

Decision of the FIBAA Accreditation Committee for Programmes



104th Meeting on 15 September 2017

Project Number:	16/094
Higher Education Institution:	University of Economics Ho Chi Minh City Vietnam
Study Programme:	Master of Business Administration (Master of Business Administration)
Type of Accreditation	initial Accreditation

The FIBAA Accreditation Committee for Programmes has taken the following decisions:

According to § 12 (2) in conjunction with § 16 (1) of the “Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation “FIBAA Programme Accreditation””, the study programme is accredited.

Period of Accreditation: 15 September 2017 until 14 September 2022 (***provisionally extended until 30 September 2023***)

The FIBAA Quality Seal is awarded.



**FOUNDATION FOR INTERNATIONAL
BUSINESS ADMINISTRATION ACCREDITATION**

FIBAA – BERLINER FREIHEIT 20-24 – D-53111 BONN

Assessment Report

Higher Education Institution (HEI):

University of Economics Ho Chi Minh City,
International School of Business (ISB)

Ho Chi Minh City, Vietnam

Master study programme:

Master of Business (MBUS)

Qualification awarded on completion:

Master of Business Administration

General Information on the study programme

Brief description of the study programme:

The consecutive Master of Business (MBUS) programme aims to build students' knowledge and skills of a leader in the global labour market. The programme creates an academic and pragmatic environment to ensure students have chances to adapt a broader, changing business world based on their academic knowledge.

Type of study programme:

Master programme (consecutive to BBUS)

Projected study time and number of ECTS points assigned to the study programme:

2 years, 61 Vietnamese CP

Mode of study:

full-time

Didactic approach:

Study programme with obligatory class attendance

Double/Joint Degree programme:

no

Scope (planned number of parallel classes) and enrolment capacity:

3 classes, 30-35 students per class, 100 students per year

Programme cycle starts in:

winter semester (September)

Initial start of the programme:

September 2011

Type of accreditation:

Initial accreditation

Procedure

A contract for the initial accreditation of the Master of Business (Master of Business Administration) was made between FIBAA and University of Economics Ho Chi Minh City on 1st of September, 2016. On 2nd of March, 2017, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation were met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel consisted of:

Prof. Dr. Vera de Hesselle

Hochschule Bremen

Professor of Economics (Tax Law, Civil Law, Economic Law, Business Mediation)

Prof. Dr. Christiane Prange

Tongji University, School of Economics and Management, Shanghai, P.R. China

Professor of Global Business and Strategy (International Marketing, Internationalisation Patterns, Cross-Cultural Management, Agile Management in Asia)

Prof. Christof Hartmann

Universität Duisburg-Essen

Professor of Political Science (International Relations, Development Science, Development Politics and -Economy)

Dr. Terence Alfred Clifford-Amos

International Consultant (Consulting, Human Resources, Management, Administration)

Prof. Dr. Jean-Pierre Izaac Van der Rest

Leiden University

Professor of Business Economics (Business Administration, Business Studies, including management accounting, managerial economics, corporate finance, marketing management)

Andreas Bonacina

HAM Erding

Student Business Administration (International Management) (M.A.)

(completed: Trade Management)

Hung Duong, PhD

School of Industrial Management

HCMC University of Technology

Senior lecturer in Finance (Investments, Corporate Finance, Management Accounting)

Former Vice Rector, University of Economics and Law (2013 – 2017)

FIBAA project manager:

Dr. Heinz-Ulrich Schmidt

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit. The site visit took place on 10th until 12th of May, 2017, at the HEI's premises in Ho Chi Minh City, Vietnam. The same cluster included an appraisal of

- The Vietnam-Netherlands Programme for M.A. in Development Economics (Master of Arts in Development Economics)
- Bachelor of Business Administration (Bachelor of Business Administration)
- Bachelor of International Business (Bachelor of Arts in International Business).

At the end of the on-site visit the panel gave a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on 31st of July, 2017. The statement on the report was given on 22nd of August, 2017. It has been taken into account in the report on hand.

Summary

The consecutive Master of Business Administration offered by the University of Economics Ho Chi Minh City, International School of Business (ISB) fulfils the FIBAA quality requirements for master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on 15th of September, 2017, and finishing on 14th of September, 2022. The programme is in accordance with the national Vietnamese and the European Qualification Framework and the European Standards and Guidelines in their applicable version valid at the time of opening of the procedure, and with the Bologna declaration. Although the degree awarded is “Master of Business Administration”, the programme has not to meet the requirements of EQUAL MBA Guidelines, since it is not a further education programme, but a consecutive Master programme.

The panel members identified one area, where the programme could be further developed:

- The panel members recommend to further continue investment in textbooks and databases (see chapter 4.4.2).

The measures that the International School of Business (ISB) takes in order to implement the recommendation are to be considered during the re-accreditation.

There are several criteria in which the programme exceeds the quality requirements:

- Positioning of the study programme (see Chapter 1.3),
- Admission requirements (see Chapter 2.1),
- Counselling for prospective students (see Chapter 2.2),
- Guest lecturers (see Chapter 3.3.3),
- Internationality of faculty (see Chapter 3.4.3),
- Foreign language contents (see Chapter 3.4.4),
- Practical business experience of faculty (see Chapter 4.1.4),
- Programme management (see Chapter 4.2),
- Cooperation with business enterprises and other organisations (see Chapter 4.3.2).

For the overall assessment of the programme, please, refer to the quality profile at the end of this report.

Information

Information on the Institution

The University of Economics Ho Chi Minh City was founded in 1976, resulted from the consolidation of University of Economics Ho Chi Minh City, University of Finance-Accounting Ho Chi Minh City and Faculty of Economics of The University of Ho Chi Minh City following Decision No. 2819/GD-DT on 09/07/1996 issued by the Minister of Education and Training (MoET). It offers curricula in economics, business, management, commerce, public policy, statistics and law in 15 schools and faculties, distributed on 10 campuses. The academic staff consists of 600 teaching staff, including 50 professors and associate professors, and 160 PhDs. The student population size is 22,274 regular full-time students, 7,079 part-time students, 4,143 graduate students and 507 PhD candidates. In 2015, UEH officially became a member of the ASEAN University Network (AUN) and is known as an AUN-Quality Assurance Associate Member University.

