

Decision of the FIBAA Accreditation and Certification Committee



6th Meeting on June 29, 2022

PROGRAMME ACCREDITATION

Project Number:	20/072
Higher Education Institution:	Ho Chi Minh City University of Technology, School of Industrial Management (HCMUT, SIM), Vietnam
Study Programme:	Bachelor of Industrial Management (B.A.)
Type of Accreditation:	initial accreditation

The FIBAA Accreditation and Certification Committee has taken the following decision:

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from April 2020, the study programme is accredited.

Period of Accreditation: from June 29, 2022 to June 28, 2027

The FIBAA Quality Seal is awarded.



Assessment Report

Higher Education Institution:

Ho Chi Minh City University of Technology, School of
Industrial Management (HCMUT, SIM), Vietnam

Bachelor programme:

Bachelor of Industrial Management

Qualification awarded on completion:

Bachelor of Arts

General information on the study programme

Brief description of the study programme:

The Bachelor in Industrial Management programme aims to provide society with a highly competent workforce for industrial and service sectors. The graduates typically work in the following sectors:

- Industrial sectors: Factory Management, Purchasing Management, Quality Management, Planning and Supply Chain Management, Process Improvement.
- Service sectors: Financial and Accounting Management, Human Resource Management, Marketing Management, Digital Business, E-commerce.

Students who graduated from the programme are also qualified for continuing their studies at higher levels, with the focus on management.

Type of study programme:

Bachelor programme

Projected study time and number of ECTS credits / national credits assigned to the study programme:

130 Vietnamese credits

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:

5-6 parallel classes with the 1st year enrolment of 200+ students/year

Programme cycle starts in:

winter semester

Initial start of the programme:

1994

Type of accreditation:

initial accreditation

Procedure

A contract for the initial accreditation of the Bachelor of Industrial Management (B.A.) was made between FIBAA and Ho Chi Minh City University of Technology (HCMUT) on August, 11, 2021. On December 14, 2021, 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 are met.

At the same time, FIBAA appointed a review panel¹. The HEI has agreed with the chosen experts. The panel consisted of:

Dr. Thi Thu Ha Dinh

Thai Binh Duong University, Nha Trang City, Vietnam

Head of Finance - Banking Division

(Financial management, Project preparation and appraisal, Financial analysis, Corporate finance)

Dr. Diana Kisro-Warnecke

T&B ChinaConsulting

Managing Director & Owner

(Business Administration, Strategy, Change Management, Applied Chinese Management, Human Resources Management, international Marketing, Digitalisation, Industry 4.0)

Vincent Körner

Maastricht University, The Netherlands Student International Business (B.Sc.)

Prof. Dr. Matthias Werner

Hochschule Konstanz University of Applied Sciences, Germany

Professor of Industrial Engineering (International Procurement Management, Business Administration, Total Quality Management, Human Resource Management)

Univ.-Prof. Dr. habil Herwig Winkler Brandenburg

University of Technology Cottbus- Senftenberg, Germany

Chair of Production Management (Industrial Engineering, Business Administration, Industrial Management, Logistics, Sustainability, Digitalization,

Production Management, Industry 4.0, Supply Chain Management, Production Management, Business Model Management, Innovation and Technology Management)

FIBAA project manager:

Nora Winckel

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference (because of the Covid-19 pandemic). The online conference took place on March 14-16, 2022 via the video conferencing tool *Zoom*. At the end of the online conference, the panel has given a short feedback on its first impressions to representatives of the HEI.

¹ The panel is presented in alphabetical order.

The assessment report based on this was delivered to the HEI for comment on June 16th, 2022. The statement on the report was given up on June, 22nd. It has been taken into account in the report at hand.

Summary

The Bachelor in Industrial Management (B.A.) offered by Ho Chi Minh City University of Technology fulfils the FIBAA quality requirements for bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on 2022, June 29th and finishing on 2027, June 28th. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The quality requirement that has not been fulfilled – internationality of student body – is not an asterisk criterion and therefore does not lead to a condition. The measures the HEI takes to solve the identified problem are to be considered during the re-accreditation.

The panel members also identified several areas where the programme could be further developed:

- The panel recommends updating the literature in the course descriptions and offering a bigger variety of textbooks (see chapter 3.1).
- The panel appreciates the efforts based on clearly defined PLOs and CLOs, nevertheless, they recommend to formulate the course descriptions more outcome-oriented and to update them regularly (see chapter 3.2).
- The panel recommends fostering the idea of academic mobility by recommending students proactively the semesters which could be suitable to go abroad (see chapter 3.2).
- The panel recommends defining more clearly the quality targets in order to have a more systematic approach for success assessment (see chapter 5.1).
- The panel recommends students be more transparently involved in the quality management system by publishing the results of the evaluations regularly on the website (see chapter 5.1).
- The panel encourages the University to update and equalize the University's and the School's website concerning the procedure and content of the internship and, as a potential also to improve the international approach, the description of the regular and the high quality programme. All relevant information were found, but it would be more user-friendly to promote it more clearly.

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

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

- Positioning of the study programme on the job market for graduates (see chapter 1.3);
- Foreign language contents (see chapter 3.4);
- Student support by the faculty (see chapter 4.1);
- Programme Director (see chapter 4.2);
- Cooperation with HEIs and other academic institutions or networks (see chapter 4.3);
- 4.5.2 Alumni Activities (see chapter 4.5).

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

Information

Information on the Institution

Since its establishment in 1957, HCMUT has continuously maintained the brand name of a leading University in training and scientific research.

HCMUT has 13 faculties and training centers, covering fields including natural sciences, engineering, environment, and business. HCMUT has been accredited by the MOET and HCERES at university level. The University also received a certificate of ISO 9001:2008. In addition, many programmes are also accredited by organizations like ABET, AUN, CTI, and IACBE.

The School of Industrial Management (SIM) programme was accredited by AUN in 2014. SIM was developed from the Department of Industrial Management in 1990.

Table 0.1.1 Important milestones of the school development

	Milestones	Year	Notes
1	MBA program	1993	MBA program taught in Vietnamese
2	Bachelor in Industrial Management	1994	Bachelor in Industrial Management taught in Vietnamese
3	MSM MBA	1998	A joint MBA program with the Maastricht School of Management (the Netherlands)
4	BR&T Center	2002	Business Research & Training Center
5	4 departments established	2003	Finance, Management Information Systems, Marketing & Management, Production and Operation Management.
6	MBA-MCI	2007	A joint MBA program with the University of Applied Science and Art Northwestern – Switzerland
7	MBA program in Lam Dong province	2008	MBA program taught in Vietnamese in Lam Dong province
8	BBA Transfer program with Illinois University at Springfield (USA)	2009	Student transfer program 2+2 years
9	High quality bachelor program	2014	Bachelor program taught in English
10	High quality MBA program	2020	Master in Business Administration taught in English
11	BBA Transfer program with Lyon University (France)	2020	Double degree BBA transfer program 3+1 years

Originally, the mission of the School was to provide the management training for those who have technical backgrounds. SIM provides its training, research and consulting services to the community by operating its strategic business units (SBUs) including: (1) Bachelor programmes taught in Vietnamese and English; (2) four master programmes: the local MBA programme taught in Vietnamese, the international MBA programme taught in English, the joint Maastricht MBA programme in strategy, and the joint Master of International Consulting programme; (3) a PhD programme; and (4) BR&T Center.

Statistical data and evaluation results

The Bachelor in Industrial Management was one of the first study programmes of SIM, originally taught in Vietnamese language (“regular programme”), at the time being with a high proportion of English taught courses (“high quality programme”). The table below shows that the “regular programme” has a very small attrition rate (<10%), but the “high quality programme” consistently has a much higher rate because a significant portion of the students in the “high quality programme” decided to continue their study overseas:

Regular program

		1. Cohort 2015	2. Cohort 2016	3. Cohort 2017	4. Cohort 2018	5. Cohort 2019	6. Cohort 2020
# Study Places offered by HEI		130	130	160	120	120	120
# Applicants	Σ	705	504	882	562	848	1032
	f	415	363	554	408	625	628
	m	290	141	328	154	223	404
Application rate		5.42	3.88	5.51	4.68	7.07	8.60
# First-Year Students (accepted applicants)	Σ	115	75	164	135	160	115
	f	73	54	103	98	118	70
	m	42	21	61	37	42	45
Rate of female students		0.63	0.72	0.63	0.73	0.74	0.61
# Foreign Students	Σ	0	0	0	0	0	0
	f	0					
	m	0					
Rate of foreign students		0	0	0	0	0	0
Percentage of occupied study places		88.46%	57.69%	102.50%	112.50%	133.33%	95.83%
# Graduates	Σ	102	49	0	0	0	0
	f	69	40	0	0	0	0
	m	33	9	0	0	0	0
# Dropout	Σ	13	3	13	11	6	1
	f	4	2	5	7	3	1
	m	9	1	8	4	3	0
Success rate (students who finished their studies)		88.70%	65.33%	0.00%	0.00%	0.00%	0.00%
Dropout rate (students who dropped their studies)		11.30%	4.00%	7.93%	8.15%	3.75%	0.87%
Average duration of study		4.25	4.02	n/a	n/a	n/a	n/a
Average grade of final degree		7.54	7.68	n/a	n/a	n/a	n/a

High-quality program

		1. Cohort 2015	2. Cohort 2016	3. Cohort 2017	4. Cohort 2018	5. Cohort 2019	6. Cohort 2020
# Study Places offered by HEI		40	40	45	60	90	100
# Applicants	∑	90	103	236	220	255	266
	f	50	37	124	108		139
	m	41	66	112	112	123	127
Application rate		225.00%	257.50%	524.44%	366.67%	283.33%	266.00%
# First-Year Students (accepted applicants)	∑	40	22	40	59	87	117
	f	22	8	21	29	45	61
	m	18	14	19	30	42	56
Rate of female students		0.55	0.36	0.53	0.49	0.52	0.52
# Foreign Students	∑	1	1	0	0	4	1
	f	1	1	0	0	4	1
	m	0	0	0	0	0	0
Rate of foreign students		0.03	0.05	-	-	0.05	0.01
Percentage of occupied study places		100.00%	55.00%	88.89%	98.33%	96.67%	117.00%
# Graduates	∑	23	9	0	0	0	0
	f	15	4				
	m	8	5				
# Dropout	∑	17	13	11	5	5	0
	f	7	4	8	3	3	
	m	10	9	3	2	2	
Success rate (students who finished their studies)		57.50%	40.91%	0.00%	0.00%	0.00%	0.00%
Dropout rate (students who dropped their studies)		42.50%	59.09%	27.50%	8.47%	5.75%	0.00%
Average duration of study		4.43	4	n/a	n/a	n/a	n/a
Average grade of final degree		7.59	7.63	n/a	n/a	n/a	n/a

