

# Beschluss der FIBAA-Akkreditierungskommission für Programme

**107. Sitzung am 6. Juli 2018**

**Projektnummer:** 17/128  
**Hochschule:** Rheinische Fachhochschule Köln  
in Kooperation mit University of East London  
**Standorte:** Köln und London  
**Studiengang:** International Business (MBA)  
**Art der Akkreditierung:** Erstmalige Akkreditierung

Die FIBAA-Akkreditierungskommission für Programme hat im Auftrag der Stiftung zur Akkreditierung von Studiengängen in Deutschland wie folgt beschlossen:

Der Studiengang wird gemäß Ziff. 3.1.2 i.V.m. Ziff. 3.2.4 der Regeln des Akkreditierungsrates für die Akkreditierung von Studiengängen und für die Systemakkreditierung i.d.F. vom 20. Februar 2013 unter sechs Auflagen für fünf Jahre akkreditiert.

Akkreditierungszeitraum: Wintersemester 2018/19 bis Ende Sommersemester 2023

Auflagen:

- **Condition 1**

The HEIs ensure in a published MAR that the work experience has taken place after the first degree.

*(see chapter 2, Source: Kriterium 2.8 der Regeln des Akkreditierungsrates i.V.m. A4 der Ländergemeinsamen Strukturvorgaben)*

**The condition is fulfilled.**

**The FIBAA Accreditation Commission for Programmes on 21 March 2019.**

- **Condition 2**

The HEIs provide module descriptions for every module that contain information about

- a) the prerequisites
- b) the module duration
- c) the applicability of the module and
- d) the frequency
- e) information about the percentage weight of the exam methods
- f) the type of examination of the modules
- g) transparent information about the location of delivery and
- h) information about the semester the module is taught in.

*(see chapter 3.2, source: Kriterium 2 der Ländergemeinsamen Strukturvorgaben für die Akkreditierung von Bachelor- und Masterstudiengängen)*

**The condition is fulfilled.**

**The FIBAA Accreditation Commission for Programmes on 21 March 2019.**

- **Condition 3**

The HEIs submit a legally binding and published exam regulation in English language that contains all relevant regulations for RFH and UEL.

*(see chapter 3.2, Source: Kriterium 2.8 der Regeln des Akkreditierungsrates )*

**The deadline for fulfilling the condition was extended until 20 June 2019.**

- **Condition 4**

The HEI ensures that only lecturer with the appropriate qualification are teaching and supervising the thesis in the programme.

*(see chapter 4, source: Kriterium 2.7 der Regeln des Akkreditierungsrates)*

**The condition is fulfilled.**

**The FIBAA Accreditation Commission for Programmes on 21 March 2019.**

- **Condition 5**

The HEIs submit the cooperation contract, signed by all partners, that ensures that

- it is fixed, which partner awards which degree
- there is not only one party that has all the rights to develop the programme.

*(see chapter 4.2, source: Kriterium 2.6 der Regeln des Akkreditierungsrates)*

**The deadline for fulfilling the condition was extended until 20 June 2019.**

- **Condition 6**

The HEIs ensure that each module is evaluated with a questionnaire in English language and provide a question about the actual workload.

*(see chapter 5, source: Kriterium 2.9 der Regeln des Akkreditierungsrates)*

**The condition is fulfilled.**

**The FIBAA Accreditation Commission for Programmes on 21 March 2019.**

Das Siegel des Akkreditierungsrates wird vergeben.

## Assessment Report

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**Higher Education Institution (HEI):**

Rheinische Fachhochschule Köln  
in cooperation with University of East London

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**Master study programme:**

International Business

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**Degree awarding institution:**

Double degree by  
Rheinische Fachhochschule Köln and  
University of East London

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**Qualification awarded on completion:**

Master of Business Administration

# General Information on the study programme

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**Brief description of the study programme:**

The programme is an international programme that is offered in cooperation between the two Higher Education Institutions Rheinische Fachhochschule Köln and the University of East London. Courses are held in both locations, Cologne and London. All courses are held in English, even those taught in Cologne. The curriculum has been designed to reflect state-of-the-art theory and practice in the key areas of relevance to contemporary organisations. Apart from core MBA knowledge, the programme also wants to offer the opportunity to develop specialised expertise in International Business as well as advanced business research skills.

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**Type of study programme:**

Master programme

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**Profile type:**

Application orientated

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

4 semesters, 90 ECTS points

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**Mode of study:**

Part time

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**Double/Joint Degree programme:**

Joint programme with double degree

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

25 Students per group, no parallel classes

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**Programme cycle starts in:**

both winter and summer semester

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**Initial start of the programme:**

2001

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**Type of accreditation:**

Initial accreditation

## Procedure

A contract for the initial accreditation of the study programme International Business (Master of Business Administration) was made between FIBAA and Rheinische Fachhochschule Köln on November 21st in 2017. The rules of the Accreditation Council for the accreditation of courses of study and for system accreditation in the version of February 20th, 2013, as well as the Common Structural Guidelines of the Länder for the Accreditation for Bachelor and Master's Study Programmes in the version of February 4th, 2010 are therefore relevant for this accreditation procedure. On February 5th, 2018, 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. Dr. h.c. Jochen Zimmermann**

Universität Bremen

Professor für Unternehmensrechnung

(Unternehmensrechnung, Controlling, Accounting, Betriebswirtschaft)

**Prof. Dr. Stephan Seiter**

Hochschule Reutlingen

ESB Business School

Professor für Volkswirtschaft und Quantitative Methoden

**Dipl.-Psych. Elmar Lammerskitten**

Woco Industrietechnik GmbH

Leiter Global HR Development & Organizational Development, Human Resources

**Patrick Niebergall**

Universität Erfurt

Studierender Staatswissenschaften (Hauptfach Wirtschaft; Nebenfach Rechtswissenschaften) (M.A.)

abgeschlossen: Staatswissenschaften mit dem Hauptfach Wirtschaft und dem Nebenfach Rechtswissenschaften (B.A.)