UEH has set its strategy's goal as¹ "Developing UEH into a prestigious university for education, scientific research and consultancy in the science of economics and business administration in Vietnam and Asia; building faculty into high qualified and research capable educational staff; providing sufficient facilities and modern equipment to accommodate all activities of the university; constructing training programs to catching up regional standards of higher education and accessing to development trends of advanced education in the world with a high competitiveness to adapting to the global integration."

UEH has been the 1st university in Vietnam to get approval from MoET for delivering the PhD programme in English since 2015. UEH cooperates with more than 70 foreign universities and offers 15 joint international study programmes with academic partners in EU, US, Australia, New Zealand.

Currently, the UEH is one out of only 18 public higher education institutions (total: 420 HEIs) in Vietnam, which is approved by the Prime Minister to renovate their operation mechanism since the end of November 2016.

One of the 16 schools is the International School of Business, which was established in 2010. ISB offers English-taught undergraduate and postgraduate programmes in an international and professional environment, among them the Master of Business (MBUS) study programme.

¹ <http://www.ueh.edu.vn/news.aspx?id=707&tl=Mission-Vision>

Statistical data

	MBUS 2016				MBUS 2015			
	Total	%	Female (No)	Female (%)	Total	%	Female (No)	Female (%)
Total of incoming students	61	100%	45	74%	97	100%	55	57%
No. of ISB graduated students	0	0	0	0%	0	0%	0	0%
No. of students transferred to overseas at the campus of foreign strategic cooperation partner	2	3%	2	100%	8	8%	5	63%
No. of students deferred	1	2%	0	0%	8	8%	5	63%
No of student waiting for graduation	0	0	0	0%	1	1%	1	100%
No. of students studying	58	95%	43	74%	80	82%	44	55%

	MBUS 2014				MBUS 2013			
	Total	%	Female (No)	Female (%)	Total	%	Female (No)	Female (%)
Total of incoming students	73	100%	42	58%	96	100%	68	71%
No. of ISB graduated students	0	0%	0	0%	46	48%	35	76%
No. of students transferred to overseas at the campus of foreign strategic cooperation partner	14	19%	7	50%	32	33%	22	69%
No. of students deferred	2	3%	2	100%	0	0%	0	0%
No of student waiting for graduation	19	26%	13	68%	14	15%	7	50%
No. of students studying	38	52%	20	53%	4	4%	4	100%

	MBUS 2012				MBUS 2011			
	Total	%	Female (No)	Female (%)	Total	%	Female (No)	Female (%)
Total of incoming students	136	100%	87	64%	123	100%	68	55%
No. of ISB graduated students	80	59%	56	70%	78	63%	42	54%
No. of students transferred to overseas at the campus of foreign strategic cooperation partner	56	41%	31	55%	45	37%	26	58%
No. of students deferred	0	0%	0	0%	0	0%	0	0%
No of student waiting for graduation	0	0%	0	0%	0	0%	0	0%
No. of students studying	0	0%	0	0%	0	0%	0	0%

	MBUS 2010			
	Total	%	Female (No)	Female (%)
Total of incoming students	32	100%	16	50%
No. of ISB graduated students	25	78%	11	44%
No. of students transferred to overseas at the campus of foreign strategic cooperation partner	7	22%	5	71%
No. of students deferred	0	0%	0	0%
No of student waiting for graduation	0	0%	0	0%
No. of students studying	0	0%	0	0%

Average length of study: 2 years

Number of first year students: 61 Students (MBUS2016)

Number of foreign students: None

Appraisal

The number of incoming students differs: Maximum was 136, minimum was 32. Thus, there is more capacity available than used on average. Majority of the students in all cohorts are females. Regular study time is two years and on average students finish successfully in that period of time. Dropout rate is remarkably decreasing during the last two years, which signifies a dynamic growth in quality.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk-Criterion)

The programme aims to improve both technical and behavioral competence of a future manager including knowledge, skills, capabilities in term of business management by

- providing integrated knowledge of industry-based problem solving in organisations in term of operation and management, technology and innovation, human resources, marketing, accounting, and finance functions.
- Improving skills such as teamwork, time management, conflict management, presentation skill, effective writing skill, leadership skill; for graduates to adapt to a real business environment.
- building up attitudes for graduates to become effective leaders in the industry, thus, providing students with advanced knowledge about business activities based on what the students have learned in their Bachelor programme.

Appraisal:

The qualification objectives of the programme aim at improving competences, already achieved by Bachelor degree holders. ISB is eager to create an academic and pragmatic

environment to enhance students' ability to adapt a broader, changing business world. The qualification objectives of the programme are explained and convincingly presented in relation to the target group, targeted professional field and societal context of the discipline. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality.

The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level at graduation.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1*	Objectives of the study programme (Asterisk Criterion)			X		

1.2 International orientation of the study programme design (Asterisk Criterion)

The programme is completely taught in English, and complies with international curriculum standards. It takes into account international orientation of the contents in different aspects as evidenced in the unit descriptions and offers guest lectures (see chapter 3.3.3).

Appraisal:

International orientation is the key dimension of the programme's design. It appropriately takes into account the required international aspects, with respect to its graduates' employability, too. The programme offers students numerous opportunities to learn and experience in an international environment

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		

1.3 Positioning of the study programme

According to the UEH, the objectives of the programme with four main blocks of knowledge make the difference of the programme: During the unit, the students will get familiar with an academic English environment for the first stage with two main subjects in English skills. Then they will be provided several core units based on theory and case studies. The next stage of the programme will be running with some project based units which help students to learn in an industry atmosphere under the philosophy of learning by doing in specific projects. For the last stage of the programme, the students will have the chance to do by themselves on their own final projects. There are other Master of Business programmes, but there is no likewise competitive programme offered at Vietnamese HEIs.

According to the UEH and confirmed by employers during the on-site visit, the job market in Vietnam is still lacking of highly qualified workers, since graduates have not been provided with enough practical knowledge and skills for getting jobs. In addition, there is an English deficiency. Being delivered totally in English since 2010 with a modern, internationally oriented curriculum, ISB-UEH MBUS Programme tries to close these gaps. The MBUS programme is designed on an attempt of ISB-UEH community, business partners, and industry leaders to

develop a unit content that meets the needs of employers and the job requirement in the near future.