Appraisal

According to the statistical data provided, the programme has much more interested students than offered study places. The programme has its focus on the employability of graduates, the percentage of students who have taken up employment in a relevant field within one year is between 98 and 100 %. The reasons for declining application rates in the “high quality programme” seem to be the language requirements to successfully complete the study programme. The reasons for this development are evaluated thoroughly by the University and measures are taken accordingly. The panel appreciates the development of the study programme since its establishment, especially the more and more internationally oriented measures by offering an entirely English-taught track.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk Criterion)

The Bachelor of Industrial Management programme started in 1994 with the following aims:

- To provide the industrial and service sectors with highly qualified graduates who do not only have knowledge and skills but also have attitudes for a life-long learning and career development in the industrial management areas;
- To create knowledge via science research, to transfer knowledge via academic training, and to practice knowledge via consulting in the management field;
- To serve as a bridge between the technology and management knowledge and create multidisciplinary education by providing management courses to the engineering students and technology courses to the management students respectively.

It was periodically revised, and the most recent revision was carried out in 2019 to meet the regulations of the Vietnamese Qualification Framework and the demands of the University and society. All these revisions were approved by the School's science committee.

The current programme has the following programme objectives (POs):

- PO1: The graduates will have a solid understanding of the key business areas, system thinking and critical thinking skills, and be able to present their understanding in public (Learning to Know).
- PO2: The graduates will demonstrate analysis, decision-making and problem-solving abilities in the operations and management in the areas of production/ service or business (Learning to Do).
- PO3: The graduates will be able to self-learn, innovate and adapt through practical work (learning by doing); and have the ability of collaboration and leadership in the organization in one or some specific fields of production / service or business (Learning to Be).
- PO4: The graduates will have a global mindset, social responsibility, abilities of collaboration in a multicultural environment and contribute to the development of the society (Learning to live together).

Appraisal:

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. They take into account the requirements of the national qualification framework.

	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 international dimension of the programme can be seen in the above mentioned PLO 4, which indicates that SIM graduates will have a global mindset and have abilities to collaborate in a multicultural environment. The following international factors influence the programme's design:

- Four main pillars of learning goals suggested by UNESCO including: learning to know, learning to do, learning to be, and learning to live together.
- MIT's CDIO framework for the curriculum development, which has been implemented since 2014, requires the data collection from various stakeholders, such as students, lecturers, alumni, and businesses.
- The demand for qualified human resources on the international labour market and English proficiency, especially after the birth of ASEAN economic community in 2016.
- The reference to the training programmes at Economics University Ho Chi Minh City, University of Illinois at Springfield (USA), Maastricht School of Management (The Netherlands), Northwestern University of Applied Sciences (Switzerland).

Except for a few courses typically offered only in Vietnam, all the courses are required to use and update frequently at least a main textbook which is popularly among the universities overseas. International references are strongly recommended in the syllabus. The bachelor programme also offers a high-quality programme, which uses English as the medium of instruction.

Moreover, the majority of SIM's faculty members graduated from universities overseas, some are from different countries. There are also international students in the programme who come from various countries like Cambodia, Lao, Thailand, Mongolia, Korea, Germany. SIM established cooperation with more than 30 international partners, universities, and research institutes to serve the students with the possibility to participate in the exchange programme activities at the partner institutions.

The extracurricular activities also include international elements. Annually, the Office for International Programs (OISP) organizes several international events like OISP Camping Day, Cultural Festival or Innovation Contest, which provide chances for students to learn about different cultures and to improve their collaboration skills. These activities not only improve students' soft skills and research capacity but also their language skills, which are necessary for working in an international environment.

Appraisal:

International orientation of the programme is maintained and strengthened by fully English-language education. The programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

		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

The Vietnamese educational market is becoming increasingly competitive, especially in the field of management. According to the National Department of Education & Training, 32 universities in Ho Chi Minh City offer Business Administration or Industrial Management programmes. Despite the crowded educational market in management areas, in the view of the HEI, this programme stands out for its competitive entries, rigorous training, strong linkages with manufacturing sectors, high employability and high value. Its position is determined, particularly in the South of Vietnam by the following factors:

- SIM was established only in 1990, but HCMUT is the first technology University in the Southern Vietnam. HCMUT is also one of the biggest universities in the South and has been known for its top-quality training.
- Despite the relatively small size of the bachelor enrolment, SIM has been known for its strong graduate programmes. In fact, SIM offered the first local MBA in the South and also offered one of the first joint international master programmes in Vietnam.
- SIM has always been active with international activities. Most of the SIM faculty members graduated from overseas universities.

To analyse the programme's position on the educational market, a study was conducted on how the students think about the programmes offered by SIM in comparison to similar ones offered by other major universities (University of Economics and Law (UEL), Ho Chi Minh University of Technology and Education (HCMUTE), University of Economics Ho Chi Minh City (UEH) and International University (IU)). The study focuses on four factors: tuition fees, university ranking, facilities, and admission requirements. The table below shows that in the area of management training, HCMUT ranks first in terms of Reputation and Perceived Price, second in School Characteristics and Communication, and third in Individual Factors:

Table 1.3.1 Student's perception of the academic quality among the top business programs in Southern Vietnam

	Reputation	Communication	Perceived Price	Characteristics	Individual Factors
HCMUT	4.44	3.77	3.85	3.96	3.90
HCMUTE	3.80	3.44	3.45	3.66	3.79
IU	3.61	3.59	3.26	3.71	3.96
UEH	4.18	3.87	3.58	3.97	4.25
UEL	3.72	3.58	3.37	3.70	3.88

Note: Likert Scale from 1 to 5 with 5 is the best

Students graduated from the SIM work in various industrial and service sectors. Many of them keep key positions in state-owned enterprises, private enterprises or joint ventures. Since 2008, the 1-year-out alumni survey has been regularly conducted by the QAO. The responses of alumni on the employment status as well as the adaptability to the working environment were recorded, analysed and synthesised into reports, which are then sent to the University and Faculties/Centers managers.

The table below shows that according to the HCMUT survey in 2017, 100 % of SIM graduates are employed within one year. Over half of the alumni have their average incomes more than 10 million dong/month. No one indicated that the training was not suitable for their job:

Table 1.3.2 Employability of SIM new graduates

Status	SIM	HCMUT
A. Time to be employed	Acc. percentage (%)	Acc. percentage (%)
• < 6 months after graduation	62.8	60.1
• One year after graduation	100.0	94.3
B. Position	Percentage (%)	Percentage (%)
• No management position	88.4	88.9
• Team leader	2.3	4.5
• Head of department	7.0	3.3
• Board of director	0.0	1.0

• Other	2.3	2.3
C. Salary per month	Percentage (%)	Percentage (%)
• < 4,000,000 VND	0.0	1.4
• 4,000,000-7,000,000 VND	4.7	9.8
• 7,000,000-10,000,000 VND	44.2	39.4
• 10,000,000-15,000,000 VND	51.1	36.3
• > 15,000,000 VND	0.0	13.1
D. Training/Job suitability	Percentage (%)	Percentage (%)
• Suitable	30.2	30.4
• Fairly suitable	69.8	61.1
• Unsuitable	0.0	8.5

HCMUT aims to become a leading University in teaching and research activities of Vietnam and play an active role in the fields of cultivating talent and providing manpower with strong technical skills to the Southern areas of Vietnam. The objectives of the SIM programme are developed from the University's strategic objectives. For example, SIM's PLOs focus on international standards, which is consistent with HCMUT' strategy to provide high quality training, adopt international standards, and strengthen international collaboration. With the feedback from the business community, the training programme design focuses on the industrial management, which is also consistent with the University strategy.

SIM not only emphasizes academic research, but also provides a rich learning environment with many social events, extracurricular events, training sessions, workshops, seminars, internship, and competitions.

SIM also updates its programme frequently and provides students with up-to-date knowledge in innovation & entrepreneurship, data science for business, digital transformation, and digital business strategies. The BR&T Center, a SIM's business training unit, organizes many short courses to provide modern & practical knowledge & skills for the business community.

Appraisal:

In the view of the panel the study programme's position within the Vietnamese education market is plausible. The orientation of the University being more international is an aspect that fosters the attractiveness of the institution and the programme within Vietnam.

During the online conference the University has shown that the University steadily takes into account the potential future fields of employment for graduates. Moreover, due to the strong contact with the alumni, they analyse continuously the job market for graduates and incorporate these findings in the study programme.

The programme is convincingly integrated into the University's overall strategic concept and qualification goals are in line with the University's mission and strategic planning.

		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

Each year, the Vietnam National University Ho Chi Minh City (VNUHCM) promulgates instructing documents such as Instruction for University Admissions and Instruction for The Admission process. Based on these documents and regulations, HCMUT will establish the admission plan, usually prepared in May each year by the Academic Affairs Office (AAO) and approved by the rector. It specifies the modes of admissions and the quota for each admission mode. The quota is based on the guideline of the Ministry of Education and Training (MOET) and the University resources like the equivalent number of faculty members, the classroom areas, dormitories, etc. Every year, MOET issues regulations on University admissions, in which two main types of selection are cited. The selection can be based on the results of the current national high school exam, or based on the institution examination, selection or a combination of examination and selection. Each institution decides the type of how to select their students. The academic requirements are evaluated through results of the high school graduation examinations. The result (a combination of examination marks of three main subjects) is used as a criterion to qualify students for corresponding undergraduate programmes. Effectively from 2016, the admissions to the programme are based on five admission modes following below.

