

# Decision of the FIBAA Accreditation and Certification Committee



14<sup>th</sup> Meeting on June 14, 2024

## PROGRAMME ACCREDITATION

<b>Project Number:</b>	22/103
<b>Higher Education Institution:</b>	Ho Chi Minh City University of Technology,
<b>Location:</b>	Vietnam
<b>Study programme:</b>	Master of Business Administration (MBA) (Vietnamese/English) with two specialisations: <ul style="list-style-type: none"><li>• Master of Business Administration (by coursework)</li><li>• Master of Business Administration (by research)</li></ul>
<b>Type of accreditation:</b>	Initial accreditation

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

According to § 7 (6) in conjunction with § 9 (1) in conjunction with § 10 (2) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the study programme is accredited with two conditions.

Conditions:

### Condition 1:

The School of Industrial Management develops a strategy for internationalisation of the study programme including options for voluntary mobility of the faculty and students, and invitations of international visiting professors on a regular basis.

**The condition is fulfilled.**

**The decision was made by the FIBAA Accreditation and Certification  
Committee on June 05, 2025**

### Condition 2:

The School of Industrial Management improves the international orientation of the Master of Business Administration by including courses dealing with aspects of International Management to ensure that students are enabled to work in international companies.

**The condition is fulfilled.**

**The decision was made by the FIBAA Accreditation and Certification  
Committee on June 05, 2025**

Proof of meeting these conditions is to be supplied by March 13, 2025.

**All conditions are fulfilled.**  
**The decision was made by the FIBAA Accreditation and Certification**  
**Committee on June 05, 2025**

Period of Accreditation: June 14, 2024 until June 13, 2029.

The FIBAA Quality Seal is awarded.

## Assessment Report

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**Higher Education Institution:**

Ho Chi Minh City University of Technology, Vietnam

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**Master programme:**

Master of Business Administration (MBA)  
(Vietnamese/English) with two specialisations:

- Master of Business Administration (by coursework)
- Master of Business Administration (by research)

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**Qualification awarded on completion:**

Master of Business Administration

# General information on the study programme

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**Brief description of the study programme:**

The Master of Business Administration at Ho Chi Minh City University of Technology is a two-year Master programme taught at the School of Industrial Management. It offers the Master by coursework and the Master by research. The former focuses on teaching students' practical knowledge through practical business projects, like an internship whereas the latter focuses on academic research. Executive experts, managers, and manufacturers belong to the target group. They intend to enhance their career opportunities with a master's degree in business administration. The graduates usually work in various private companies, like real estate or manufacturing, banks, the service sector, or state-owned enterprises.

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**Type of study programme:**

Master programme

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

2 years, 60 national credits (100 ECTS credits)

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**Mode of study:**

Full-time study programmes

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**Didactic approach:**

Study programme with obligatory class attendance

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**Double/Joint Degree programme:**

No

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

Three parallel classes:

- regular Master of Business Administration (taught in Vietnamese)
- Master of Business Administration (taught in English)
- Master of Business Administration at Ben Tre campus

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**Programme cycle starts in:**

Spring semester / fall semester

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**Initial start of the programme:**

1993

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**Type of accreditation:**

Initial accreditation

# Procedure

A contract for the initial accreditation of the Master of Business Administration (MBA) (Vietnamese/English) with two specialisations (coursework/research) was made between FIBAA and Ho Chi Minh University of Technology on December 5, 2022. On July 19, 2023, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel<sup>1</sup>. The HEI has agreed with the chosen experts. The panel consisted of:

**Prof. Dr. Rainer Fischer**

Hochschule Offenburg, University of Applied Sciences, Germany  
Head of the Master's programme International Business Consulting (MBA)  
(Strategic Business Development, Business Administration, Cost Management, Controlling, Logistics, Consulting)

**Prof. Dr. Peter-J. Jost**

WHU - Otto Beisheim School of Management, Dusseldorf, Germany  
Professor of Business Administration, in particular Organizational Theory, MBA teaching activity  
(Organizational Theory, Business Administration, Information Economics, Psychological Game Theory, Economics)