The MBUS programme has been one of the first UEH Master programmes designed and delivered totally in English since 2011. Through five years of running with hundred qualified graduates, the programme proves that it fits to the new trend in global business training and to the mission of UEH, which aims to develop into a prestigious university for training in the science of business administration in Vietnam and Asia, which can adapt to developing trends and global integration of advanced education.

Appraisal:

ISB has examined the educational market and has benchmarked the programme against possible competitors. ISB used the results in establishing its own unique and competitive profile. It is one of a few Master programmes in Vietnam totally delivered in English.

Also, ISB has thoroughly analysed the job market for graduates and has comprehensively incorporated the results in the study programme. The arguments in support of graduate employability on the basis of the stated qualification objectives are impressively presented.

The programme contributes to fulfill the UEH mission in reaching the new trends of global business management requirements of international companies. The study programme's qualification goals constitute the core of the HEI's or faculty's strategy and are sustainably implemented.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market		X			
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)		X			
1.3.3	Positioning of the study programme within the HEI's overall strategic concept		X			

2. Admission

According to the national regulations, the applicants should meet the following criteria:

- Having graduated with a Bachelor degree from UEH specialised in economics, business and management, or having graduated from other universities (except for Foreign Language) and having the respective certificate recognition conferred by UEH.
- The Bachelor degree and transcript issued by foreign education departments must be certified in Vietnamese and submitted attaching the recognition document of Department of Education Quality Inspection and Testing.
- Fresh graduates from economics, business and management schools who achieved high results (from “Good” to “Excellent”) are eligible to the entrance examination, if they choose the similar fields. Otherwise, one working year is required (from graduation date to registration date for the MBUS Programme).
- For international applicants, they only need to have graduated in the same major units. For international applicants who have nationalities of non-English speaking countries, the English requirement is the same as for the Vietnamese applicants.

University admission policy at both university level and School level is officially posted on the University website. Information posted on this website ranges from intake policies to the changes in candidates’ status (e.g. their probability of being admitted).

Regarding ISB, all information relating to the admission criteria is published on the ISB website. In addition, a professional admission team is also available between 8am and 5pm from Monday to Friday for counselling and giving instructions for any student interested in following the study programme of the school. The consultation is carried out through a range of channels such as telephone, email, or direct conversation at the office. The information consultancy surrounds the unit structures, tuition fee, admission procedure, etc. and all pieces of information are presented in the updated brochure. ISB also has a professional admission team responsible for counselling and giving instructions to students interested in the school. For any special cases, there will be immediate cooperation between the admission team and academic department to offer the most appropriate advice for the students.

For students who want to switch from other universities (or different programmes) to MBUS Programme of ISB, he/she will be consulted from A-Z (application form, transcript, advanced standing form, exempted subjects, etc.) until the application is accepted or declined according to Lisbon convention. After finishing the consideration process, the student will be notified the result within 2 weeks via email and phone call by Programme coordinator.

There are 3 multiple choice tests in English language included in the Entrance examination:

- Language test: English – 90 minutes
- Basic test: Competencies evaluation (based on to GMAT format) – 90 minutes
- Background unit test: Principles of Management – 90 minutes

The basic qualification criterion is that successful applicants must achieve 50% of the grade scale for each test (included bonus points for social policy, if any).

The ISB will calculate the overall grade for the basic and background tests of each applicant and choose from top to down until reaching to the target admission number. In case there are many applicants having the same overall grade, the priority of selection will follow this order: female applicant, higher grade in background unit test, higher grade in basic test, exemption from taking English test, higher grade in English test.

To be qualified of English proficiency, students need to reach an overall 5.5 Academic IELTS, with a minimum of 5.0 in writing (or equivalent); or successfully passed the UEH-ISB English Examination.

Applicants get detailed written information about their results.

Admission procedure is published on the ISB website. It is regularly reviewed based on respective regulations.

Appraisal:

The admission requirements are highly sophisticated and appropriate to attract only qualified applicants for this consecutive Master programme. The admission requirements are defined and comprehensible. The national requirements are presented and taken into account. Additionally, the UEH admission requirements are obviously oriented towards the strategic goals of the study programme.

Applicants can directly turn to a student counselling service, or to whatever other helpdesk at the university, for clarification of specific questions, of personal aptitude, of career perspectives or other issues. The ISB ensures a constant availability for prospective students and reacts quickly to incoming enquiries. The counselling options are based on the target group's needs. The selection procedure is transparent and ensures that qualified students are admitted.

Professional experience is not required, but can substitute low results in Bachelor's examination. Recognition of prior experience is applied so far.

The admission requirements (required language proficiency level,) ensure that students are able to successfully complete the study programme (units, additional literature, utilisation of counselling services and extracurricular activities).

The admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing. In addition, the admission decision contains detailed information on the results of the admission procedure.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1*	Admission requirements (Asterisk Criterion)		X			
2.2	Counselling for prospective students		X			
2.3*	Selection procedure (if relevant)		X			
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)		X			

3. Contents, structure and didactical concept of the programme

3.1 Contents

ISB provides a programme with the content of 14 units (courses/modules) delivered in English. There is only one unit delivered in Vietnamese following the MoET regulations. The programme contents a curriculum with four blocks of knowledge to provide not only the theories but also the professional skills for the students. In detail, each block reaches several specific objectives to build a skilled manager as shown in the diagram below.

Group of Knowledge	Units	Objectives
Language Skill Units	<ol style="list-style-type: none"> 1. Academic English 2. Intergrated Business Experience 	<ul style="list-style-type: none"> • <i>Being familiar with Academic English Environment</i> • <i>Learning English in combination with academic skills</i>
Core Knowledge Units	<ol style="list-style-type: none"> 1. Strategic Maketing for Managers 2. Corporate Finance 3. Business Accounting 4. Human Resources Management 5. Market Research 	<ul style="list-style-type: none"> • <i>Being provided core knowlegde in business administration</i> • <i>Learning theories and case studies</i>
Advanced Practice Units	<ol style="list-style-type: none"> 1. Advanced Marketing 2. Advanced Corporate Finance 3. In Country Study 4. Advanced Financial Market 	<ul style="list-style-type: none"> • <i>Being provided advanced practice in business administration</i> • <i>Learning by doing basing on the built projects</i>
Final Project	<ol style="list-style-type: none"> 1. Problem Solving in Organisations 2. Phylosophy (in Vietnamese) 3. Thesis 	<ul style="list-style-type: none"> • <i>Applying and creating learnt knowlegde to be your own knowledge and skills</i> • <i>Learning before doing basing on your own projects</i>

Apart from Philosophy subject, which is the only subject delivered in Vietnamese language as required by MoET, other subjects are all relevant to different perspectives of business, including marketing, management, finance, accounting, operations, human resources, etc. Thus, the degree awarded is Master of Business Administration.