- Admission by the National High School Exam Score. SIM's Admission Regulations were issued in compliance with Circular No. 09/2020/TT-BGGĐT dated May 7, 2020, by the Ministry of Education and Training (MOET).
- Admission by the Standardised Aptitude Test score. The test, which is administered by VNUHCM and similar to SAT format, is to measure a high school student's readiness for college and provide colleges with one common data point that can be used to compare all applicants.
- Priority admission given to the gifted students. Priority is given to a limited number of students who have high GPA and studied at one of the 132 gifted high schools across the country. The list of the gifted school and the selection process is regulated by VNUHCM. The list of high schools is available on the AAO website and updated annually.
- Priority admission given to the National Award Receivers. A small quota is reserved for the applicants who won national or international student competition like Olympics. The admission process is regulated by the AAO.
- Other modes: International standardised test like SAT score will be used if the candidate is a foreigner or graduated from a foreign high school.

The table below shows that the admissions based on the National High School Exam Score is still the most popular but decreasing while the admissions based on the VNUHCM aptitude test score become increasingly popular.

Table 2.1.1 Targets of Admission Modes

Year	2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)
National High School Exam Score	95	80 - 85	72	50 - 72	30 - 60
Priority Admission given to the gifted students	5	15 - 20	15	15 - 25	15 - 20
Priority Admission given to the national/ international student award winners		2 - 5	3	0 - 3	1 - 5
Standardized test administered by VNUHCM			10	10 - 40	30 - 70
International tests like SAT score				0 - 1	1 - 5

(Source: HCMUT Document of Admission Plan from 2016 to 2020)

The regular programme (Vietnamese) requires the highest minimum entrance exam score among the five industrial management programmes in the Southern Vietnam. For instance, in 2020, the minimum accepted score into SIM's regular programme was 26.5..

The SIM high quality programme (English) requires a lower minimum National Exam score because the students are required to have a higher level of English proficiency and pay a higher tuition fee:

Table 2.1.2 Minimum National High School Exam Scores accepted among the industrial management programs in the Southern Vietnam.

Year	2016	2017	2018	2019	2020
SIM-HCMUT – Regular Program taught in Vietnamese	23.5	25.25	22	23.75	26.5
SIM-HCMUT – High Quality Program taught in English	19.75	22.5	19.5	20	23.75
Ho Chi Minh University of Technology and Education	22	24	20.4	22.2	25.3
Can Tho University	17.75	18.75	17.5	18	22.5
Thu Dau Mot University	15	15.5	14	14	15

Source: <https://diemthi.tuyensinh247.com/>

Note: There are only 4 universities in the Southern Vietnam that offer the bachelor's degree in industrial management. The National High School Exam Score is ranged from 1-30.

After the initial enrolment for the regular programme, applicants have to pass an English Proficiency Test (based on TOEIC format) administered by the AAO. The test score will determine which English course they will need to register. If the students achieve the required score, or they already have a qualified English Certificate like IELTS, TOEFL, they will be exempted from the

English class. At the end of each academic year, the students need to achieve a certain level of English proficiency before they are allowed to register for the courses in the next academic year.

To register for the high quality programme, applicants have to meet the minimum English requirements (IELTS 6.0, TOEFL iBT 79, TOEIC 700). If not, they have to pass an institutional English Proficiency Test administered by OISP upon their enrolment. If the institutional test score is not sufficient, the students have to attend intensive English courses, and are generally not allowed to register for the courses except some subjects in Vietnamese. After two years from the date of admission, the students who do not meet the English requirements will be suspended from the University. Before graduating, students have to prove their proficiency in English language.

SIM faculty members and current students are actively participating in counselling prospective students via university-wide activities organised by the Brand Management Office, Student Service Center, Training Office, Student Association, and the Communist Youth Union. The counselling service takes various forms, including meeting with the Dean, lecturers, and current students at HCMUT campus or online; current students' visits to their former high school, and HCMUT tours to provinces.

The information about the whole administration procedure is publicly available online at the admission website of AAO (<http://tuyensinh.hcmut.edu.vn/admission/>). This website explains the programmes, requirements, quota, previous admission scores, admission procedures, scholarship, and Frequently Asked Questions (FAQ). The admission regulations, schemes, and procedures are publicly available on the University website at <http://tuyensinh.hcmut.edu.vn/admission/>. Once the admission is decided, it will be communicated to the prospective students on the website. Students will log in the system to check the information and proceed with the application. The students will need to complete their acceptance and finish their enrolment before a specific deadline. The whole process, based on ISO 9001:2015, is shown below:

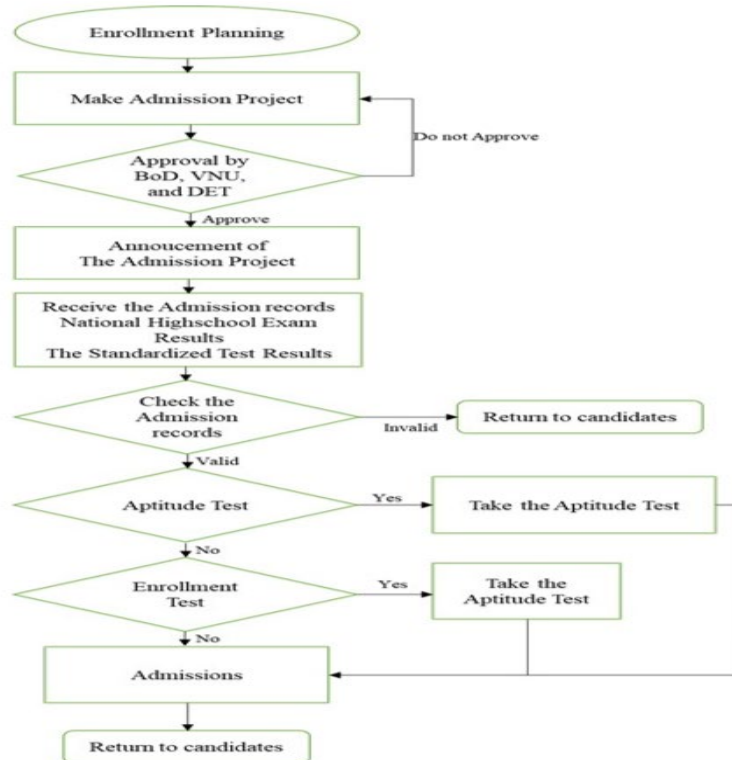


Figure 2.3.1 Admission Procedure of HCMUT

Appraisal:

The panel has the view that the admission requirements are clearly defined and comprehensible. The national requirements are presented and taken into account. Applicants can directly turn also for a personal dialogue, to a student counselling service for clarification of specific questions, of personal aptitude, or of career perspectives.

The selection procedure is transparent and ensures that qualified students are admitted.

The admission requirements as well as English preparatory language courses ensure that students are able to successfully complete the study programme.

The admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.

		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		

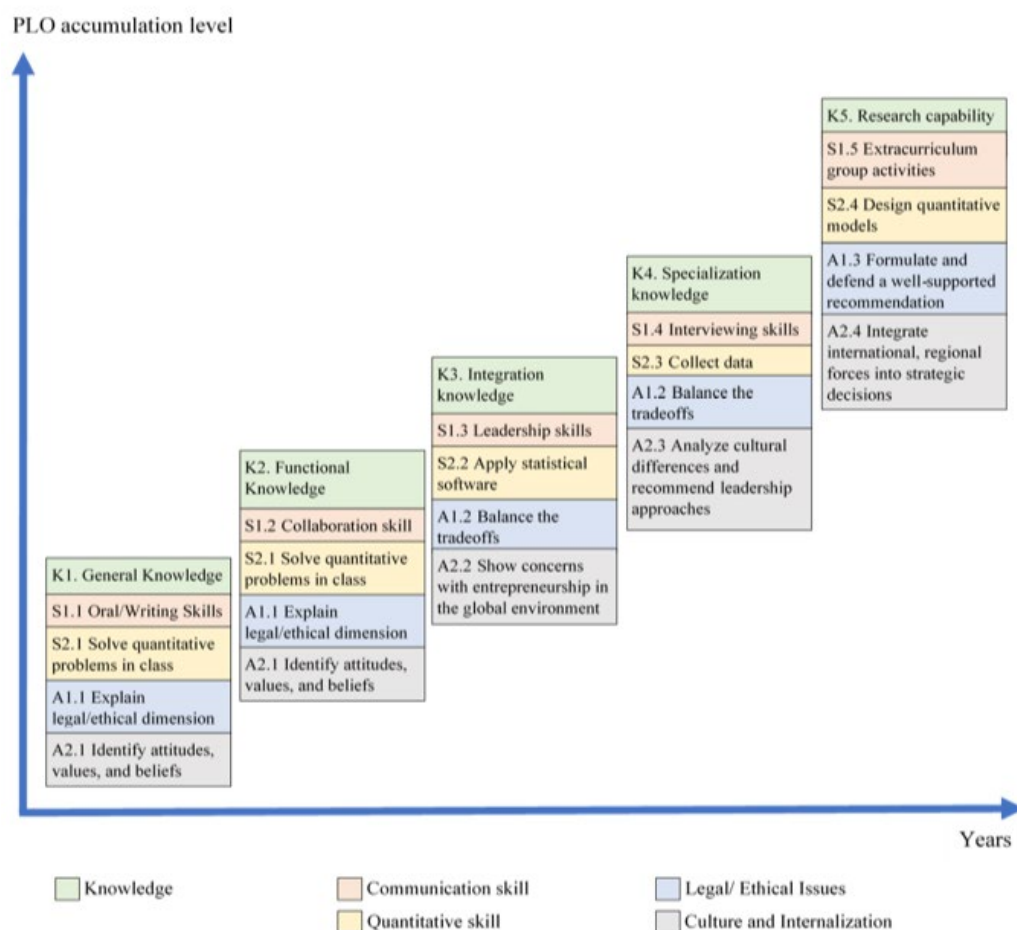
3. Contents, structure and didactical concept of the programme

3.1 Contents

Effectively from 2019, the programme requires a minimum of 130 credit hours, which are expected to be earned during 4 years. Following the University regulations, the programme is structured in four distinctive modules/areas:

- General Education module
- Functional module (core courses)
- Integration module (major courses)
- Specialization module (specialised courses and thesis)

The development of the study programme follows the Circulate No.3179/ĐHBK-ĐT dated October 24, 2019 by HCMUT and is developed by the Undergraduate Degree Committee of the School. Based on the defined learning outcomes (Knowledge (K), Skill (S), and Attitude (A)), the programme is stair-step designed:



The **General education module** provides students with basic knowledge in math, natural science, and social science. The students are expected to develop basic communication and quantitative skills, and identify the ethical issues, attitudes and value.