**Pascal Kruggel**

IU Internationale Hochschule GmbH, University of Applied Sciences, Germany  
Student Master of Business Administration (MBA)

**Cuong Nguyen, Ph.D.**

Industrial University of Ho Chi Minh City, Vietnam  
Vice Dean of Faculty of Commerce and Tourism  
(Business Administration, Entrepreneurship, Marketing, International Business, Tourism)

**Tanja Zurwehme**

IBM Germany GmbH, currently self-employed  
Former Head of Department HR University Programs & Head of Training  
(Human Resource Management, General Business Administration, Coaching, Digital Learning Formats, Project Management, Agile Working Methods)

FIBAA project manager:

**Nina Rotermund**

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference. The online conference took place on December 12-14, 2023 via the video conferencing tool *Zoom*.

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<sup>1</sup> The panel is presented in alphabetical order.

The assessment report based on this was delivered to the HEI for comment on April 29, 2024. The statement on the report was given up on May 7, 2024. It has been taken into account in the report at hand.

# Summary

The Master of Business Administration (MBA) (Vietnamese/English) with two specialisations (coursework/research) offered by Ho Chi Minh University of Technology fulfils with few exceptions the FIBAA quality requirements for master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on June 14, 2024, and finishing on June 13, 2029, under conditions. 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 with the Bologna Declaration. This includes fulfilling the requirements set by the EQUAL MBA Guidelines.

The panel members identified need for improvement regarding the following aspects:<sup>2</sup> International orientation of the study programme design (see chapter 1.2) due to a missing clear internationalisation strategy of the study programme and International contents and intercultural aspects (see chapter 3.4) due to the missing international orientation of the study programme. They recommend the accreditation on condition of meeting the following requirements:

- **Condition 1** (see chapter 1.2):

The School of Industrial Management develops a strategy for internationalisation of the study programme including options for voluntary mobility of the faculty and students, and invitations of international visiting professors on a regular basis.

- **Condition 2** (see chapter 3.4):

The School of Industrial Management improves the international orientation of the Master of Business Administration by including courses dealing with aspects of International Management to ensure that students are enabled to work in international companies.

Proof of meeting these conditions is to be submitted by March 13, 2025.

Furthermore, the quality requirement that has not been fulfilled – Internationality of student body (see chapter 3.4) – 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.

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

- Positioning of the study programme within the HEI's overall strategic concept (see chapter 1.3),
- Logic and conceptual coherence (see chapter 3.1),
- Programme director (see chapter 4.1)

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

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<sup>2</sup> These aspects are asterisk criteria, which means that they are essential for the study programme.

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# Information

## Information on the Institution

Ho Chi Minh University of Technology (HCMUT) is a member of Vietnam National University – Ho Chi Minh City (VNUHCMC) and was founded in 1996. It originates from the National Technical Center that was established in 1957. HCMUT has 12 faculties and training centers for scientific fields such as natural sciences, engineering, environment, and business. As of 2022, HCMUT had 13 professors, 131 associate professors and about 273 lecturers holding a doctoral degree and 225 lecturers with a master's degree.

Its vision is “To be globally recognized as the leading University in the region for teaching, learning, researching and entrepreneurship - innovation.”<sup>3</sup> Thus, its mission is to train internationally qualified human resources, create knowledge through scientific research, technology transfer, and innovation, and to be socially responsible contributing to the community.

The Vietnamese Ministry of Education and Training (MOET) and the French High Council for the Evaluation of Research and Higher Education (HCERES) accredited HCMUT at university level. The University also received a certificate of ISO 9001:2015. In 2023, HCMUT registered for Round University Ranking. This is a ranking evaluating the quality of 1100 leading world universities from 82 countries by 20 indicators focusing on their teaching, researching, international diversity and financial sustainability.<sup>4</sup>

## Further development of the programme

The Master of Business Administration, which is taught in Vietnamese (regular MBA) or English (international MBA) and in the two tracks by coursework or by research, belongs to the School of Industrial Management (SIM). The SIM stems from the Department of Industrial Management that was founded in 1990. The original mission of SIM was to provide the management training for professionals who have technical backgrounds. SIM intends to promote interdisciplinary training to connect technology and management knowledge blocks.