The integration of theory and practice is reflected in the effort of using real case studies for as many units as possible. By this way, students become active participants in debating and seeking solutions to a contemporary issue. This enhances students' problem solving skills and critical thinking. In addition, active learning is also encouraged in class, where students are welcomed to join group discussions, ask questions, voice their opinions and defend their ideas against classmates and instructors.

Students have a thorough knowledge about main activities of business, thus equipped themselves with essential knowledge for upcoming jobs that requires interdisciplinary thinking.

Ethical aspects are integrated in every unit as evidenced by the unit descriptions and communicated to students in the unit descriptions. Furthermore, the students are responsible for behaving ethically and appropriately in order to avoid any misbehavior or misconduct (cheating, plagiarism).

The programme consists of two units focusing on providing research skills for students, namely Problem Solving in Organisations and Data Analysis for Problem Solving. In these two units, students will get familiar with how to collect data, identify and verify problems, identify the relationship between problem and potential consequences and identify root causes. After completing these units, students will be equipped with problem solving skills and will be able to pursue a research career path.

All the assessments of each unit, including final tests, are required to meet each unit's learning outcome. The exam' format will vary from multiple choice questions, short answer questions, case study questions, calculation questions or essay questions, and can even be a combination of these types depending on nature of the unit. In addition, there are group assignments and presentations as well.

The final thesis is mandatory after completion of all units. The purpose of defending a final thesis is to demonstrate students' ability to conduct an academic research project in his or her field of study, including to identify research problems and research objectives (or questions), to review relevant literature, and to design and implement the research project. During the research process, a student must be able to read and comprehend academic articles published in internationally recognised journals. The thesis should demonstrate a strong theoretical and methodological background of the student's field of study. The research should focus on unsolved business problems in an organisation (applying existing theories/models to solve (explain and predict) practical business issues in an organisation).

Students are required to present their proposal and have adequate time to prepare for the final thesis before defending their thesis in front of an academic panel. They are also requested to follow certain international styles of citation such as Harvard in their final thesis and even in other writings as well.

Appraisal:

The contents and the intended learning outcomes of the curriculum are oriented towards international opportunities of employment for the graduates. The curriculum adequately reflects the qualification objectives of the study programme. The contents of the units are well-balanced, logically connected and oriented towards the intended learning outcomes. The areas of specialisation (electives, see chapter 3.2) enable students to acquire additional competences and skills.

The programme name, which is Master of Business, is in line with the focus of the programme content in business and is further explained in the programme curriculum. The degree "Master of Business Administration" and programme name correspond to the contents of the curriculum and the programme objectives, providing students with advanced knowledge about business activities based on what the students have learned in their Bachelor programme. Although this is a consecutive Master programme, the degree awarded is not unusual, since that degree is focused, but internationally not limited to continuous education programmes. Since the final degree is not linked with a continuous education programme, the MBA Guidelines are not relevant.

Theoretical questions are explained by means of practical examples, as evidenced in the unit descriptions.

There is evidence that the programme qualifies for interdisciplinary thinking.

Ethical implications are appropriately communicated.

Students acquire methodological competences and are enabled to do scientific work on the required level.

All examinations, as they are defined for the units, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The examinations are characterised by an appropriate variety of test formats.

The final theses are evaluated based on previously published and coherently applied criteria, rules, and procedures.

The students prove, especially in their thesis, their ability to do scientific work and the achievement of the study programme's qualification objectives.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1 Contents					
3.1.1* Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2* Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3* Integration of theory and practice (Asterisk Criterion)			X		
3.1.4 Interdisciplinary thinking			X		
3.1.5 Ethical aspects			X		
3.1.6* Methods and scientific practice (Asterisk Criterion)			X		
3.1.7* Examination and final thesis (Asterisk Criterion)			X		

3.2 Structure

As explained during the on-site visit, UEH and its schools must not apply ECTS according to the ECTS Users' Guide. UEH has to apply workload measurement and calculations based on national legal regulation. Following these national regulation, the academic load of each curriculum must not be less than 60 credits, applicable to 2-year programmes.

Vietnam law recognises "courses" or "units". It does not mention anything about modules. A "course" or "unit" means a defined amount of knowledge and learning outcomes that students shall accumulate and achieve during the study process. Most units carry 2 to 4 credits, training contents are provided completely and evenly during a semester. Knowledge and skills in each unit correspond to a level according to the unit design and are structured as a part of a subject or a collection of subjects.

Units are divided into compulsory units and elective units:

- A compulsory unit is the unit containing the main knowledge contents of a curriculum that a student must accumulate;
- An elective unit contains the necessary knowledge that students are allowed to select themselves according to the guidance of their schools to diversify the specialities or select freely to accumulate sufficiently units as required.

Credits are used for calculating the academic load of students. A credit shall be equivalent to 15 theory hours; 30 - 45 hours of practice, experiment or discussion; 45 - 90 hours of internship;

45 - 60 hours of unitwork or internship report. Regarding theory units or practical units, students shall spend at least 30 self-preparation hours to acquire a credit.

The minimum CPs is regulated by the regulation regarding the Vietnam Qualifications Framework. The analysis of student workload takes place on a regular basis within the framework of the national regulation, which allows and requires a certain flexibility according to the experience (e.g. stakeholders' feedback) or need (e.g. curriculum review twice a year).

In order to ensure the international standards of the programmes as well as to prepare for students mobility, UEH has already planned to introduce a relative grade. UEH has just reviewed the period (2014-2017) for implementing a respective pilot autonomous mechanism. Thus, there will be a relative final grade for the next graduates to be included in the diploma supplement.