In the **Functional module**, the students will acquire knowledge of the functional areas of businesses like Marketing, Finance and Accounting, Operation Management. They are expected to improve their communication and quantitative skills and explain the ethical issues, attitudes and value.

The **Integration module** helps the students acquire knowledge of the interrelationships among the functional areas within a business by analysing issues and assessing capabilities in Management Accounting, Organizational Behavior, Management Information System, Quality Management. They are expected to develop leadership skills, master statistical software, know how to balance the trade-off created by the application of competing ethical theories and perspectives, and show concerns with the entrepreneurship in the global environment.

In the **Specialisation module**, students are expected to acquire the advanced knowledge in one of the three specialisations (Industrial Management, Business Administration and Operations and Supply chain Management). The students will demonstrate research capability through the internship project and graduation thesis. They are expected to master interviewing, data collection, and analysing skills. In addition, the students are also expected to show concerns with cultural differences and recommend leadership approaches that leverage diversity to enhance business performance, and conceptualise international, regional, and local non-market forces into strategic decisions of multinational corporations.

The students enter study courses in different fields like business, technology, natural, social and humanity science. Many of them are taught by different schools. In addition to the required general courses, business students are also required to take at least one elective technical course. Courses like Sustainable Development and Environmental Treatment Technology or Green Technology are popular among the business students. The technical courses help business students to make connections with other academic disciplines.

The identification and reflection of ethical aspects are clearly stated in PLO8 and the business ethics is discussed throughout the programme. For instance, in the early semesters, students are expected to be aware of the legal/ethical dimensions of a business decision in courses like Microeconomics (semester 1), Statistics for Business (semester 2), Macroeconomics (semester 2), Managerial Accounting (semester 3), Management Information System (semester 5), Consumer behavior (semester 6). In later semesters, students are expected to balance the trade-offs created by the application of competing ethical theories and perspectives, formulate and defend a well-supported recommendation for the resolution of an ethical issue in courses like Business Ethics and Corporate Social Responsibility (semester 7), Financial system (semester 8).

The programme is designed for level 6 in VQF, so that graduates achieve the Bachelor's degree. The name "Industrial Management" corresponds to the four-level code 7510601 in the MOET degree classification system, it refers to the equipment with knowledge in the management areas like operation and production management, human resource management, project management, management information system, strategic management, supply chain management as well as to the equipment with the appropriate knowledge, skills, and attitudes to work in the industrial sectors.

The design of the curriculum can be seen below:

Speciality: Industrial Management - Speciality: Business Administration - Speciality: Operations and Supply chain Management

Title of Module / Course Unit	Credit Points per Semester								Workload		Method of Teaching	Form and Duration of Examinations	weight of exam related to final grade
	1.	2.	3.	4.	5.	6.	7.	8.	Hours in Class	Hours Self-Stud	i.e. lecture course, seminar L/T/S	Exam paper, project essay, presentation, dissertation, seminar paper	
Module 1: Semester 1													
English 1	2										L/T/S		
Linear Algebra	3								123,5	91	L/T/S	midterm exam paper (50 mins) final exam paper (100 mins)	midterm 50% final 25%
Orientation to management studies	3								124,17	93	L/T/S	final exam paper (70 mins)	final 70%
Fundamentals of Management	3								125,17	93	L/T/S	midterm exam paper (60 mins) final exam paper (70 mins)	midterm 30% final 30%
Principle of Marketing	3								124,17	93	L/T/S	final exam paper (70 mins)	final 50%
Microeconomics	3								137,5	105	L/T/S	midterm exam paper (70 mins) final exam paper (80 mins)	midterm 30% final 40%
Module 2: Semester 2													
English 2		2									L/T/S		
Calculus for Business		3							137,5	96	L/T/S	midterm exam paper (50 mins) final exam paper (100 mins)	midterm 25% final 50%
Statistics for Business		3							128	98,5	L/T/S	midterm exam paper (60 mins) final exam paper (90 mins)	midterm 30% final 40%
Macroeconomics		3							136,33	105	L/T/S	final exam paper (80 mins)	final 50%
Financial Accounting		3							137,5	105	L/T/S	midterm exam paper (70 mins) final exam paper (80 mins)	midterm 30% final 40%
Manufacturing Systems		3							125,5	93	L/T/S	midterm exam paper (70 mins) final exam paper (80 mins)	midterm 20% final 40%
Module 3: Semester 3													
English 3			2								L/T/S		
Marxist - Leninist Philosophy			3								L/T/S		
Managerial Accounting			3						137,5	105	L/T/S	midterm exam paper (60 mins) final exam paper (90 mins)	midterm 25% final 50%
Organizational Behavior			3						125	93	L/T/S	midterm exam paper (50 mins) final exam paper (70 mins)	midterm 20% final 40%
Computer in Business			3						124,5	93	L/T/S	final exam paper (90 mins)	final 60%
General Physics 1 - elective (choose 1)			3								L/T/S		
General Chemistry - elective (choose 1)			3						127	95	L/T/S	midterm exam paper (50 mins) final exam paper (70 mins)	midterm 20% final 50%
Calculatng method - elective (choose 1)			3						123,5	91	L/T/S	midterm exam paper (50 mins) final exam paper (100 mins)	midterm 25% final 50%

Module 4: Semester 4										
English 4										L/T/S
<i>Marxist - Leninist Political Economy</i>										L/T/S
Production and Operations Management							125,16	93	L/T/S	midterm exam paper (50 mins) final exam paper (80 mins) midterm 30% final 40%
Corporate Finance							137,5	105	L/T/S	midterm exam paper (60 mins) final exam paper (90 mins) midterm 25% final 45%
Quantitative Methods							125	93	L/T/S	midterm exam paper (50 mins) final exam paper (70 mins) midterm 20% final 50%
Field Trip							180,83	180	L/T/S	Final exam paper (50 mins) final 80%
Module 5: Semester 5										
Scientific Socialism									L/T/S	
Business Communication							124	93	L/T/S	Final exam paper (60 mins) final 30%
Management Information System							136,17	96	L/T/S	Final exam paper (70 mins) final 50%
Quality Management							125,16	93	L/T/S	midterm exam paper (50 mins) final exam paper (80 mins) midterm 30% final 40%
Scheduling and Sequencing							125,5	93	L/T/S	midterm exam paper (60 mins) final exam paper (90 mins) midterm 20% final 40%
Human Resource Management							124,5	93	L/T/S	Final exam paper (90 mins) final 40%
Supply Chain Management							124,5	93	L/T/S	Final exam paper (90 mins) final 40%
Sustainable Development and Environmental Treatment Technology - elective (choose 1)							181,5	135	L/T/S	Final exam paper (90 mins) final 60%
Introduction to Computer Programming - elective (choose 1)									L/T/S	
Database Systems - elective (choose 1)							196,5	120	L/T/S	Final exam paper (90 mins) final 50%
Climate Change - elective (choose 1)									L/T/S	
Green Technology - elective (choose 1)									L/T/S	
Earth Science - elective (choose 1)									L/T/S	

Module 6: Semester 6											
History of Communist Party						2				L/T/S	
Strategic Management						3	124,33	93	L/T/S	Final exam paper (80 mins)	final 40%
Internship						2	150,83	150	L/T/S	Final exam paper (50 mins)	final 55%
Lean Six Sigma Manufacturing						3	124,5	93	L/T/S	Final exam paper (90 mins)	final 40%
Consumer Behavior						3	125,17	93	L/T/S	midterm exam paper (60 mins) final exam paper (70 mins)	midterm 25% final 35%
Supply Chain Design and Analysis						3	124,33	93	L/T/S	Final exam paper (80 mins)	final 50%
Management of Technology - elective (choose 1)						3	125,5	93	L/T/S	midterm exam paper (70 mins) final exam paper (80 mins)	midterm 20% final 40%
Supply Chain Management - elective (choose 1)						3	124,5	93	L/T/S	Final exam paper (90 mins)	final 40%
Industrial Safety and Risk Management - elective (choose 1)						3	124,17	93	L/T/S	Final exam paper (70 mins)	final 40%
Free elective course (3 credits)						3			-		
Business Plan - elective (choose 1)						3	136,17	105	L/T/S	Final exam paper (70 mins)	final 40%
Decision Support and Business Intelligence Systems - elective (choose 1)						3	124,17	93	L/T/S	Final exam paper (70 mins)	final 60%
International Business Management - elective (choose 1)						3	125	93	L/T/S	midterm exam paper (60 mins) final exam paper (60 mins)	midterm 25% final 35%
International Finance - elective (choose 1)						3	136,67	105	L/T/S	Final exam paper (100 mins)	final 50%
Free elective course (3 credits)						3			-		
Operational retail management - elective (choose 1)						3	124,83	93	L/T/S	midterm exam paper (50 mins) final exam paper (60 mins)	midterm 20% final 40%
Digital supply chain transformation - elective (choose 1)						3	-	-	L/T/S	-	-
Lean supply chain management - elective (choose 1)						3	124,17	93	L/T/S	Final exam paper (70 mins)	final 40%
Free elective course (3 credits)						3			-		