The regular MBA started in 1993. In the last seven years, it offered a stable number of study places ranging from 60 places in 2017, 43 places in 2019 and 65 places in 2022. In 2021, 56 first-year students started outnumbering the 45 available study places with 124 percent. In general, there are less first-year students than study places offered. For instance, in 2020, from 55 applicants 36 first-year students enrolled at the regular MBA, and in 2022, only 38 percent of available study places were occupied, which means that although 65 study places were offered, 25 students started. Female students account for about more than 40 percent. For example, in 2020, among the 36 students were 16 women (44 percent), and in 2021, among 56 students were 27 women (48 percent).

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<sup>3</sup> See self-evaluation report p. 1.

<sup>4</sup> See self-evaluation report p. 2, also <https://roundranking.com/about-us.html> [last accessed January 31, 2024].

The cohorts 2017-2019, 2018-2020 and 2019-2021 at the regular MBA already have graduates. The success rate reaches more than 63 percent: 65 percent for the cohort 2017-2019, 68 percent for the cohort 2018-2020 and 83 percent for the cohort 2019-2021. That means that in 2019, 28 students finished the regular MBA, in 2020, 24 students graduates and in 2021, there were 23 graduates.

The dropout rate decreased over the years. Whereas in the cohort 2017-2019, 15 students stopped studying (34 percent), in the cohort 2018-2020, eleven students dropped out (31 percent). In the cohort 2019-2021, only two students left before graduation (5 percent).

Foreign students are not common in the regular MBA. In 2018, one international student enrolled for the programme. During the online conference, the representatives explained that the student came from Cambodia and worked in Vietnam. He was fluent in Vietnamese already.

### Regular program

		1. Cohort 2017	2. Cohort 2018	3. Cohort 2019	4. Cohort 2020	5. Cohort 2021	6. Cohort 2022
# Study Places offered by HEI		60	54	43	55	45	65
# Applicants	Σ	52	41	40	45	58	32
	f	18	13	24	19	27	12
	m	34	28	16	26	31	20
Application rate		86.67%	75.93%	93.02%	81.82%	128.89%	49.23%
# First-Year Students (accepted applicants)	Σ	43	35	36	36	56	25
	f	16	9	23	16	27	10
	m	27	26	13	20	29	15
Rate of female students		37.21%	25.71%	63.89%	44.44%	48%	40%
# Foreign Students	Σ	0	1	0	0	0	0
	f	0	0	0	0	0	0
	m	0	1	0	0	0	0
Rate of foreign students		0	2.86%	0	0	0	0
Percentage of occupied study places		71.67%	64.81%	83.72%	65.45%	124.44%	38.46%
# Graduates	Σ	28	24	23	2	0	0
	f	14	7	16	2	0	0
	m	14	17	7	0	0	0
Success rate (students who finished their studies)		65.12%	68.57%	63.89%	5.56%	0.00%	0.00%
# Dropout	Σ	15	11	2	0	0	0
	f	2	2	2	0	0	0
	m	13	9	0	0	0	0
Dropout rate (students who dropped their studies)		34.88%	31.43%	5.56%	n/a	n/a	n/a
Average duration of study		3.3 years	3.0 years	n/a	n/a	n/a	n/a
Average grade of final degree		7.57	7.49	n/a	n/a	n/a	n/a

The international MBA started in 2020 and is fully taught in English.