Projected study time	2 years
Number of Credit Points (CP)	61
Workload per CP	45
Number of units	14
Time required for processing the final thesis and awarded CP	6 months; 21 CP
Number of contact hours	405

The MBUS programme structure includes 2 foundation units, 5 core units, 4 elective units, 2 common units and one thesis (including defense):

STT	Units	Units in Vietnamese name	Credit number
Language Skill Units			
1	Academic English	Anh văn học thuật	3
2	Integrated Business Experience	Kinh nghiệm kinh doanh tổng hợp	3
Core Knowledge Units			
1	Strategic Marketing for Managers	Quản trị chiến lược Marketing	3
2	Corporate Finance	Tài chính doanh nghiệp	3
3	Business Accounting	Kế toán doanh nghiệp	3
4	Human Resources Management	Quản trị nguồn nhân lực	3
5	Market Research	Nghiên cứu Marketing	3
Advanced Practice Units (Electives: 4/8 units)			
1	Advanced Marketing	Marketing chuyên sâu	3
2	Advanced Corporate Finance	Tài chính doanh nghiệp chuyên sâu	3
3	In Country Study	Nghiên cứu môi trường kinh doanh	3
4	Advanced Financial Market	Thị trường tài chính chuyên sâu	3
5	Derivatives	Sản phẩm phái sinh	3
6	Investment & Portfolio Management	Quản trị danh mục đầu tư	3
7	Project Management	Quản trị dự án	3
8	Financial Statement Analysis	Phân tích báo cáo tài chính	3
Final Projects			
1	Problem Solving in Organisations	Giải quyết vấn đề trong kinh doanh	3
2	Philosophy	Triết học	4
3	Thesis	Luận văn thạc sĩ	21

To successfully complete each unit, students must:

- achieve a minimum of 50 per cent of the total marks
- complete all assessment items
- attend 80 per cent of class time.

For each unit, the assessments are designed to measure students' understanding on lecture topics and on how to meet the unit learning outcomes.

Examinations are organised in mid-term or final time of a unit. All information of examination including student list, exam time and venue is informed to students via school website, student emails and class representatives before the exam date. In the module descriptions, there are detailed advices and a clear timetable for students, which enables them to keep the track.

When the incoming students apply to UEH in the 2nd year or the 3rd year, they need to meet the requirements from the UEH regarding its policy and the respective curriculum. It is the UEH, which has to demonstrate that they don't meet the respective requirements.

The programme offers equal opportunity for applicants of any gender with no favoritism nor discrimination. Students with disabilities are advised to contact student advisor for support and the school set up a special access to the university's building for them as well.

Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of units and assigns Credit-Points (CP) per unit based on students' workload taking into account the national regulations. The unit descriptions provide detailed information of intended learning outcomes and all the necessary information. Thus, a unit is equivalent a module.

Based on the national regulation regarding the allocation of credit points, the workload of the study programme has been checked by the panel members. Thus, the workload of the study programme is approved. And feasibility is agreed by the students as confirmed during the on-site visit. The feasibility of the study programme's workload is also ensured by a suitable curriculum design, by a plausible calculation of workload, by an adequate number and frequency of examinations, by appropriate support services as well as academic and general student counselling.

There are legally binding study and examination regulations which contain all necessary rules and procedures. The study programme is designed so that students can study for a certain time at other HEIs without any extension of their overall study time. The recognition of periods of study at other HEIs is regulated in accordance with the Lisbon Recognition Convention.

The final grade is supplied with a relative grade. Whenever reviewing the workload, the ISB takes into account evaluation findings, including student feedback.

The ISB ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances are particularly assisted.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2 Structure					
3.2.1* Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2* Study and exam regulations (Asterisk Criterion)			X		
3.2.3* Feasibility of study workload (Asterisk Criterion)			X		
3.2.4 Equality of opportunity			X		

3.3 Didactical concept

Learning content is developed using modern teaching and learning methods, including different forms of group and individual assignments and extended learning forms such as case studies, business games and simulations. Unit materials are selected to meet the programme objectives, including updated internationally recognised textbooks and also sources of referred articles from the University e-library.

Depending on the nature of the units, the unit materials include further case studies, business games, simulations, practical projects, articles and readings. They are uploaded in soft copies on to e-learning system for students' access within one week before the class starts and will be updated by the lecturer during the unit of teaching. The readings are

recommended by the lecturers and double-checked by the academic department to make sure they are relevant to the unit content and learning outcomes.

National and International Guest lecturers from the international universities and industries to help students experience the international business atmosphere during their study, for example: Prof. Sarath Delpachitra, Prof. Nigel Bairstow from Australia, Prof. Howard Nicolas from Finland, Prof. Jean Harvey from Canada, Mr. Kelly Wong from Kinh Do corp, Vietnam are invited to join the programme so that students can interact with and benefit from them. According to UEH, these lecturers have hands-on experience in their field of expertise and a high profile in terms of research. Their contribution to this programme is sharing with students both academic and practical business experience.

There are no lecturing tutors for MBUS programme. The lecturers follow closely with every student to keep track of their progress.

Appraisal:

The didactical concept of the study programme is described, plausible, and oriented towards the programme objectives. It allows for the application of different teaching and learning methods. Didactical concept is applied in each unit in a way that students are encouraged to participate in class activities, contribute to the lectures and complete all the required assessments. With the student-centered teaching and learning, the programme offers a combination of major knowledge and leading professionals experiences in variety of industries that helps to develop the employability in a real business environment. Students have opportunities to develop strategic thinking, analysis and leadership skills they need for professional growth in the future. Project-based and simulation case studies are used to help apply theory to practice, allowing them to absorb knowledge more quickly and effectively. The programme provides different insight and experience from peers as well as develop career opportunities and new relationships in the workplace.

Unit materials for each unit are regularly updated to reflect and authenticate contemporary issues in the real business world. The unit materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up to date and digitally accessible for the students. They are user-friendly and encourage students to engage in further independent studies.