Module 7: Semester 7															
Ho Chi Minh Ideology									2		L/T/S				
Business Ethics and Corporate Social Responsibility									3	124,17	93	L/T/S	Final exam paper (70 mins)	final 40%	
Research Methods For Business									3	125,33	93	L/T/S	midterm exam paper (50 mins) final exam paper (90 mins)	midterm 20% final 40%	
Project									2	120,83	120	L/T/S	Final exam paper (50 mins)	final 50%	
Project Management									3	125	93	L/T/S	midterm exam paper (50 mins) final exam paper (70 mins)	midterm 20% final 40%	
Electronic Commerce									3	127,67	99,5	L/T/S	Final exam paper (70 mins)	final 60%	
Global transportation and logistics management									3	125,33	93	L/T/S	midterm exam paper (50 mins) final exam paper (90 mins)	midterm 20% final 50%	
Supply Chain Design and Analysis - elective (choose 1)									3	124,33	93	L/T/S	Final exam paper (80 mins)	final 50%	
Maintenance Management - elective (choose 1)									3	125,5	93	L/T/S	midterm exam paper (60 mins) final exam paper (90 mins)	midterm 20% final 50%	
Product/Services Innovation - elective (choose 1)									3	-	-	L/T/S	-	-	
ISO 9000 - elective (choose 1)									3	124,5	93	L/T/S	Final exam paper (90 mins)	final 40%	
Financial System - elective (choose 1)									3	136,5	105	L/T/S	Final exam paper (90 mins)	final 50%	
Business to Business Marketing - elective (choose 1)									3	124,17	93	L/T/S	Final exam paper (70 mins)	final 50%	
Data science for Business - elective (choose 1)									3	136,17	105	L/T/S	Final exam paper (70 mins)	final 50%	
Global purchasing and supply management - elective (choose 1)									3	124,33	93	L/T/S	Final exam paper (80 mins)	final 50%	
Project Management - elective (choose 1)									3	125	93	L/T/S	midterm exam paper (50 mins) final exam paper (70 mins)	midterm 20% final 40%	
Supply chain risk management - elective (choose 1)									3	125,16	93	L/T/S	midterm exam paper (50 mins) final exam paper (80 mins)	midterm 30% final 40%	
M8	Module 8: Semester 8														
SP1007	Fundamentals of Vietnamese Law									2			L/T/S		
IM3069	Entrepreneurship									3	125	92,5	L/T/S	midterm exam paper (60 mins) final exam paper (90 mins)	midterm 30% final 50%
IM4327	Thesis / Capstone project									4	240	83	L/T/S	presentation (50 mins)	final 100%
	Free elective courses (6credits)									6			L/T/S		

Courses typically include the variety of activities such as presentations, group exercises, assignments projects and case studies. In addition, guest speakers from the industries are often invited to jointly deliver the courses. With the knowledge learned from the industrial experts and business executives, the students will have opportunities to apply theory in solving business problems. Every semester, the students visit domestic or foreign companies. This enables students to get hands-on experience at a specific business organization and observe their business model. In addition, students are required to take an 8-week-internship. It aims to create conditions for students to be able to

- apply knowledge and skills in the workplace or assigned job functions, thereby solving some problems that arise in the workplace;
- identify career, field, industry, learning and development opportunities;
- experience effective and appropriate communication and collaboration with colleagues in the workplace, demonstrate critical thinking and problem-solving skills by analyzing and evaluating fundamental issues to challenges;
- demonstrate the ability to exploit resources; propose ideas to improve work efficiency and effectiveness by analyzing problems and considering possible options; Thereby forming the thesis topic for graduation.
- respect and respect people through communication with stakeholders, demonstrate professional ethics through a positive attitude at work.

Students choose their field of internship related to their specialisation and the topic of their future bachelor thesis and agree upon that with the responsible professor and the business partner. Upon completing the internship, students have to report contents (45 %) and present their results (40 %). Attitude will be assessed by the on-site supervisor and the University (15 %).

Several courses aim to equip students with concepts, methods and essential tools to implement scientific research activities:

- Quantitative Methods (IM2035, semester 4) provide students with basic knowledge and skills necessary for making decisions in management, especially in the process of production, quality and project management;
- Research Methodology (IM4001, semester 7) trains various methods for collecting, sampling, measuring, analyzing, interpreting data, and reporting the research's results to create useful information for decision makers.

Moreover, students also have to master methodological and scientific knowledge by doing projects (analysing the factors affecting consumer behaviour and implement a plan to reach the consumers, evaluating and developing functional plans of a business, applying Lean Assessment Tools and establish Lean Six Sigma project with DMAIC approach). To promote the research environment for students, the University also has a policy to sponsor student research: From 2018 to 2021, ten scientific researches have been carried out by students under the guidance of SIM lecturers.

Most of the courses require a midterm and a final exam, also other forms of evaluations are carried out. The grading policy is always provided in each syllabus. The exam questions are

prepared in different formats like multiple choice, essay questions, or case study. Field Trip, Internship, Project/Proposal, and Capstone Project/Thesis are evaluated by report quality, presentation and/or defense.

The final theses are evaluated based on the general regulations of the University, the criteria include research formulation, literature review, methods, data processing and contributions. During their thesis, students are expected to apply theoretical propositions, critical thinking, and information seeking behaviours in their thesis implementation and planning. The students also get involved in professional practice of the organisations.

Student competition events are regularly organised to connect students with the business community. The “Manager to Be” (M2B) contest, recently organised by SIM students, attracted more than 300 students of different backgrounds from more than 20 universities in Ho Chi Minh City. The three-round contest focused on business case study training and contest. A dozen of top business managers were invited to give real cases to the contestants and provide their feedback on the students’ solutions. During the contest, the contestants acquired management knowledge, practiced negotiation, debating, leadership and situation handling skills. Another popular annual event is the Engineering - Management Day, formerly known as Management Festival Day. The event provides opportunities for students to contact, exchange knowledge and interact with alumni as well as managers in enterprises through experience sharing and recruitment activities.

Appraisal:

The curricula generally reflect the qualification objectives of the study programme. The contents of the courses are well-balanced, logically connected and oriented towards the intended learning outcomes, especially in the specialisations. The degree and programme names correspond to the contents of the curricula and the programme’s objectives.

The overall objectives of the study programme as well as the presented teaching and learning materials demonstrate the achievement of Bachelor level. However, the panel recommends to update the literature and to offer a bigger variety of textbooks.

Interdisciplinary thinking is convincingly covered, ethical implications are communicated as well. The panel formed the view that the University built a well-established link between planning theory and practice. Based on the interviews and the internship reports, the panel is confident that the internship strengthens the students’ skills in their future profession. Nevertheless, the internship could be better announced to the students (compare Chapter 5.3).

All exams, as they are defined for the courses, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats such as e.g. papers, project writings and written examinations. The panel is – based on the course materials as well as the presented examinations and theses during the online conference – confident that the students prove in their examinations their ability to do scientific work and the achievement of the study programme’s qualification objectives. They appreciate the good communication between the different instructors which supports the comprehensiveness of the programme’s content.

	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

Projected study time	4 years
Number of Credit Points (CP)	130
Workload per CP	45 - 60 hours/CP (1 CP = 15 hours of lecture + 30 hours of self-study, or 30 hours of in-class exercises + 15 hours of self-study, or 45 hours of project)
Number of modules/courses	47
Time required for processing the final thesis and awarded CP	15 weeks (4CP*50 hours) =200 hours

The degree requires a minimum of 130 national credit hours which can be completed in four years. The programme structure is designed according to MOET's 07/2015/TT-BGDĐT guidelines. Each academic year consists of two main academic semesters, and an additional summer semester. Each regular semester lasts about 15 weeks with the last 2-3 weeks devoted to final exams.

The academic load of students is calculated by credits. According to the national regulation, a credit equivalent to 15 theory periods; 30 - 45 periods of practice, experiment, or discussion; 45 - 90 hours of internship; 45 - 60 hours of thesis, unit work or graduate thesis. Regarding theory units or practical units, students shall spend at least 30 self-preparation hours to acquire a credit. The minimum CPs are regulated in the VQF. From that, the analysis of student workload takes place on a regular basis, which allows a certain level of flexibility depending on the experience (e.g. stakeholders' feedback) or need (e.g. curriculum review). HCMUT calculates the ECTS according to its Guidance on ECTS Transfer which is based on national law. The calculation of ECTS is as follows:

- 01 theoretical credit, 01 learners needs to spend 15 learning periods x 50 minutes + 30 hours of self-study = 42.5 hours.

- 01 practical credit /experiment/discussion/basic internship/project/graduation thesis, 01 learner needs to spend 30 learning periods x 50 minutes + 30 hours of self-study = 55 hours.

$$\text{theoretical credit} = \frac{42,5}{30} \text{ ECTS} = 1,42 \text{ ECTS}$$

$$\text{practical credit} = \frac{55}{30} \text{ ECTS} = 1,83 \text{ ECTS}$$

In order to internationalize the standards of the programme as well as make way for student mobility, HCMUT has already introduced a relative grade from CPs to ECTS and reverse.

All course descriptions provide detailed information and contain elements, such as course content, name of the lecturer, teaching and learning methods, expected learning outcomes, the mode of teaching, the workload / the number of credit units (CU), and a list of literature.

The learning process and exam regulations are specified in HCMUT`s Study and Exam Regulations and the Academic calendar, both are published on the website. To complete a course successfully, students must: (1) achieve a minimum of 5.0 marks out of 10 marks; and (2) complete all assessment items. Most of the courses include both group and individual assessments. Examinations for each course are organised twice a semester, a mid-term exam and a final exam. The examination information including student list, exam time and venue is given to the students via school website and student emails before the exam date. The course syllabi also provide the detailed instructions and study timetable for students to keep track with their study.

Each semester includes 15 study weeks and 2-4 weeks for exam activities. In addition to the two main semesters, the University can organize additional semesters to help students be more flexible in their study plan, each extra semester lasts at least seven study weeks and two exam weeks. The maximum time a student is allowed to complete the programme is eight official semesters + maximum six additional semesters, exceptions will be specifically considered to extend the maximum time to complete the programme. Students must complete their internship and thesis in order to graduate from the programme. In order to be qualified for doing the internship, a student must not owe more than 50 programme credits. To be qualified for conducting a thesis, a student must not owe more than 21 programme credits, including 7 credits of the thesis.