FIBAA project manager:

Vera Henkel

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit at the RFH. During the site visit at the RFH in Cologne the panel members had the opportunity to poll teaching and administration staff as well as the programme management and students of the partner abroad. The panel therefore renounced site visits at the partner university abroad. The site visit at the RFH took place on April 19th, 2018 at the HEI's premises in Cologne. 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 June 5<sup>th</sup>, 2018. The statement on the report was given up on June 6<sup>th</sup>, 2018. It has been taken into account in the report on hand.

# Summary

The study programme International Business (Master of Business Administration) offered by the Rheinische Fachhochschule, Cologne in cooperation with the UEL's Royal Docks School of Business and Law (RDSBL), London, is with six exceptions in accordance with the Common Structural Guidelines of the Länder for the Accreditation for Bachelor and Master's Study Programmes, the rules of the Accreditation Council for the accreditation of courses of study and for system accreditation and the Requirements of the qualification framework for German university degrees, in the version applicable at the time of the opening of the procedure. They are modularly structured, provided with ECTS points and conclude with the academic degree "Master of Business Administration". The degree is awarded as a double degree by the cooperating HEIs.

The courses of study with six exceptions fulfill the quality requirements for Master's degree programmes and can be awarded by the Foundation for International Business Administration Accreditation (FIBAA) on behalf of the Accreditation Council in Germany for five years starting at the beginning of winter semester 2018/19 until the end of summer semester 2023.

The panel members identified need for improvement regarding the aspects: admission, structure, regulations, lecturer, the contract and the quality assurance. They recommend the accreditation on condition of meeting the following requirements:

- **Condition 1**

The HEIs ensure in a published MAR that the work experience has taken place after the first degree.

*(see chapter 2, Source: Kriterium 2.8 der Regeln des Akkreditierungsrates i.V.m. A4 der Ländergemeinsamen Strukturvorgaben)*

- **Condition 2**

The HEIs provide module descriptions for every module that contain information about

- a) the prerequisites
- b) the module duration
- c) the applicability of the module and
- d) the frequency
- e) information about the percentage weight of the exam methods
- f) the type of examination of the modules
- g) transparent information about the location of delivery and
- h) information about the semester the module is taught in.

*(see chapter 3.2, source: Kriterium 2 der Ländergemeinsamen Strukturvorgaben für die Akkreditierung von Bachelor- und Masterstudiengängen)*

- **Condition 3**

The HEIs submit a legally binding and published exam regulation in English language that contains all relevant regulations for RFH and UEL.

*(see chapter 3.2, Source: Kriterium 2.8 der Regeln des Akkreditierungsrates )*

- **Condition 4**

The HEI ensures that only lecturer with the appropriate qualification are teaching and supervising the thesis in the programme.

*(see chapter 4, source: Kriterium 2.7 der Regeln des Akkreditierungsrates)*

- **Condition 5**

The HEIs submit the cooperation contract, signed by all partners, that ensures that

- it is fixed, which partner awards which degree
- there is not only one party that has all the rights to develop the programme.

*(see chapter 4.2, source: Kriterium 2.6 der Regeln des Akkreditierungsrates)*

- **Condition 6**

The HEIs ensure that each module is evaluated with a questionnaire in English language and provide a question about the actual workload.

*(see chapter 5, source: Kriterium 2.9 der Regeln des Akkreditierungsrates)*

Proof of meeting these conditions is to be supplied before starting any public relation for the programme, yet at least until October 19<sup>th</sup>, 2018.

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

# Information

## Information on the Institution

Studies at the Rheinische Fachhochschule (RFH) are practically oriented with a focus on Engineering, Media, Medical Economics, Business Administration and Law.

RFH was founded in 1958, and is an officially recognised University of Applied Sciences since 1971. It is a private University of Applied Sciences with a range of subjects taught to 6,500 students by more than 400 Professors and Senior Lecturers. 12 programmes are currently offered on master level (Master of Arts, Master of Science, and this MBA programme).

Based and funded by the Rheinische Stiftung endowment, RFH is an organisation in private ownership that is not set for pure commercial purpose: The legal structure as GmbH corresponds to a non-for-profit limited company.

The strategy set by the founders and the endowment is to offer highest quality education at affordable conditions to those who may not be predefined and set for highest education. So, RFH is not a commercial, profit orientated organization but focuses on quality of education and research.

RFH runs this MBA-programme since 2001 with the University of East London (UEL) as a Franchise programme. RFH and UEL now want to implement the programme as a double degree programme, hence the need for this accreditation.

Now the MBA programme is offered by RFH and the UEL's Royal Docks School of Business and Law (RDSBL).



# Programme Description and Appraisal in Detail

## 1 Objectives

The programme is an international programme that is offered in cooperation between the two Higher Education Institutions Rheinische Fachhochschule Köln and the University of East London. Courses are held in both locations, Cologne and London. All courses are held in English, even those taught in Cologne.

