-mail van 8 oktober 2013 heeft de instelling gereageerd op het voornemen tot besluit. Dit heeft geleid tot aanvulling van de feitelijke gegevens

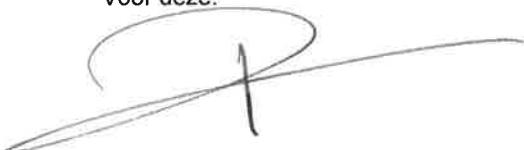
De NVAO besluit accreditatie te verlenen aan de wo-bachelor International Business Administration (180 ECTS; variant: voltijd; locatie: Tilburg) van de Universiteit van Tilburg te Tilburg. De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

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

Den Haag, 12 november 2013

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.

Pagina 5 van 7 **Bijlage 1: Schematisch overzicht oordelen panel**

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

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

**Tabel 1: Uitval na 1, 2, en 3 jaar.**

| Cohort               | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|----------------------|------|------|------|------|------|------|
| <b>Uitval na 1jr</b> | 19%  | 27%  | 29%  | 32%  | 16%  | 19%  |
| <b>Uitval na 2jr</b> | 22%  | 30%  | 31%  | 34%  | 19%  |      |
| <b>Uitval na 3jr</b> | 23%  | 32%  | 32%  | 34%  |      |      |

**Tabel 2: Rendement (vwo-instroom).**

| Cohort                                   | 2006 | 2007 | 2008 | 2009 |
|------------------------------------------|------|------|------|------|
| <b>Rendement na 3 jaar</b>               | 23%  | 17%  | 33%  | 45%  |
| <b>Rendement na 4 jaar</b>               | 52%  | 49%  | 77%  |      |
| <b>Rendement na 5 jaar</b>               | 77%  | 82%  |      |      |
| <b>Rendement na 6<sup>(+)</sup> jaar</b> | 86%  |      |      |      |

**Tabel 3: Rendement (totale instroom).**

| Cohort                                   | 2006 | 2007 | 2008 | 2009 |
|------------------------------------------|------|------|------|------|
| <b>Rendement na 3 jaar</b>               | 24%  | 20%  | 35%  | 43%  |
| <b>Rendement na 4 jaar</b>               | 51%  | 52%  | 78%  |      |
| <b>Rendement na 5 jaar</b>               | 76%  | 82%  |      |      |
| <b>Rendement na 6<sup>(+)</sup> jaar</b> | 85%  |      |      |      |

**Tabel 4: Docentkwaliteit.**

| Graad             | Ma  | PhD | BKO |
|-------------------|-----|-----|-----|
| <b>Percentage</b> | 43% | 57% | 2%  |

**Tabel 5: Student-docentratio.**

|              |      |
|--------------|------|
| <b>Ratio</b> | 60:1 |
|--------------|------|

**Tabel 6: Contacturen.**

| Studiejaar         | 1  | 2  | 3  |
|--------------------|----|----|----|
| <b>Contacturen</b> | 16 | 16 | 13 |

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- Prof. E.J.J. (Hans) Schenk (chair), Professor of Economics, Utrecht University;
- Prof. H. (Hans) van der Heijden, Professor of Accounting and Information Systems, School of Management, Royal Holloway, University of London, UK;
- Prof. A. (Andrew) Sturdy, Professor of Organisational Behaviour, Head of Department of Management, University of Bristol, UK;
- Prof. S. (Slawomir) Magala, Professor of Cross-cultural Management, Rotterdam School of Management (RSM), Erasmus University Rotterdam;
- M. (Marjolein) van der Aar, BSc, student of master's programme Business Administration, Vrije Universiteit Amsterdam.

The committee was supported by drs. Linda van der Grijspaarde, who acted as secretary (certified).