The workload is also regulated by the following conditions:

- During the main semester, students are allowed to register up to 10 teaching periods of 50 minutes per day. In other words, students are generally not allowed to take more than 3 or 4 courses per day, depending on the courses.
- Number of registered credits per semester also guarantees the ability to complete 4- year (8 semesters) education with a total of 130 credits:
- The maximum number of credits allowed to register for a main semester is 21 credits. Students with cumulative GPA ≥ 7.5 can register up to 25 credits (not applicable for semester with Internship or Thesis) and must be approved by the Board.

According to the student satisfaction survey on the programme`s quality conducted each semester by HCMUT's QAO, the student satisfaction score is always above 8/10. Most recently, the score

improved from 8.21 in the first semester to 8.28 in the second semester of the 2019-2020 school year, indicating that the programme's workload is appropriate for the students.

According to Vietnam's regulations, the students who are disabled or physically suffer from diseases are exempted from National Defense and Security Education covering practicing military skills. If the students face extremely difficult circumstances such as disabled, orphans, ethnic minorities, poor households, HCMUT will provide tuition fee waivers or reductions, creating favourable conditions for students to complete their study programme. SIM tries to support the students by establishing a student support fund, which is sponsored by the business partners and alumni. The fund distributed more than 830 million VND to the students who have a good academic performance but face difficult conditions during 2016- 2021.

Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of modules and assigns Credit-Points (CP) per module on the basis of the necessary student workload. Practical components as the internship, are designed and integrated in such a way that CP can be acquired. The module descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide. There is also a detailed description for the internship. The panel appreciates the efforts based on clearly defined PLOs and CLOs, nevertheless, they recommend to formulate the descriptions more outcome-oriented and to update them regularly.

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account, where applicable, national requirements. The study programme is designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time. The panel recommends fostering this idea of academic mobility by recommending students proactively the semesters which could be ideal to go abroad. The recognition of degrees and periods of study at other HEIs is regulated in accordance with the Lisbon Recognition Convention; the recognition of periods of practical work – insofar intended – is also clearly defined. The final grade is supplied with either a relative grade or an ECTS grading table.

The feasibility of the study programme's workload is 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. When reviewing the workload, the HEI also takes into account evaluation findings, including student feedback and the programme's success rate.

The HEI 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, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, 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

The programme includes many teaching methods to help students acquire skills suitable for a diverse and dynamic international working environment. The teaching and learning methods are described in the course outline, which is distributed to the learners in the first lecture. Delivery methods include lectures, case studies, project work, group discussions and other methods fitting the characteristics of each subject:

Table 3.3.1 The teaching methods frequently employed in the program

Lecture Notes	Group Project	Group Discussion	Case study	Other
100%	100%	31%	36%	8%

Note: Statistics are only based on subjects administered by SIM, not including general subjects throughout HCMUT

Facing the pandemic situation, HCMUT issued regulations for online teaching to ensure the appropriate teaching schedule and quality. Accordingly, students are provided with online lectures, short videos summarising the lectures and are expected to take online multiple-choice tests in the E- learning system. Lecturers need to upload digital learning materials to the BKeL system according to HCMUT regulations.

Lecture notes are prepared by lecturers and digitally distributed to students via the E-learning system one week before the lesson. Besides, syllabi usually include at least two main textbooks and at least one reference. The main textbook should be published within ten years. Learners can easily have access to books and other learning materials at the department library, HCMUT or VNUHCM library. Specialised materials can be placed via the electronic library system. Each student has a library account that allows them to access the online databases of the HCMUT library. This helps students connect to the Science Direct database, a variety of open sources, books, journals, newspapers, reports, sounds, images and simulations.

SIM invited during the years before the pandemic some foreign lecturers from the network of partner universities or the lecturers who graduated overseas. Moreover, they increased the number of industrial guest speakers who share their experiences in seminars or workshops. These

speakers, who are currently working in the industry, are experts in human resource management, quality management, supply chain management, strategic management, thus, students receive practical points of view and develop their proper attitude toward their career-path.

In the high-quality programme, lecturing tutors are assigned to help the students because they are more likely to face the language barriers. According to the OISP regulations, the lecturing tutors (also called teaching assistants) are paid up to three 3-hour tutorial sessions per course. The lecturing tutors are usually junior lecturers or graduate students, who are specialised in the courses, and have at least 6.0 IELTS score.

Appraisal:

The School and the instructors offer a range of materials and literature to support students' needs. The accompanying course materials are generally oriented towards the intended learning outcomes and correspond to the required qualification level. They are digitally accessible for the students through their e-learning platform. They are user-friendly and encourage students to engage in further independent studies. Moreover, students have access to further material using the University's electronic library system and databases.

The didactical concept of the study programme is described, plausible and oriented towards the programme objectives and learning outcomes. It allows for the application of different teaching and learning methods, such as, for instance, case studies, group works or practical projects. Students are encouraged to take an active role in creating the learning process.

Guest lecturers are invited and contribute to the students' qualification process with their special experience, more from professional practice than from scientific work. They are invited on a regular basis. In particular, students are thus shown possible occupational fields and a practical reference is established.

In addition, lecturing tutors support the students in the learning process and help them develop competences and skills.

	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* Course materials (Asterisk Criterion)			X		
3.3.3 Guest lecturers			X		
3.3.4 Lecturing tutors			X		

3.4 Internationality

One PLO measures the students' ability to care for the differences among institutions, business practices, cultures, and global economies. Thus, course learning outcomes are translated into international contents or intercultural aspects in courses such as International Finance,

International Business Management, Supply Chain Management. The University states that curriculum and syllabi are developed and updated on international references. Moreover, students do their internship in multinational companies.

International body of the students is still limited due to many current objective conditions. Currently, SIM is working towards increasing the number of international students. SIM has few international students, but more in the MBA programme than in the bachelor programme. During 2015-2020, six foreign students were enrolled in the high-quality path. In the period 2012-2021, 22 students of SIM program studied abroad for at least one semester at a partner school (Erasmus Exchange Study Program) and four international students have studied in the high-quality path. At present, SIM is accepting 34 students from ESDES school (in France) to study at the HCMUT campus.

To attract the international students as well as to promote exchange activities, the University offers a number of scholarships or assistantship:

- Scholarship for International students
- Scholarship for Pre - Uni
- Scholarship for Major

Most of SIM faculty members graduated overseas. Many of them also had experience teaching overseas. In addition, international lecturers are often invited to teach in the high quality programme, at least four courses are taught by international lecturers. The visiting international faculty members come from different countries like Thailand, the USA, Swiss, Dutch, Australia and Korea. The visiting international lecturers are also often invited to give guest speech to the students in the regular programme.

The study programme uses both Vietnamese (regular programme) and English (high quality programme) as a medium of instruction and teaching materials preparations. The English training for the students in the regular programme is an important and compulsory component: English units account for 10 % of the programme and is a prerequisite before students do graduation projects.

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.

The panel appreciates the efforts of SIM to increase the number of foreign students, nevertheless, currently, the number of students from abroad is quite low. The described measures show that SIM tries a lot to promote the rate of international students. The panel encourages the university and recommends fostering the academic mobility of the students by recommending proactively the semesters which could be ideal to go abroad. This could also be helpful to increase the number of exchanging incoming students.

The international composition of the faculty (teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The measures taken are goal-oriented.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programme both in regular and high quality track.

	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' multidisciplinary competencies are developed through different courses, such as Organizational Behavior, Business Communication as well as the internship. In the curriculum, students are trained in multidisciplinary competencies such as communication, public speaking, cooperation, conflict resolution, leadership skills. Besides that, with class activities, students participate in group work and prepare presentations to improve and develop presentation, persuasion, and teamwork skills.

Appraisal:

Content and learning outcomes of the curriculum and the didactical and methodological measures show that the students can acquire multidisciplinary competencies and skills. 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)

In the programme's stair-step curriculum, every course contains knowledge, skills, and attitudes. In addition to the curricular activities, the programme also offers many extracurricular activities, which help students to develop their leadership skills, community spirit, and exposure to the business communities. These activities, organised by students under supervision of lecturers, are often assisted by the alumni and business managers. Some of the activities are described below:

- Technical – Management Day: students will have a chance to meet with alumni and employers from various sectors like Human Resource, Marketing, Customer Service, Operation, Supply Chain, Quality Management. The event also provides students with opportunities to show their thesis projects.

- Management (Gala) Night: This is a big game for students of four intakes to compete and learn from each other through many rounds. Students have a chance to demonstrate their management knowledge, soft skills, and art performance in front of the panel of alumni/business executives. The event takes place for 2-3 months in which the organizers raise funds and attract about 1,000 students, alumni, lecturers to join the event.
- The Manager-To-Be (M2B) contest: This is a big contest for students to develop and demonstrate their hard and soft skills such as business case solving, presentation, critical thinking, debating, teamwork. The panel of judges includes alumni and top business executives. Six M2B contests have been organized since 2013. The 6th Contest attracted more than 300 contestants from 20 plus universities in HCM city.

It is compulsory that each student has at least 15 days participating in the extra-curricular activities. Apart from soft skills and community spirit development, these activities help students to unleash their creativity and develop relationships with business managers to enhance their employability.

Appraisal:

The programme is oriented towards developing working skills for students to strengthen their employability. The integration of theory and practice by the internship and the extracurricular activities help students to get an insight into the labour market and to find their own areas of interest. These aspects promote students' employability and help them to develop initial professional competencies and skills.

		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

The SIM programme employs 38 full-time and 10 part-time academic staff. Additionally, the programme also has eight tenure staff members who are currently doing their PhD studies overseas.