The curriculum has been designed to reflect state-of-the-art theory and practice in the key areas of relevance to contemporary organisations. Apart from core MBA knowledge, the programme also wants to offer the opportunity to develop specialised expertise in International Business as well as advanced business research skills.

According to its own statement, a double degree will position this programme with a value-add and a unique selling proposition for interested candidates. Given the fact that due to political Brexit discussions, significant uncertainty has been recognized across students and candidates, a double degree according to both, the British System of Higher Education as well as the European Framework is a clear and tangible advantage.

The programme's aim is to:

- provide students with a rigorous academic grounding in the core areas of business and management theory with specific emphasis on International Business and Management,
- expose students to key debates and current notions of good practice in each of the main subject areas,
- significantly enhance students' analytical ability and critical thinking ability in resolving business issues,
- equip students with strategic insight and leadership skills necessary to assume high-level positions in business and/or public sector organisations.

According to the university, the programme is designed to:

- develop knowledge and understanding of key areas of management,
- develop a career in business and management through the development of relevant skills at the appropriate level or to facilitate further research in this area,
- develop personal and interpersonal skills that are relevant to management,
- communicate the arising issues in written and oral form,
- facilitate the application of knowledge and understanding of business and management to complex issues through critical and analytical approaches to management theory, practice and research,
- enhance the ability to evaluate management techniques, tools and models in a variety of contexts,
- recognise the relationship between ideas and practices,
- equip students with the necessary knowledge and skills to achieve the appropriate level of post graduate award and continue their lifelong learning development.

The RFH has an equality commissioner who is in charge of gender equality. The RFH also contributes to the social support of students, e.g. by awarding scholarships. The RFH takes into account the special needs of disabled, chronically ill students, etc. This is defined in the constitution of the HEI.

## Appraisal:

The qualification objectives include disciplinary and interdisciplinary aspects, especially scientific competency, employability (competency to take up a qualified employment), competency for involvement in society and personality development. They take into account the requirements of the Framework of Qualification for German Degrees.

The concepts of the Higher Education Institution for gender equality and for the promotion of equal opportunities of students in special situations such as students having health impairments, students having children, foreign students, students with migration background and/or from so-called educationally disadvantaged classes are implemented at the level of the study programme.

	Meets quality requirements	Does not meet quality requirements	n.r.
1. Objectives	X		

## 2 Admission

The admission is subject to the Master Admission Regulation (MAR) which is only a draft version. The entry requirements for national enrollees are as follows:

- Diploma or bachelor certificate (grade 3.0 or better) in any academic profession such as Business Administration, Economy, Engineering, Medicine, Chemistry, Biology and Law.

Entry requirements for international students:

- A good UK Honours Degree (2:2 and above) in any discipline or an equivalent overseas degree.

All applicants need an IELTS score of 6 (with no component score less than 6.0) or CEFR level B2 of the Common European Framework of Reference for Languages. German language skills are no prerequisite for this programme. 12 months of qualified work experience with exclusion of internships are also necessary for all applicants.

A Bachelor-degree with 210 CP is required for the admission to the programme. However there exists the possibility for candidates with a Bachelor degree of 180 CP to achieve additional 30 CP if sufficient evidence is provided that the competencies associated with the MBA programme are obtained by the practical experiences. Decisions on the recognition of 30 CP will be made by the Vice President of the faculty.

Candidates will also be required to submit a personal statement of 500 words demonstrating their commitment to study for the MBA and explaining how the MBA will enhance their career.

The compensation of disadvantages for handicapped students is ensured in MPO § 10 (9).

## Appraisal:

The admission requirements are defined and nearly comprehensible. However the Master Admission Regulation (MAR) is only a draft version. The required qualified professional experience of 12 months is oriented towards the strategic goals of the study programme. How-

ever the RFH does not request work experience *after* the first degree awarded. The panel recommends the following **condition**:

The HEI ensures in a published MAR that the work experience (at least 12 months) has taken place after the first degree.

(Source: Kriterium 2.8 der Regelungen des Akkreditierungsrates i.V.m. A4 der Ländergemeinsamen Strukturvorgaben)

The admission requirements ensure that students are capable of taking courses in foreign languages and understanding the foreign literature. Furthermore, they ensure that upon completion of their Master studies, graduates have achieved 300 ECTS points as a rule.

The admission procedure is transparent and ensures the admittance of qualified students in accordance with the programme's objectives. The compensation of disadvantages for handicapped students is ensured.

		Meets quality requirements	re-	Does not meet quality requirements	n.r.
2.1	Admission requirements				Condition
2.2	Admission and selection procedure		X		

### 3 Contents, Structure and Didactics

#### 3.1 Implementation of Content

The following graph illustrates the course of studies:

Modul / Teilmodul Module	Ort Location	SWS (nach Semestern) Onsite hours / semester week				ECTS	Unterrichts- sprache Language	Leistungsnachweis / Assessment Method	RFH Code
		1	2	3	4				
<b>1. Semester</b>		6				15			
1.1	Accounting and Finance for Managers	Cologne	3			7,5	EN	50% Written assignment (1,500 words), 50% exam (60 min)	HA, K
1.2	Managing and Leading People	London	3			7,5	EN	100% Individual Written Report (3,000 words)	HA
<b>2. Semester</b>		9				22,5			
2.1	Operations, Networks, and Partnerships	Cologne		3		7,5	EN	100% Individual Written Report (3,000 words)	HA
2.2	Marketing in the Digital Age	Cologne		3		7,5	EN	100% individual written assignment based on a case study (3,000 words)	HA
2.3	Professional Development	London		3		7,5	EN	80% individual reflective essay (1,800 words) 20% individual presentation (15 min)	R
<b>3. Semester</b>		9				22,5			
3.1	Strategic Leadership	London			3	7,5	EN	100% Individual Written assignment (3,000)	HA
3.2	Corporate Social Responsibility	Cologne			3	7,5	EN	100% individual essay (3,000 words)	HA
3.3a	Managing across Cultures*	London						100% Individual written assignment on a set topic (3,000 words)	HA
3.3b	Corporate Governance and Globalisation*	Cologne			3	7,5	EN	100% Individual written assignment on a set topic (3,000 words)	HA
3.3c	Information Systems*	Cologne						100% Individual written assignment on a set topic (3,000 words)	HA
<b>4. Semester</b>						30			
4.	Management Dissertation	Cologne				30	EN	Individual written research proposal (3000 words), Individual written dissertation (12,000 words)	M
<b>Summe/ Sum</b>		<b>24</b>				<b>90</b>			

\* Wahlpflichtfach (1 aus 3) / Elective Module(1 out of 3)

The programme consists of the following core modules:

- Accounting and Finance for Managers: The aim of this module is to provide students with a critical appreciation of the financial tools of business management, in particular, the techniques of financial statement analysis and making financial decisions.
- Managing and Leading People: This module aims to introduce students to core theoretical perspectives in the field of people management and to the most influential contemporary research on HRM, effective leadership and positive organisational outcomes.
- Operations, Networks, and Partnerships: This module focuses on business logic and effective management of manufacturing, and of products, processes and services provision.
- Corporate Social Responsibility: This module considers the different theories on the role of the corporation in society and the theoretical arguments for businesses taking on social responsibilities. It analyses the international instruments which are relevant to and are a potential source of corporate social responsibilities.
- Marketing in the Digital Age: This module aims to develop an advanced understanding of the strategic role of marketing in contemporary business and an advanced appreciation of the importance of marketing in general - and digital marketing in particular - in facilitating business success and sustainability.
- Strategic Leadership: This module aims to enable students to develop a critical awareness of different approaches to business strategy and their respective assumptions about the nature of organizations and their leadership.
- Professional Development: The module is designed to develop the personal and professional skills that enhance employability and career opportunities available to MBA International graduates.

Students have the opportunity to choose one of the following elective modules:

- Managing across Cultures: Together with related themes in core modules including Managing and Leading People, Strategic Leadership and Corporate Social Responsibility this elective module aims to develop an advanced understanding of culture in the contemporary business landscape and an advanced appreciation of cultural diversity and its implications for contemporary business practice.
- Corporate Governance and Globalisation: The module Corporate Governance and Globalisation considers the effects on the business community and the wider society of the debate on corporate governance. It investigates the origins of modern corporations and examines the most relevant legal, economic, and sociological theories of corporation and the firm.
- Information Systems (RFH only): In this module concepts of the company's system infrastructure are presented against the background of digitalization, big data and cloud computing and analyzed and evaluated with regard to the effectiveness and efficiency of company organisations.

The module Dissertation is designed to consolidate the learning from across the programme in an applied format so as to enable students to demonstrate in-depth understanding of theories, frameworks, models and concepts relevant to a specific business issue. The Dissertation is a major supervised research project, whereby students conduct original research in an area of their choice under the guidance of an academic supervisor. Students conduct a literature review to identify a set of research questions, develop an appropriate research design, carry out the empirical study by collecting primary and secondary data, analyse the findings and derive conclusions and recommendations for further research and practice. Typically, the research project is directly linked to students' working experience.

According to RFH, the programme is structured so that there are suitable examinations for ascertaining the learning objectives. Skills are assessed by:

- Written assignments

- Exams
- Individual written reports (e.g. based on a case study)
- Individual reflective essay
- presentation

This programme focuses on a generalist postgraduate education to enable students to embark on a management position. It requires students to have gathered relevant working experience prior enrolment on the programme. The MBA is a programme to equip students with relevant skills and knowledge to take a management roll.

The curriculum of the programme is integrated to contain a foundation in management (leadership, operations, marketing), accounting, finance, and some additional courses. Therefore RFH considers the programme name “International Business” and the degree “Master of Business Administration” as appropriate.

## Appraisal:

The curriculum reflects the qualification objectives of the study programme and ensures the development of key competences and employability. It covers the imparting of specialised knowledge and interdisciplinary knowledge as well as of technical procedural and generic competences.

The contents of the modules are well-balanced and logically connected. According to the panel topics like market conditions, main features of market economy, entry barriers and also network economics could be strengthened in the context of the curriculum. A module such as Managerial Economics could cover these topics. The intended learning outcomes correspond to the requirements of the Framework of Qualification for German Degrees.

The programme is assigned to the profiles “application-oriented” (see Ch. 1); this is reflected in the programme’s implementation.

The programme’s contents take the professional experience of the students into account and build on it.

The degree and programme name correspond to the contents of the curriculum and the programme objectives.

The examinations and the final thesis serve the purpose of determining whether the formulated qualification objectives have been accomplished. The examinations are module-related, as well as knowledge and competence oriented. Every module, as a rule, concludes with an examination covering the entire module.