Guest lecturers are regularly invited, their contribution forms an integral part of the study programme's didactical concept. They come from a variety of occupations, which enhances students' chances of employment thanks to the profound insights they gain.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3	Didactical concept					
3.3.1*	Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2*	Unit materials (Asterisk Criterion)			X		
3.3.3	Guest lecturers		X			
3.3.4	Lecturing tutors					X

3.4 Internationality

The programme aims to include international property into as many topics of an unit as possible. Internationally known case studies are also introduced so that students can have a better view of specific issues and develop their problem solving skills accordingly.

There's no international student so far, due to organisational reasons based on the schedule (only weekend oriented).

Faculty includes guest lecturers from different countries. In addition, many local lecturers also have international academic qualifications and longterm experience in foreign business.

The programme is totally taught in English, except one special unit legally required in Vietnam. International students would not have to follow these special unit.

Appraisal:

International contents are an integral part of the curriculum. Students are thus prepared for the challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment.

Due to the organisational circumstances (although full-time students, units provided only on weekends) internationality of the student body unfortunately is not achievable.

The international composition of the faculty is a fundamental element shaping the profile of the study programme and is promoted by the HEI.

Lectures and unit materials in foreign languages predominate. Internationality is clearly a key element of the study programme's profile.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4 Internationality					
3.4.1* International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2 Internationality of the student body					X
3.4.3 Internationality of faculty		X			
3.4.4 Foreign language contents		X			

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

Students' competences and skills are built through annual seminars, classes activities, and social works during the programme. In most subjects, students are required to present their reports/ideas in front of the class. There is a great chance for them to practice and develop their public speaking skills.

Students are encouraged to participate in event preparation activities for UEH through which they can further develop their teamwork and organisational skills. A series of sharing talk shows called "MBUS talk" are organised with the purpose to provide and update the students with specific information in various industries and market places

Appraisal:

There are remarkable activities in order to enhance generic and soft skills of the students. The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the unit descriptions. This is supported by means of suitable didactical and methodological measures.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		

3.6 Skills for employment / Employability (Asterisk Criterion)

The MBUS programme connects students with companies via seminars and workshops conducted by high level managers of those companies. Furthermore, networking by such events creates more job opportunities for students. This feature can be considered as one of the most prominent values of the programme. ISB is building an industry environment for studying with some advanced units, which is build on the project base method and talks of industry experts. According to ISB, this is a completely new proposition of the programme in Vietnam pushing students to learn by doing when they have a great chance to work as in a real-world business, learning from the industry experts and supplement for themselves the practical knowledge, which have not been not taught in school.

Appraisal:

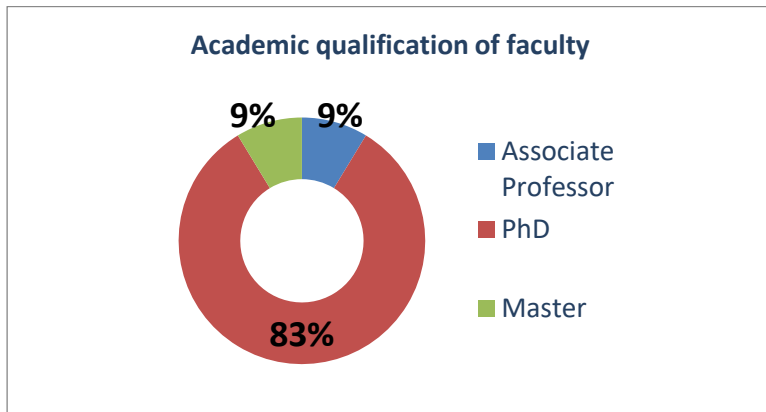
The promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of the study programme through all its units. Graduates are able to perform managerial roles in large local or global companies/corporations, as confirmed during on-site visit by graduates and employers.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6* Skills for employment / Employability (Asterisk Criterion)			X		

4. Academic environment and framework conditions

4.1 Faculty

Currently, ISB has 23 teaching staff who are undertaking lecturing the MBUS Programme. Two lectures are holding Master Degree with deep-experience in business and business bodies. All teaching staff specialised in Economics, Business, Accounting and Finance which are consistent to the MBUS programme.



ISB set goals to achieve effective learning and teaching. Therefore, all ISB instructors are evaluated and selected carefully through qualification requirements, necessary working experience, an interview with Academic Department and trial lectures assessed by the Academic Committee. Professional appointment procedure is as follows:

- announcement for recruitment (Criteria from the Academic Committee)
- get approval on the potential lecturers by the Academic Committee
- interview of qualified candidates by the Academic Board
- trial teaching observed by the Academic Committee
- get approval from the Academic Committee to recruit

The trial lecture will be evaluated in terms of teaching style, teaching skill, effective teaching methodology. In addition, the Academic Committee also reviews the units descriptions written by instructors to ensure the content is relevant, structure is justifiable, teaching activities towards teaching methodology and assessment model towards learning outcomes are correspondingly effective.

ISB always encourages and supports staff taking training units to update and apply effective learning and teaching methods in education.

As a business school ISB requires most of its teaching staff to have experience in business. The only exception is applied for researchers, who have a different type of experience and knowledge acquisition history.

From the teacher's CVs it can be seen that a number of the core teachers have several years of experience in corporations, banks and financial institutions or join in international business bodies. A number of them have experience working in multi-national companies. A number of core teachers have experience in starting up and running their own businesses; and from the CVs, it can be seen that the team is led by a group of experienced entrepreneurs.

There is regular cooperation of teaching and non-teaching staff when organising events at ISB, through regular meetings of staff members, department and inter-department meetings, or project week excursions.

ISB students can find and advise all staff easily accessible during office hours on the days they are working. The ISB Online and the email system also allow students to contact the staff members to consult/resolve their issues.

One element of ISB culture is the “Open Exchange of Idea”. ISB expects to offer students a positive learning and teaching environment. All ISB staffs aim to provide high service quality in an advanced educational environment. Therefore, ISB encourages students to express their view and contact ISB staff for resolving their academic problems comfortably. Besides, ISB built up a self-learning corner, one lecturer room and an office area for the student service department.

For administrative information, students can get advice by the Student Service Department and Programme Coordinator at the office area in working time. Students can also contact Student Advisors via phone or email, which is delivered in the Learning Outcome and Unit Guide to students before the beginning of each unit.