Table 4.1.1 Profile of full-time lecturers

Academic Title/ Degree	Assoc. Professor & PhD	3
	PhD/DBA	13
	Master	20
	BA	2
Specializations	Management of Information System	8
	Finance/ Accounting/ Economics	10
	Production and Operations Management	9
	Marketing/ Management	11
Gender	Male	19
	Female	19
Graduated from overseas		20
Age Distribution	< 30	4
	30 - 39	9
	40 - 50	14
	> 50	11

The full-time staff report to the four Heads of Department, who report to the Dean. Their responsibilities include

- Teaching required courses or providing tutorial service to the students
- Developing course materials which are posted on the BKEL including syllabus, lecture notes, video clips, etc.
- Supervising thesis
- Conducting research
- Academic advising
- Membership in various committees (Graduate, Undergraduate, Quality Assurance, and Alumni Committees)
- Providing service to the School, University, and student/alumni/business communities.

The lecturers gather practical business experience by doing local government and business projects, serving in local government committees, and delivering business topics on public media like newspaper and television. A few faculty members also serve as independent member of board of directors or board of inspection for companies listed on Ho Chi Minh Stock exchange.

There are several methods of internal cooperation among the academic staff members.

The cooperation among the faculty members within the same department: each course is usually assigned to a group of three faculty members in the same department, who work closely together in developing and updating the syllabus, implementing the teaching and administering the exam. Small groups of faculty members in the similar discipline regularly work together in publishing papers.

The cooperation among the faculty members from different departments: faculty members from various departments work together in developing training programmes, organising conferences/seminars or university activities, doing big projects, and serving academic committees. A typical cooperation among the faculty members and students is demonstrated in Binh Duong project, in which 15 faculty members from the 4 departments and other universities worked together with government officers and SIM students.

The undergraduate programme committee, which includes five members representing different departments, regularly meet together to tune the courses and programme structure towards the programme objectives. In addition, junior lecturers from various departments are often required to teach common courses like “Management for Engineers” in which they have opportunities to foster the relationship beyond their own department.

The faculty members support students through a number of activities: each batch of students has an appointed homeroom teacher who give advice to the students regarding academic issues. Students can contact their homeroom teachers outside the official office hours via email. Tutorial sessions are provided for selected courses in the high quality programme.

Some faculty members are officially assigned to lead or advise various extracurricular activities like Green Summer, Volunteer Spring, sports events, student events (e.g. Management Gala, The manager To Be), and student clubs like English club (SIMEC) or book club (SIMBSC).

Appraisal:

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

The practical business experience of the faculty corresponds to the requirement of the programme to integrate theory and practice.

The faculty members cooperate with each other for the purpose of tuning the curriculum and lectures towards the overall qualification objectives. Meetings of all those teaching in the programme take place in the frame of conferences and in monthly meetings.

The faculty members are available for the students outside the specified office hours as well. The students are “fully content” with the support they receive.

		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

According to the School’s organisation structure, the Vice Dean of Academic Affairs will also serve as the Programme Director for both Undergraduate and Graduate Programmes. The Vice Dean of Academic Affairs is responsible for supervising the post graduate committee, the undergraduate programme committees, and the overall implementation of the teaching plan. The Vice Dean of Research is responsible for supervising the Quality Assurance Board in addition to research and project development. Both Vice Deans report to the Dean, who is responsible for the overall management of the School. The Dean receives advises from the Consulting Committee which include alumni and representatives of the partner businesses, and reports important matters to and get approval from the School’s Science and Education Council, which includes both respectable internal and external members.

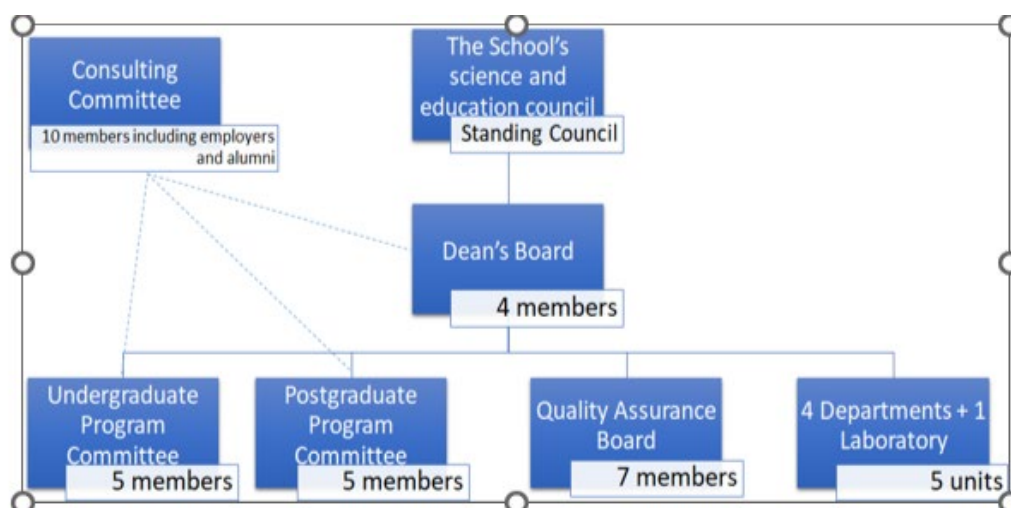


Figure 4.2.1 The structure of the Programme Management

The programme committees are responsible for developing, reviewing and updating the programme curriculum. The curriculum is submitted to the School's Science and Education Council for approval. The Council, consisting of ten internal and four external members nominated by the Dean and approved by the Rector, is chaired by the Dean. The Council is responsible for advising the Dean on all issues relating to the School's development, including teaching and learning, science and technology, external affairs, and development of teaching staff and approve important decisions like developing a new programme or changing the existing programme.

The Consulting Committee consists of business leaders and alumni, provides informal advise to the Board of Deans regarding the development of Industry – School linkages academic units dealing with the core functions of teaching and research. The heads of department are responsible for the following activities:

- developing the course syllabi including textbooks, reference materials for teaching and learning activities in the School;
- maintaining the content, quality, and the progress of courses taught in the academic curriculum;
- assigning lecturers for the class or courses;
- reporting the academic matters to the Programme Director (Vice Dean of Academic Affair) among other things.

Faculty members and students are supported by BKeL, a virtual learning environment and learning management system, which is developed based on open-source Moodle. The platform, which is customised and maintained by HCMUT IT Department, is used for blended learning, distance education, flipped classroom and other e-learning projects. All faculty members and students received guidelines how to use the system and can request technical supports by email or via telephone.

The AAO is responsible for supporting student learning and experiences, programme initiatives, and providing professional development resources for faculty and develops, revising and implementing policies and procedures when needed. BKA provides students with career guidance,

scholarships, and job opportunities. The School also has an academic assistant for undergraduate students, an office secretary, and an IT staff, who are ready to provide administrative support to faculty members and students. Student problems are received and resolved by the faculty in accordance with the student support process of the faculty.

Appraisal:

The panel formed the positive view, that all responsible directors, may it be rector or dean, successfully take initiatives to promote the systematic development of the study programme in a manner which includes all relevant groups and keeps the programme running and developing further.

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available. Decision-making processes, authority, and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The HEI offers the administrative staff opportunities for continuous professional development.

		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

At the University level, HCMUT has signed agreements with 224 partner universities around the world. The University level agreements have a broad scope of cooperation. Most of the agreements cover student/staff exchange activities, and research collaborations. Several SIM faculty members and students have participated in the exchange programmes.

SIM also signed agreements with international partners. The school-level cooperation focus on joint programmes or credit transfers. The joint MBA programmes do not only provide Vietnamese executives with opportunities to do their studies abroad, but also serve as the bridges connecting SIM with the business schools highly recognised overseas. In addition, high-profile executive students in the joint MBA programmes help building the quality reputations for SIM undergraduate programme.

Beside the joint programmes, SIM also signed undergraduate credit transfer agreements with University of Illinois at Springfield (US), Macquarie University (Australia), and ESDS Business

school (Lyon University, France). The credit transfer agreements allow the students to transfer their credit earned in the first two years at SIM to the partner universities. As the result, the transfer students can earn the degree from the partner universities by saving up to two years. The agreement with ESDES is also expected to bring a batch of 30+ students a year from ESDES to study one semester at HCMUT campus. The plan, delayed due to Covid pandemic, is expected to restart as soon as health conditions allow via the framework of the agreements signed between HCMUT and the partner universities.

There are also cooperation partners in research: In 3/2019, SIM worked with the Graduate School of Global Insurance and Pension (GSGIP), Sungkyunkwan University (SKKU, South Korea) to organise the ASEAN-Korea Financial Development Forum, which focuses on the impacts of technological innovations on business and insurance sector in the age of globalisation. As a result, SKKU offers Master and PhD scholarship to SIM graduates. SIM also worked with the Health Economics Association (HEA, Vietnam) to organise the first international health informatics conference towards smart hospitals in 2019. Based on the momentum, SIM is expected to organise the second conference and launch a Master in Hospital Administration next year. Thus, the undergraduate programme is expected to add more contents on the digital business transformations.

At the university level, HCMUT has close partnership with 52 industrial enterprises. SIM has a close relationship with more than 50 business organisations, which frequently participate in the academic and student extra-curricular activities. Companies like BMB Steel, Regent Garment Factory Ltd, Duy Tan Plastics, Fujikura Fiber Optics (FOV), Mekong One – Mekong Communication, Long Huei (Andes helmet), Namilux, Greenviet, Kizuna, Colgate Palmolive Vietnam annually recruit new graduates, offer internship places and field trips. SIM also work with Worldsoft in providing ERP training to the students.

Table 4.3.3 Cooperation with businesses

Service/Manufacturing	Service	43%
	Manufacturing	57%
Area	HCM	73%
	Binh Duong	8%
	Dong Nai	4%
	Long An	6%
	Other	4%
Cooperation Activities	Project	29%
	Field trip	20%
	Internship	45%
	Employment	100%
	Scholarship	8%

Appraisal:

The panel formed the view that there is a good exchange between the Faculty / Department and other national and international universities. They are open-minded with regard to curriculum development, enhancement of the international environment, joint research, and joint conferences activities with other universities. The cooperation are actively promoted by holding conferences and using every possible impact of Sim's joined MBA on the Bachelor in Industrial Management. Moreover, the University offers joint additional electives. The programme, although the exchange cooperation are currently not very vivid concretely within the programme, benefits from the internationally oriented environment of the School. This contributes clearly to the development of qualifications and skills.