		Meets quality requirements	re-	Does not meet quality requirements	n.r.
3.1	Implementation of content				
3.1.1	Logic and conceptual coherence of the curriculum	X			
3.1.2	Rationale for degree and programme name	X			
3.1.3	Examinations and final thesis	X			

## 3.2 Structural Implementation

Projected study time	4 semesters/ 2 years
Number of Credit Points (CP)	90
Workload per CP	25 hours
Number of modules	9 modules
Time required for processing the final thesis and awarded CP	30 CP, 19 weeks

The MBA programme is governed by the RFH Master-Examination Regulations (MPO) and the MBA-Addendum for the MBA programme. For the programme also applies the Master Admission Regulation (MAR). The panel only received a draft version of the MAR. The MPO is only published in German language.

	Documented in regulations
Recognition of credits achieved at other HEIs	MPO § 6
Recognition of externally achieved credits	MPO § 7
Compensation of disadvantages of handi-capped students	MPO § 10 (9)/ Addendum
Student Workload per CP	MPO § 5 (2)
Relative grade or ECTS grading table	MPO § 24 (8)
Awarding of Diploma Supplements	MPO § 24 (7)

This part-time programme has a block delivery of modules and evening and weekend classes that enable attendance by the students. It provides a streamlined overall programme duration (e.g. one week per module in London of up to 3 respectively 4 modules in total, instead of spreading one module across three times one week).

Elective modules run subject to demand, that means only those modules selected by six or more students will be offered in any given academic year.

The programme is modularised. Every module has more than five ECTS-Points. There is a Module Handbook which displays relevant information about the modules of the programme. In each description you can find the amount of awarded credit points, the content, the learning outcomes as well as the workload. No module takes longer than one semester.

The overall workload of each module is displayed within the module handbook. The workload is also shown divided into contact hours and noncontact hours.

The partners within the cooperation use the RFH's examination and admission regulation.

The semesters one to three are structured in such a way that students will participate modules in Cologne during the semester. The duration of the modules taught in London is a week.

According to RFH, the curriculum design takes into account the programme's feasibility with concentration in three semesters of courses and a full semester for preparation of a qualified proposal for the management dissertation and the thesis as such.

Once per semester, a Programme Committee Meeting with participants from the faculty as well as students' representation of all cohorts is held. The findings are input for the annual Review and Enhancement Process (REP) and allow for adjustments as required.

## Appraisal:

The programme structure supports the implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of modules and the workload of each is clearly and comprehensibly deduced. Practical components, if existent, are designed and integrated in such a way that CP can be acquired. Modules award at least 5 CP as a rule.

The programme is structured in such a fashion that periods for studies at other HEIs and of vocational and professional practice are possible without any loss of study time.

Elective modules are only taught when there are more students than six that choose the module. With a regular student cohort of 10 students it is not realistic that there is actually more than one elective module taught. Hence the students have no choice which module they want to take. The panel recommends to take measures that an appropriate choice of possible modules can be taken.

The module handbook nearly contains all relevant information according to the Common Structural Guidelines of the Länder for the Accreditation for Bachelor and Master's Study Programmes. There is information missing about the prerequisites, the duration, frequency and the applicability of the respective module.

The panel also noticed that there is not the same information about the percentage weight of the exam methods in Module "Professional Development" (80/20 in the curriculum overview and 60/40 in the module handbook). Furthermore there is unclear information about the type of examination used in the module „Managing and Leading People“ (individual written report in curriculum overview and case study review in the module handbook). The panel also noticed unclear information about the location of delivery for module "Operations, Networks, and Partnerships" (curriculum overview RFH/ module handbook: UEL and RFH). There is also unclear information about the location of delivery for module "Information Systems" (module handbook: collaborative partner of RFH) and about the semester the module is taught in (curriculum overview third semester/module handbook first semester).

Therefore the panel recommends the following **condition**:

The HEI provides module descriptions for every module that contain information about

- a) the prerequisites
- b) the module duration
- c) the applicability of the module and
- d) the frequency
- e) information about the percentage weight of the exam methods
- f) the type of examination of the modules
- g) transparent information about the location of delivery and
- h) information about the semester the module is taught in.

*(source: Kriterium 2 der Ländergemeinsamen Strukturvorgaben für die Akkreditierung von Bachelor- und Masterstudiengängen)*

The study programme, course of study and exam regulations are documented and published.

Legally binding exam regulations exist; they were subjected to legal verification. According to RFH, the HEI wants to use only one binding exam regulation and one master admission regulation (MAR) for this programme.

The exam regulation is not in English language. However the admission criteria do not require having German Language skills. Hence students will not be able to read the regulation in German. Moreover the panel could not fully compare the exam methods that are listed in

the curriculum and the module handbook (in English) and the exam regulation (in German). The HEI should provide exam regulations in English Language.

The RFH stated in the interview with the programme management that the exam regulation is adjusted according to the standards of the UEL. However there are certain regulations missing that apply to UEL respectively to Great Britain (e.g. mandatory class attendance). In addition, there is no information in the regulation which HEI awards a degree.

Therefore the panel recommends the following **condition**:

The HEIs submit a legally binding and published exam regulation in English language that contains all relevant regulations for RFH and UEL  
(Source: Kriterium 2.8 der Regelungen des Akkreditierungsrates )

It is clear to the panel that the RFH and UEL are currently still in the conception phase, but they recommend to communicate in a clear manner which regulation is going to be used. The various rounds of interviews showed the panel that this is not clear to everyone.