Appraisal:

The panel members were impressed by the positive attitude of the faculty, simultaneously evidenced by the CVs, towards education and research. Even when their teaching assignments in other study programmes are taken into account, the structure and number of the faculty correspond to the programme requirements and ensure that the students reach the intended qualification objectives. The faculty’s composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied.

The academic qualification and the pedagogical and didactical qualification of the faculty corresponds to the requirements and objectives of the study programme. The ISB verifies the qualifications of the faculty members by means of an established procedure. Specific measures for the further qualification of the faculty members are implemented. The ISB verifies the qualifications of the faculty members by means of an established procedure and ensures that assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field.

The faculty members have above-average business experience and use that in their teaching activities. They cooperate with each other for the purpose of tuning the units towards the overall qualification objectives. Meetings of all those teaching in the programme take place regularly. Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty		X			
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)			X		
4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)			X		

4.2 Programme management

Currently, the MBUS programme is managed by the Academic Department. The programme management is divided into two areas, teaching and administration. These areas are managed by the Business Administration Programme Coordinators, who are in charge of running the programme and who report directly to the Academic Manager. The Academic Department is in charge of developing and monitoring the programme and content, and reporting directly to the Dean and Managing Director. The Academic Department meets at the end of every quarter during the Examination Week, to review feedback and development of the current programme.

The educational administrative support for staff and students is provided by two departments, the Academic Department and the Student Service. The Academic Department is responsible for the facilitation of the programmes and provides both students and staff with the information and resources they require such as programme schedule, learning outcome, unit guide and textbook. The Student Service is responsible for consulting students in study and extracurricular activities, informing students on enrolment, timetabling, examination schedules.

ISB built up and trained a professional administrative staff who have experience in educational management. The structure of administrative staff, explained during the on-site visit, shows that ISB administrative staffs are departmentalised in specialised functions which helps to raise service quality.

Appraisal:

ISB is highly committed to build up a professional learning and teaching environment. To achieve this purpose, ISB recognised the important role of administrative staff in supporting students and faculty to adapt to ISB environment promptly.

The Programme Coordinators in cooperation with the Academic Manager successfully take initiatives to promote the systematic development of the study programme in a manner which includes all relevant groups, as evidenced during the on-site visit.

The administrative staff acts as a service provider for students and faculty. Every effort is made to ensure the full support of staff in teaching, research and administration.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2 Programme management					
4.2.1* Programme Director (Asterisk Criterion)		X			
4.2.2 Process organisation and administrative support for students and faculty		X			

4.3 Cooperation and partnerships

The international School of Business (ISB-U EH) is currently a partner of several well-known universities in Australia, New Zealand, Canada, the US, and Europe. Cooperation agreements, as evidenced during the on-site visit, focus on exchange, e.g. of faculty and staff, undergraduates and graduates, scientific materials, publications, cultural activities, research activities.

ISB also cooperates with eight multinational companies to organise internship for students. The strategy of cooperation with executives and experts in enterprises to produce higher quality for the master programme is a longterm strategy that ISB has been pursuing to differentiating its curriculum among other UEH programmes and position ISB in the top advanced business schools in Vietnam, as explained during the on-site visit.

Appraisal:

ISB is really committed to active cooperations and partnerships with HEIs as well as with companies. The scope and nature of cooperation with HEI, other academic institutions and networks relevant for the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. All such activities contribute to the development of the students' qualification and skills.

Cooperation with business enterprises is actively promoted. Such cooperation has a formative impact on the contents of the programme and on the profile of the graduates. By means of specific measures (e.g. cooperation in projects, appointment of professionals in teaching), they significantly contribute to the development of qualifications and skills and to the quality of the final theses.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3 Cooperation and partnerships					
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)		X			

4.4 Facilities and equipment

In order to offer students a good range of innovative learning methods, ISB continually equips itself with modern facilities – for instance, the online learning system (E-learning), the electronic library equipped with extensive resources, and the creative learning spaces for students. Facilities and equipment play an important role in creating the internal environment towards effective learning and teaching. All computers are new and run completely up-to-date proprietary and non-proprietary software. All teaching rooms and a theatre room have computers and network connections as well as projectors. All rooms have a flip-over and a whiteboard. The rooms and spaces have wireless and fixed network internet access. The theatre room is one of ISB features designed suitably for learning activities such as seminars and orientation. The University also installed an elevator in the campus to support students with disability (wheelchair accommodation).

There are two types of literature that students can access:

- Offline literature: this kind of material includes learning materials that lecturers bring at classes, textbooks that students may decide to buy or borrow at libraries. The University has two general libraries (ca. 144.530 books) along with special libraries for each school placed at school's office. The International School of Business has also its own library with textbooks.
- Online literature: the university offers a wide-range of materials with basic and advanced knowledge. The university also has e-learning system that students may find materials for the units. The library also has online materials (e.g. electronic media, databases) that students can access remotely using their granted account (<http://lib.ueh.edu.vn/>).

Many units offer e-learning capability, and especially the units that are used for corporate and business training can support these with online material. In addition, students are served with a wide and diverse range of reference sources. They can access to e-Library and the UEH Library for further research. The UEH Library is open 10 hours daily from Monday to Friday, and a little bit shorter on Saturday. When asked during the on-site visit, the students consider the opening hours as sufficiently for their needs.

Appraisal:

The panel members appreciate that facilities and equipment play an important role in creating the internal environment towards effective learning and teaching. The quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme, even taking into account the resource needs of other study programmes. The rooms are properly equipped for disabled students and give them barrier-free access. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The opening hours of the library take students' needs sufficiently into account. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library, but not always kept up to date. The panel members recommend to further continue investment in textbooks and databases.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4	Facilities and equipment				
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X	
4.4.2*	Access to literature (Asterisk Criterion)			X	

4.5 Additional services

The Centre for Student Assistance is to assist all UEH business students to not only find employment but to become career ready. This career office offer a range of services, including the following: coordination of visits of employers to campus; aptitude and vocational testing; personal counselling; help in resume writing, interviewing, launching the job search; listings for those students desiring employment; establishment of a permanent reference folder; career resource materials. There are some workshops organised by partnership companies to introduce about their internship programmes. Besides that, some recruiting information is also posted on the university website.