The scope and nature of cooperation with business enterprises and other institutions relevant to 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.

		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

HCMUT operates two campuses, the main campus is located in District 10, and the second campus is located in Thu Duc district. The total area of HCMUT is 404,486 m² including 140,008 m² in the main campus, 253,000 m² in the second campus, plus 11,478 m² dormitory. The facilities are shared among 20,000 students from eleven colleges and schools, including SIM. The high-quality programme is taught on the main campus while the regular programme is taught mainly on the second campus.

Table 4.4.1 Facilities in 2 campuses

Types of rooms	Quantity	Areas (m ²)
Laboratories	264	24,595
Practical factories	17	4,743
Multipurpose gymnasium		
Big Meeting Hall	1	6,554
Auditorium	5	2,290
Classrooms	217	20,983
Multimedia classroom	1	121
Library	2	3,057
Dormitory	2	11,478

The standard equipment in each classroom includes a projector, microphone and other audio equipment, partially a desktop computer. Every classroom is provided with the hotline technical support. The condition of the equipment is regularly tested by the technicians from the Office of Facilities. The campus-wide, password protected Wi-Fi network is provided for the students and faculty members free of charge. There is also a public Wi-Fi network available for visitors on the campus. In addition to the classrooms, students can also book self-study rooms in the libraries or dormitories.

The students have access to the Central library of Vietnam National University Ho Chi Minh City (VNUHCM), two HCMUT libraries on the main and second campuses and the libraries of the VNUHCM partner universities. The Central Library of VNUHCM provides the most comprehensive database with 600,000 book titles and 26,000 E-journals. Faculty members and students can have access to the VNUHCM database from home. They are also welcome to use the facilities at the Central Library. Both HCMUT libraries offer a variety of facilities and services including WIFI access, individual and quiet study spaces, group study rooms, printing and copying services, specialist software and PCs and laptops. The self-study area in the main campus library remains open until the main campus is closed at 8.30 pm, at the second campus it is open 24/7.

Appraisal:

Since the online conference was conducted replacing an on-site visit, the panel did not have the opportunity to visit the University's building. HCMUT has provided a virtual tour presenting the University's premises and facilities. Based on the materials provided, the panel formed the view that a smooth running of the University is ensured regarding the capacities for teaching, research, studies, and administration.

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 programmes are available in the library and kept up to date.

The library is accessible during most of the day. Access to relevant digital media is available from the students' home. Qualified library staff is there to advise students.

	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		

4.4 Additional services

The AAO provides career counselling and placement service for the students, supported by the Vice dean on school level. It also organises annual job fair day to connect businesses with the students. The Vice Dean often disseminates job information to the students via different channels like school fan page, school website. Homeroom lecturers also provide career counselling to the students. The School is also working with BKA to provide coaching to the students. Moreover, students have direct contact with managers and companies via the alumni network.

Alumni activities have been carried out since the first students were graduated. However, the activities were not formally organised until the HCMUT Alumni Association (BKA) was officially established in 2020. As a part of the BKA body. BKA-SIM board includes nine members who represent alumni graduated from SIM's various programmes. With the strong support from BKA-SIM, the School's 30th anniversary, recently held in January 2021, attracted more than 1,300 alumni and students.

SIM alumni have actively supported the School activities by bringing guest speakers to the programme, organising the mentoring programme and the first-year student orientation, sponsoring student events like the Manager Gala Night, the Green Summer, the Manager To Be, offering scholarship, as well as introducing job and internship opportunities for students. Since its inception, BKA-SIM has raised 400 million dong from the alumni network and gave away 200 million dong supporting student activities and helping those who faced hardship during the pandemic in 2020-2021.

Appraisal:

The panel appreciates that the University offers many services to the students and graduates to promote their employability such as organising events like workshops, seminars and job fairs. It particularly highlighted positively the measures that are set up by the University regarding their Alumni Network. Alumni activities are planned on a long-term basis, performed regularly, and are actively used for assessing and evolving the programme. It serves the students with a strong contact to the business field, helps them forming their future career path by choosing internship places and topics for their thesis.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5	Additional services				
4.5.1			x		
4.5.2	x				

4.6 Financing of the study programme (Asterisk Criterion)

HCMUT is a public university but financially autonomous, so tuition fees from students and financial contributions are the main source of income for HCMUT. In its self-evaluation report HCMUT states that its sustainable finances are based on a stable number of students and HCMUT's reserve fund. Therefore, HCMUT ensures the capital for necessary investment to cover the operating costs of the University as well as to ensure the continued financial capacity of the Bachelor programme.

In order to support students, the Government offers the student loan programme for eligible students. The student loan criteria are regulated by the Government but the AAO is responsible for assisting the students to apply. In addition to the student loan programme, HCMUT also offers scholarship to the students based on their academic performance. The scholarship is available for all qualified full-time students, and is given each semester based on their latest GPA and point training. To be eligible for this scholarship, students must:

- Have GPA of 7.0 or higher.
- Have Point training at least 65 points.
- Were not disciplined during the semester.
- Have accumulated a qualified number of credits.

Appraisal:

Based on the information provided and the overall impression gained by the panel during the online conference, there are no major concerns about the financing of the study programme and the funding for the entire accreditation period.

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

5. Quality assurance and documentation

Established under Decision No. 49/QĐ-ĐHKB on 19/04/2005, the Quality Assurance Office (QAO) of HCMUT is responsible for guiding, supporting and supervising the degree programmes, departments and schools in their implementation of the Quality Assurance policies. The QAO has a clearly defined mission, principles, and terms of references, to ensure that all stakeholders can have full confidence in the University's academic standards and assurance mechanisms. The main tasks are developing strategic Quality Assurance plan, Quality Assurance reports and professional guidance for the development of university processes. A list of the processes is available on the University website.

At the school level, the School Quality Assurance Board is responsible for the implementation of the quality assurance activities in both graduate and undergraduate programmes. It consists of three faculty members and reports to the Vice Dean of Research. The Board is tasked with analysing the results of student surveys conducted at the end of each semester, and providing recommendations to the board of management. The Quality Assurance Board is also responsible for developing ISO procedures and collecting the evaluation reports.

Evaluation is conducted with student surveys of every course each semester and the annual faculty survey regarding working environment and facilities. The survey results are sent to the faculty members. The Dean, Vice Deans, the heads of departments, and the Quality Assurance Board are also provided with the detailed report related to the area they oversee.

The faculty members, who receive low score from the student feedback, are individually discussed with the head of the department for improvement action plan.

At the end of each academic year, a staff meeting is organized for each department. Faculty members are provided with opportunities to raise concerns or make recommendations. The department reports will be sent to the Dean, who will address the issues in the School meeting. The School meeting usually take place a week after all the department meetings are completed.

The graduate employment survey is conducted one year after the students are graduated from the University. The survey forms are sent to students via the email address. The feedback on job status as well as students' adaptabilities to working environments are analysed and summarized in reports which are sent to the Rectorate Board and the Management Boards of SIM. The reports provide the School management with updated information on the student job status. The findings are discussed among Dean, Vice Deans, heads of departments and the programme committee. Based on the employment reports, the programme committee regularly update the curriculum. In addition to the formal feedback channel from the QAO survey, the management board also receives feedbacks from the consulting committee members, who are SIM alumni and work as high-level business positions.

The study programme's content, and curriculum have been documented both in printed and digital form. The catalogue and student guide including the curriculum, exam regulations and exam schedule are accessible on the website of the AAO of HCMUT, and also on the SIM website.

The exam grading rubrics are included in the syllabus, which are accessible on the BkeL. The documents are updated frequently.

HCMUT and SIM disseminate the activity information by using various communication methods. The most popular channel are the University and School websites, which provide the information on the seminars, conferences, workshops, student exchange, career opportunities and other social events. Information is also disseminated via posters, email, and Facebook events.

Every month, the Rector holds a meeting with the heads of the University units (Schools, University offices, Departments) to review the implementation of major activities and discuss the plan for the next months. The minutes of the meeting are sent to the heads of the units. The school also holds monthly meetings with the heads of school departments, chairs of the two programme committees, the head of the Quality Assurance Board, and the representatives from the labor union and Communist party to review the implementation of University and School activities and discuss the plan for next months. The meeting minutes are shared among the faculty members. At the end of each school year, a series of meetings is held at department, school, and university levels to review the performance of each faculty member and each school/university unit. The evaluations are usually recorded in the University's internal website, but some documents are sent to relevant persons via email.

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 student population. Through quality assurance instruments such as surveys and regular meetings, students and lecturers are involved in the quality management system. Nevertheless, the panel recommends defining more clearly the quality targets in order to have a more systematic approach for success assessment.

Evaluation by students and lecturers 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 panel formed the view that students could be more transparently involved in the quality management system by publishing the results of the evaluations regularly on the website. In addition, external evaluation by e.g. alumni and employers take place. The input obtained is used for further development of the programme and for curriculum review.

The study programme is described in detail. This documentation is constantly updated and easily accessible for interested parties both in print and in digital form, and ensures transparency. Basically, the announcements on the website and on internal platforms ensure that prospective and current students, faculty, staff, parents, alumni, partners as well as the general audience are provided with information on Department's and University's activities and services. However, the panel encourages the University to update and equalize the University's and the School's website concerning the procedure and content of the internship and, as a potential also to improve the international approach, and the description of the regular and the high quality

programme. All relevant information were found, but it would be more user-friendly to promote it more clearly.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*			X		
5.2					
5.2.1			X		
5.2.2			X		
5.2.3			X		
5.3					
5.3.1*			X		
5.3.2			X		

Quality profile

HEI: Ho Chi Minh City University of Technology (HCMUT)

Bachelor programme: Bachelor in Industrial Management (B.A.)

		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		
3.2.2*	Study and exam regulations (Asterisk Criterion)			x		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	Criterion)					
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*	Course 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 (Asterisk Criterion for cooperation programmes)		x			
4.3.2(*)	Cooperation with business enterprises			x		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)					
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		x			
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		