The conditions for the programme are implemented in the regulations; they are in compliance with the national and Länder specific requirements. The recognition of degrees and periods of study at other HEIs in accordance with the Lisbon Recognition Convention, as well as the recognition of externally achieved credits is regulated. Compensation of disadvantages of handicapped students with regard to time-related and formal guidelines in the studies as well as in the final performance tests and those during the studies is ensured.

The feasibility of the study programme's workload is ensured by consideration of the expected entry qualifications, 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. The interests of handicapped students will be taken into consideration.

		Meets quality requirements	re-	Does not meet quality requirements	n.r.
3.2	Structural Implementation				
3.2.1	Structural concept and modular structure			Condition	
3.2.2	Study and exam regulations			Condition	
3.2.3	Feasibility of study workload		X		

### 3.3 Didactical Concept

The programme has a clear set of objectives in terms of knowledge building, thinking skills, subject based skills and general skills. Regarding assessment, this is structured so that they are particularly suitable for ascertaining the learning outcomes per key objective.

Knowledge is assessed by:

- Written assignments
- Written essays and reports
- exams
- research projects
- project work
- Individual and team presentations
- Presentations
- Dissertation



A combination of teaching formats is offered, including lectures, workshops, guided projects, teamwork activities, applied research, and IT-based workshops. The students benefit from guided company visits and presentations by invited guest speakers.

UEL also intends to harness the power of electronic modes of learning such as podcasting, webcasting, wiki discussions and notice board postings, given the prevalence of social media and online education.

### Appraisal:

The didactical concept of the study programme is plausible and oriented towards the programme objectives. Adequate teaching and learning methods are provided for the programme. The accompanying course materials are up to date, oriented towards the intended learning outcomes and correspond to the required qualification level.

		Meets quality requirements	re-	Does not meet quality requirements	n.r.
3.3	Didactical concept	X			

## 4 Academic Environment and Framework Conditions

### 4.1 Staff

The programme consists of both full-time and part-time members of staff. The appellate procedure is regulated in the constitution and leaned on the Higher Education Act of North Rhine-Westphalia. The lecturers' CVs are forwarded to UEL, which at the moment has the final academic responsibility.

The HEI states that the programme is delivered through a team of 10 lecturers providing a balanced approach towards scientific and real business experience. According to RFH, this approach guarantees that both the academic standards and real-live professional practice are fully and comprehensively satisfied. All are required to do scientific research work. Part-time lecturers teach some modules to bring their practical experience in relation to the programme's theoretical contents.

Starting from a basic didactic course a range of training programmes are offered to the teachers. So called best practice teaching days are organized for all RFH teachers to support the introduction of new didactical methods.

The programme director's responsibility is the day-to-day operations of the programme to ensure it runs in a coordinated and smooth manner and to foster a continuous improvement of the programme. The MBA Director undertakes all tasks which are required of this role including:

- managing induction,
- student admissions,
- programme administration,
- programme marketing and promotion,
- quality management,
- review and enhancement procedures,
- student tutoring and advice,
- curriculum development and
- modification of assessment strategy.

Students are assigned a personal tutor (the programme leader if the cohort is small) for the duration of the programme, however should they require further assistance the programme director will be available to address their concerns. He is also responsible for the relationships to the partner institutions. There is also a contact person from RFH at UEL.

According to RFH, the students get support at RFH as well as UEL. The maximum class attendance of 25 students in the programme allows the recognition of special students' needs and requirements. The following functions exist at the RFH for service, coaching and counseling of the students:

- Guidance prior to enrolment by the specialist in the Admission Department assigned to the programme,
- Social services in the event of individual concerns,
- Student's service office covering all aspects of the study and marks and rankings,
- The Cologne Career Center at the RFH offers individual assessments and coachings towards job perspectives.

In addition to the regular evaluation processes the students have the possibility to raise any concern in an online concern system which is administered by the RFH Quality Office.

The involvement of teachers is maintained by the regular study programme coordination meetings held by the study coordinators at least once in a semester.

## Appraisal:

Number and structure of the teaching staff correspond, even with their teaching assignments in other study programmes, with the programme's requirements. They also correspond, insofar as they are relevant, with the national standards.

However the panel noticed that one lecturer with only a degree equivalent (VWA) is teaching and supervising thesis in the MBA programme. Thus, the lecturer does not have the appropriate qualification for the programme. Therefore the panel recommends the following **condition**:

The HEI ensures that only lecturers with the appropriate qualification are teaching and supervising the thesis in the programme.

(source: Kriterium 2.9 der Regelungen des Akkreditierungsrates)

Measures for a personnel development and qualification are available.

The programme director coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly. The organisation of studies ensures the implementation of the study programme concept.

Administrative support is ensured. Measures for a personnel development and qualification are available.

		Meets quality requirements	re-	Does not meet quality requirements	n.r.
4.1	Staff				
4.1.1	Faculty				Condition
4.1.2	Programme Director and organisation of studies		x		
4.1.3	Administrative Staff		x		

## 4.2 Cooperation and Partnerships

The programme is offered in cooperation between the University of East London (UEL), Royal Docks School of Business and Law, with the Rheinische Fachhochschule (RFH). The programme's concept is based on on-site classes and is designed to expose students working in an international setting by having courses in Cologne and London.