All students when graduate from the programme will receive a yearbook which includes all contacts of students studying in the same cohort. That yearbook helps the alumni to keep in touch with each other. Moreover, the information of alumni has been collected so that UEH can update alumni's situation such as career, company, future plan, etc. Every year, alumni are invited back to UEH to share and consult current students about choosing specialisation and career. The communication with alumni is through email, phone, and facebook.

Appraisal:

ISB takes carefully care about its students and offers additional services like career counselling and placement services, which are offered to the students and graduates to promote their employability. The ISB provides sufficient resources.

An alumni organisation has been set up with the aim of developing an alumni network. The experience of alumni is used to help shape the future of the programme.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5	Additional services				
4.5.1	Career counselling and placement service			X	
4.5.2	Alumni Activities			X	

4.6 Financing of the study programme (Asterisk Criterion)

UEH/ISB is a public Vietnamese HEI. Therefore, this criterion, which refers in particular to private HEIs, the experts judged as fulfilled. The study programme is funded for the entire accreditation period so that students will definitely be able to complete their studies.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6* Financing of the study programme (Asterisk Criterion)			X		

5. Quality assurance and documentation

Quality assurance at ISB is mainly conducted for educational programme development and the Academic Department currently is in charge of implementing and controlling the whole process of evaluation. There are two components in ISB quality assurance comprising feedback from students regarding the unit structures, teaching activities and feedback from lecturers regarding the classes' studying, the school's facilities as well as the marking process for assessments. In addition, all unit descriptions are approved on a regular basis by the ISB Academic Committee.

Students are required to do the evaluation twice in a unit. The reason why there are two times for evaluation in these cases is to identify any problem (e.g. workload) and come up with improvement timely, then the result of the improvement's effectiveness will be assessed based on the last evaluation. However, sometimes for the units which were held many times before and had no problems, the evaluation is only held once at the end of the unit.

After all students in a class submit their form, the training department's staff will synthesise the results by the tool of the site's system and send them to relevant lecturers.

As for the lecturer's feedback collection, when the unit finishes and the lecturer submits all grades for all assessments, the ISB Programme Coordinator will send a Quality Assurance report under word file to the lecturer via email. This report must be fully filled in and sent back to the Programme Coordinator within a week.

The outcomes from the meeting will be announced to the related-responsible departments for the next units' improvement. For example, if there are some irrelevant points from students' feedback, the decision towards improving is announced to Programme coordinator and he/she is responsible for discussing with Academic Committee and changes to the more suitable content of the learning guide.

In the next future, it will also comprise the evaluation for the staff's performance and it will be multi-evaluation from the management, lecturers and students and other departments if it is related. Specifically, the students and lecturers can be involved in giving feedbacks about Student Service Department and Academic Department by adding a new section of ISB staff in the evaluation forms filled out by students and lecturers, because these are departments working directly with them.

ISB started to collect evaluations from alumni, employers and third parties from quarter 4/2016 by conducting some focus groups with those stakeholders. The documents for that process include focus group guidelines and preliminary reports, as evidenced during the on-site visit.

The official document for the programme description are the legal documents of the MBUS programme, publicly available at the website. All information on activities during the academic year is designed and published on the ISB-MBUS Brochure in the first week of every academic year.

Appraisal:

A quality assurance and development procedure, which systematically and continuously monitors and develops the quality of the programme with respect to its contents, processes, and outcomes, has been set up. It takes into account the evaluation results and the analysis on student workload, success rate, and graduate employment as well as the profile of the student population. Faculty members and students participate in the respective committees to plan and assess the quality assurance and development procedures. Responsibilities are clearly defined.

Evaluation by the students, quality control by the faculty and external evaluation are carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the students and provide input for the quality development process.

The evaluations, by students and faculty, which are considered as “internal assessment”, contribute to the quality assurance and continuous improvement activities.

An external evaluation is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated and provide input for the quality development process.

The study programme’s content, curriculum and examination scheme have been suitably documented and published (e.g. unit descriptions, schedule, examination regulations).

The HEI regularly publishes current news and information – both quantitative and qualitative – about the study programme.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties			X		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)			X		
5.3.2	Information on activities during the academic year			X		

Quality profile

HEI: University of Economics Ho Chi Minh City, International School of Business

Master programme: Master of Business (MBUS)

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1	Objectives					
1.1*	Objectives of the study programme (Asterisk Criterion)			X		
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market		X			
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)		X			
1.3.3	Positioning of the study programme within the HEI's overall strategic concept		X			
2	Admission					
2.1*	Admission requirements (Asterisk Criterion)		X			
2.2	Counselling for prospective students		X			
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)		X			
3.	Contents, structure and didactical concept					
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)			X		
3.1.4	Interdisciplinary thinking			X		
3.1.5	Ethical aspects			X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			X		
3.1.7*	Examination and final thesis (Asterisk Criterion)			X		
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			X		
3.2.4	Equality of opportunity			X		
3.3	Didactical concept					
3.3.1*	Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2*	Unit materials (Asterisk Criterion)			X		
3.3.3	Guest lecturers		X			
3.3.4	Lecturing tutors					X
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2	Internationality of the student body					X
3.4.3	Internationality of faculty		X			
3.4.4	Foreign language contents		X			
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6*	Skills for employment / Employability (Asterisk Criterion)			X		
4.	Academic environment and framework conditions					
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4	Practical business experience of faculty		X			
4.1.5*	Internal cooperation (Asterisk Criterion)			X		
4.1.6*	Student support by the faculty (Asterisk Criterion)			X		
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)		X			
4.2.2	Process organisation and administrative support for students and faculty		X			
4.3	Cooperation and partnerships					
4.3.1(*)	Cooperation with HEIs and other academic institutions or networks			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	(Asterisk Criterion for cooperation programmes)					
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)		X			
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)		X			
4.4.2*	Access to literature (Asterisk Criterion)		X			
4.5	Additional services					
4.5.1	Career counselling and placement service		X			
4.5.2	Alumni Activities					
4.6*	Financing of the study programme (Asterisk Criterion)			X		
5	Quality assurance and documentation					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)		X			
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students		X			
5.2.2	Evaluation by faculty		X			
5.2.3	External evaluation by alumni, employers and third parties		X			
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)		X			
5.3.2	Information on activities during the academic year		X			