For the alignment between the academic institutions and the development and enhancement of the programme, collaboration partner conferences are held typically on a bi-annual basis. A Review and Enhancement Process (REP) is held on annual basis with jointly produced report from both institutions involved in the delivery of the programme. Furthermore, frequent web-based meetings and email-/phone-interchange are done on operational level regarding the delivery of the programme.

The cooperation is based on a Master Collaborative Agreement with Schedules. First this contract was a contract between these institutions to deliver the programme as a Franchise programme. Both HEIs now want to amend the process and give a double degree.

The following aspects are defined in the contract for RFH:

- RFH recruits, selects and admits the students with eligibility criteria agreed with UEL
- Delivery of the modules
- Providing staff development courses and projects
- Cooperating with UEL in the appointment of tutors and internal examiners
- Setting and marking all assignments and examinations in accordance with UEL regulations
- Making all administrative arrangements for formal assessments and examinations including delivering such assessments and examinations to UEL
- Providing an annual monitoring report (Review and Enhancement Process Report)
- comply with all of the UEL regulations
- Distributing the certificates as provided by UEL

The following aspects are defined in the contract for UEL:

- Determine the form of the programme which includes the assessments and examinations
- Final responsibility for all quality assurance
- Enroll students as students of UEL
- Issuing and awarding certificates

Furthermore the HEIs made an additional contract to fix inter alia the following aspect: RFH follows all reasonable instructions and directions issued by UEL in relation to the development of the programme.

### Appraisal:

The programme is based on requirements by the cooperating partners in a contract that formerly was used for a franchise concept. The current contract design is not adapted to a dual degree. There is no information in the regulation that HEI awards a degree. Currently, RFH is only provider according to the terms of the contract. RFH can issue its own regulations, however RFH has to issue them in accordance with UEL. Hence, UEL has the final authority to decide on the regulations. UEL has also the final authority to develop the programme without permission of RFH. It is not ensured that the students at RFH can finish the programme if the contracting HEIs no longer agree concerning the implementation of the programme. The university stated that there is a programme committee for the development of the programme.

Both HEIs have an exchange on an equal level concerning the implementation and development of the programme. However, there are no regulations in the contract that ensure that both partner have equal rights in the committee. Without this regulation RFH will still be in the position of a provider instead of being a partner in a joint agreement.

Therefore, the panel recommends the following **condition**:

The HEIs submit the cooperation contract, signed by all partners, that ensures that

- it is fixed, which partner awards which degree
- there is not only one party that has all the rights to develop the programme.

(source: Kriterium 2.6 der Regelungen des Akkreditierungsrates)

		Meets quality requirements	Does not meet quality requirements	n.r.
4.2	Cooperation and Partnerships	condition		

## 4.3 Facilities and equipment

### RFH

RFH has access to more than 100 rooms which seat between 25 & 30 students each, in four locations in Cologne (Campus Vogelsanger Straße, as well as three locations in walking distance Schaevenstraße, Weyerstraße, Lindenstraße (incl. library)), as well as Wermelskirchen (Kattwinkelstraße) and Scheiden (Blumenthalerstr). Overall, 32.922 sq.m. are available. In principal, all classroom sessions can be held at any location that RFH operates. All rooms are equipped in line with requirement of applied studies, e.g. projectors, whiteboards (some interactive), document camera/projection, WiFi access. A central room reservation system is used.

383 computer work spaces are available, out of which 295 Windows- and 88 Apple-computer. They can be used for students' assignments and analytical work. The computers are equipped with state-of-the-art software packages (e.g. SPSS, MS Office, Adobe Acrobat Pro, Photoshop, Illustrator, Flash, Quark Express etc.).

The library of the RFH is essentially a borrowing library in combination with online databases and provides students with media such as books, trade journals, diploma theses, bachelor's and master's theses, loose sheet collections etc.

Media	Anz. Medien
Books	10484
CD-ROMs	18
DVDs	54
Journals	3140
Loose sheet collections	9
E-Media	7
Keys	20
Thesis	7224
<b>Total</b>	<b>20956</b>

The network catalog KölnBib can be used freely; students can register at any time with the other Cologne libraries and use their stock. The library of the RFH is connected to the online interlibrary borrowing scheme. Other services offered to users of the library:

- Support for self-written literary research
- Interlibrary loan and document delivery

- Online access to journals (SpringerLink - Wirtschaft, Technik, Informatik), MED-LINE, EBSCO (Business Source Complete), Emerald, LexisNexis / Business, PsycArticles, PsycINFO, Statista, WISO, Juris).

There are six OPAC places with access to the library and four additional workstations, which also provide Internet access.

#### UEL:

According to RFH, UEL uses a virtual learning environment that hosts module, programme, School and university wide sites. All modules in the programme in line with UEL policy use UEL sites.

The UEL library also contains extensive computer facilities including desktop computers, printers and plug-in points for personal laptops as well as group and silent study rooms. Wireless internet is available on the entire campus.

The Stratford campus's Library and Learning Services carry an extensive collection of management and related subject books, journals and periodicals that in almost every instance can also be accessed online. It is part of the integrated library system of UEL which has over 300,000 titles available through the inter-library system.

MBA students benefit from extensive electronic information sources, including the Nexis newspaper database, ProQuest (which provides full-text access to approximately 500 business and management journals), EBSCO (which includes 8,800 publications in the Business Source Complete database and the SportDiscus database), Emerald, Science Direct and Swetwise.

The library also contains extensive computer facilities including desktop computers, printers and plug-in points for personal laptops as well as group and silent study rooms. Wireless internet is available on the entire campus.

#### Appraisal:

The adequate implementation of the study programme is ensured with regard to the qualitative and quantitative facilities with regard to material and space at RFH and UEL. The rooms and the access to them are equipped for the disabled and barrier-freely accessible. During the on-site visit, the panel had the opportunity to see the facilities of Cologne. The panel members got to talk to the programme management from London and were able to get an impression of the facilities there. Furthermore, the programme is already accredited by the Chartered Management Institute (CMI) at UEL.

The proper implementation of the programme is ensured with regard to access to literature and, when indicated, access to digital media and relevant data bases as well as support offers by the library staff.

		Meets quality requirements	re-	Does not meet quality requirements	n.r.
4.3	Facilities and equipment				
4.3.1	Teaching rooms	X			
4.3.2	Access to literature	X			

## 4.4 Financing of the programme

The programme is - like every programme at RFH - fully financed via the student's tuition fees. For the financing of the RFH, the non-profit/ charitable sponsor (gemeinnütziger Träger) is responsible.

A revenue share model is in place between the co-operative partners, based on their overall contribution to the programme, to compensate for their individual efforts.

### Appraisal:

Appropriate financial support of the programme exists. It ensures that students can complete their studies (if unavoidable, at another HEI).

	Meets quality requirements	re-	Does not meet quality requirements	n.r.
4.4 Financing of the programme		x		

## 5 Quality assurance and further development

This programme has a programme committee comprising all relevant teaching staff, student representatives and others who make a contribution towards the effective operation of the programme (e.g. library/technician staff). The committee has responsibilities for the quality of the programme. It provides input into the operation of the Review and Enhancement Process and proposes changes to improve quality. The programme committee plays a critical role in the quality assurance procedures.

The quality of this programme is monitored each year through evaluating:

- external examiner reports  
The standard of this programme is monitored by at least one external examiner. He ensures the standard of the programme. He fulfills these responsibilities in a variety of ways including:
  - approving exam papers/assignments,
  - attending assessment boards,
  - reviewing samples of student work,
  - providing feedback through an annual report that enables RFH to make improvements for the future.
- statistical information  
This information is used to consider issues such as the pass rate.
- student feedback  
Modules taught at UEL are evaluated with the UEL questionnaire. Modules taught at RFH are evaluated by the RFH. The following methods for gaining student feedback are used on this programme:
  - Mid-semester module evaluations with feedback session between students and lecturer,
  - module evaluations at the end of the module,
  - Student representation on programme committee,
  - Face to face interaction with students.

Drawing on this and other information, programme teams undertake the annual Review and Enhancement Process (REP) which is coordinated jointly by RFH and UEL on faculty/ school

level and includes student participation. The process is monitored by the Quality and Standards Committee.

The evaluation of the programme by the faculty is done in a structured process comprising of:

- Lecturers' representation on programme committees,
- Face-to-face (or webmeetings/ telcos) interaction with the Study Head.

Students and faculty members are notified of the action taken through:

- Providing details on the programme noticeboard,
- Individual responses to faculty members as required.

## Appraisal:

Results of the HEI's quality management are taken into consideration in the further developments of the study programme. Modules taught at UEL are evaluated with the UEL questionnaire. This survey does not include a question whether the actual workload of the whole course corresponds with, is lower or higher than the estimated workload (including teaching time, self-study time, examination). Modules taught at RFH are evaluated by the RFH only in German language. Therefore the panel recommends the following **condition**:

The HEIs ensure that each module is evaluated with a questionnaire in English language and provide a question about the actual workload.

*(source: Kriterium 2.9 der Regelungen des Akkreditierungsrates)*

The quality management takes into account the evaluation results and the analysis on student workload, success rate, and graduate employment.

	Meets quality requirements	re-	Does not meet quality requirements	n.r.
5. Quality assurance and further development	condition			

# Quality profile

**Higher Education Institution (HEI):** Rheinische Fachhochschule Köln in cooperation with University of East London

**Master-Study-Programme:** International Business (MBA)

Criteria	Appraisal		
	Meets quality requirements	re-	Does not meet quality requirements n.r.
<b>1. Objectives</b>	X		
<b>2. Admission</b>			
2.1 Admission requirements			Condition
2.2 Admission and selection procedure	X		
<b>3. Contents; Structure and Didactics</b>			
3.1 Implementation of Content			
3.1.1 Logic and conceptual coherence of the curriculum	X		
3.1.2 Rationale for degree and programme name	X		
3.1.3 Examinations and final thesis	X		
3.2 Structural Implementation			
3.2.1 Structural concept and modular structure			Condition
3.2.2 Study and exam regulations			Condition
3.2.3 Feasibility of study workload	X		
3.3 Didactical concept	X		
<b>4. Academic Environment and Framework Conditions</b>			
4.1 Staff			
4.1.1 Faculty			Condition
4.1.2 Programme Director and organisation of studies	X		
4.1.3 Administrative Staff	X		
4.2 Cooperation and Partnerships			Condition
4.3 Facilities and equipment			
4.3.1 Teaching rooms	X		
4.3.2 Access to literature	X		
4.4 Financing of the programme	X		
<b>5. Quality assurance and further development</b>			Condition