### International program

		1. Cohort 2017	2. Cohort 2018	3. Cohort 2019	4. Cohort 2020	5. Cohort 2021	6. Cohort 2022
# Study Places offered by HEI					30	30	30
# Applicants	Σ				7	7	7
	f				3	2	2
	m				4	5	5
Application rate					23.33%	23.33%	23.33%
# First-Year Students (accepted applicants)	Σ				5	7	6
	f				2	2	1
	m				3	5	5
Rate of female students					40.00%	28.57%	16.67%
# Foreign Students	Σ				0	0	0
	f				0	0	0
	m				0	0	0
Rate of foreign students					0	0	0
Percentage of occupied study places					16.67%	23.33%	20.00%
# Graduates	Σ				4	0	0
	f				2	0	0
	m				2	0	0
Success rate (students who finished their studies)					80.00%	0.00%	0.00%
# Dropout	Σ				0	0	0
	f				0	0	0
	m				0	0	0
Dropout rate (students who dropped their studies)					0.00%	0.00%	0.00%
Average duration of study					n/a	n/a	n/a
Average grade of final degree					n/a	n/a	n/a

This track offers 30 study places per intake. The application rate lies at around 23 percent. Five applicants started in 2020, seven students in 2021, and six students in 2022. There are slightly more male students than female ones. In 2020, two women were among the five students that enrolled, in 2021, two women and five men started studying, and in 2022 one woman was accepted among six successful applicants. The cohort of 2020 has four graduates already that account for a success rate of 80 percent.

During the online conference, the SIM reported that the number of the teaching staff available determines the number of study places offered. By law, the ratio between teaching staff and students must not exceed 1:30. At the Master of Business Administration, the ratio is considerably lower, which ensures better service and support for the students. Moreover, some graduates of the Bachelor programme at the SIM also apply for the Master of Business Administration. However, in 2021, less undergraduates applied for the Masters' programme because there is now a two-year working experience requirement for applicants.

# Programme Description and Appraisal in Detail

## 1. Objectives

### 1.1 Objectives of the study programme (Asterisk Criterion)

The MBA has two tracks, one focuses on coursework and the second one on research. Students of the MBA by coursework conduct an internship in the third semester and can implement their new theoretical knowledge in a practical business project. Students choosing the MBA by research must conduct a scientific research project at the end.

By law, the MBA (by coursework and by research) revises its programme objectives biannually, but it makes minor changes every year as well. There are several committees engaged in the process. The Postgraduate Programme Committee defines the overall objectives. These objectives need approval from the Science Committee to ensure that the demands from the University and the labour market are met. Based on the MBA's positioning (see chapter 1.3), for determining the programme learning outcomes, the SIM considers the feedback from the industry and the alumni. Depending on the programme learning outcomes, the Curriculum Development Committee of the MBA develops the relevant course learning outcomes and syllabi. It considers international benchmarks as well. The Curriculum Evaluation Committee and the Science Committee approve the curriculum in the end.

Executive experts, managers, and manufacturers belong to the target group of potential MBA students. They continue studying because they want to enhance their career opportunities with a degree in Master of Business Administration. The graduates usually work in various private companies, like real estate or manufacturing, banks, the service sector, or state-owned enterprises.

The programme objectives focus on knowledge, skills and attitudes and are listed below:

**Table 1 Programme objectives of SIM MBA**

- Build general knowledge of business administration
- Build functional knowledge of business administration
- Apply technologies in business
- Develop specialized knowledge in business administration
- Develop leadership, communication and teamwork skills
- Develop critical thinking and Data management skills
- Improve ethical and global decision making

The programme learning outcomes are:

**Table 2 Programme learning outcomes of SIM MBA**

	<b>PLO level 1</b>	<b>PLO level 2</b>
<b>Knowledge</b>	PLO 1. Discuss general knowledge of business management	PLO 1.1 Discuss philosophy concepts
		PLO 1.2 demonstrate general knowledge of business management
	PLO 2. Identify, analyze and evaluate business issues	PLO 2.1 Identify, analyze and evaluate marketing issues
		PLO 2.2 Identify, analyze and evaluate financial issues
		PLO 2.3 Identify, analyze and evaluate issues in Operations management
		PLO 2.4 Identify, analyze and evaluate organizational behavior issues
		PLO 2.5 Identify, analyze and evaluate Managerial accounting 1 issues
		PLO 2.6 Identify, analyze and evaluate supply chain issues
	PLO 3. Leverage technologies in business	PLO 3.1 Explain and formulate digital business strategy
		PLO 3.2 Analyze and design a business information system
		PLO 3.3 Apply digital technology in business
	PLO 4. Develop a business specialization	PLO 4.1 Demonstrate specialized knowledge in management information system, service management or industrial management.
		PLO 4.2 Demonstrate research capability
<b>Skills</b>	PLO 5. Communicate and work in team effectively	PLO 5.1 Demonstrate writing and presentation skills
		PLO 5.2 Master effective teamwork skills
		PLO 5.3 Demonstrate leadership skills
	PLO 6. Demonstrate quantitative skills	PLO 6.1 Apply theories in solving quantitative business problems
		PLO 6.2 Demonstrate data collection skills
		PLO 6.3 Demonstrate data analysis and interpretation skills
	PLO 7. Develop critical thinking and decision making skills	PLO 7.1 Analyze case studies
		PLO 7.2 Analyze problems faced by real firms and design appropriate solutions
<b>Attitudes</b>	PLO 8. Demonstrate cultural awareness and global effectiveness	PLO 8.1 Identify attitudes, values, and beliefs that shape business relationships
		PLO 8.2 Analyze obstacles resulting from cultural differences and recommend leadership approaches that leverage diversity to enhance business performance
	<b>PLO level 1</b>	<b>PLO level 2</b>
		PLO 8.3 Analyze the risks and opportunities associated with global business strategies
	PLO 9. Identify ethical challenges and make appropriate decisions	PLO 9.1 Identify ethical implications in a given business problem
		PLO 9.2 Apply systematic reasoning to make decisions where ethics are concerned

## Appraisal:

The panel considers the development of the programme objectives and the programme learning outcomes to be coherent and effective. The panel likes how SIM elaborated the qualification objectives and that they are linked to the skills the students shall acquire. The SIM considers the requirements of the national qualification framework.

The representatives of SIM presented and explained the programme objectives convincingly. The target group and professional fields are clearly defined as well. The two tracks of the MBA (by coursework and by research) embrace academic proficiency and comprehensive employability. They focus on professionals who intend to promote their career with an MBA degree.

	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)

HCMUT's mission is to train internationally qualified human resources, create knowledge through scientific research, technology transfer, and innovation. Based on this, the mission of SIM is to provide management training for professionals who come from technical backgrounds. The MBA intends to convey students a "global mindset for cultural diversity and business opportunities to leverage the global effectiveness at corporate and market levels".<sup>5</sup>

Besides the regular MBA taught in Vietnamese, a second track uses English as language of instruction in class, which the study programme calls "international MBA". In addition, the regular and the English-taught MBA both include relevant textbooks that are used in overseas universities. Moreover, the teaching staff has international backgrounds graduating from foreign universities.

In the statement on the report, the SIM refers to its SWOT analysis to show that their internationalisation strategy is profound and thought out.

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<sup>5</sup> See self-evaluation report p. 6.

<b>Strengths</b> <ul style="list-style-type: none"> <li>• <i>Brand Prestige:</i> HCMUT is renowned for its academic rigor and high-quality training.</li> <li>• <i>Experienced Faculty:</i> Our longstanding MBA program (established in 1992) and faculty with international graduate degrees (75%) ensure a global perspective.</li> <li>• <i>Powerful Network:</i> Our 200,000 alumni, many in leadership roles, offer invaluable connections and opportunities.</li> <li>• <i>Proven Internationalization:</i> Joint MBA programs with Maastricht School of Management (the Netherlands) and University of Applied Science and Art Northwestern (Switzerland), alongside our active participation in the Erasmus+ network, showcase our commitment to global education.</li> </ul>	<b>Weakness</b> <ul style="list-style-type: none"> <li>• <i>Funding Constraints:</i> Public university regulations limit our ability to increase tuition, which can make it challenging to fully cover the costs of international faculty collaboration.</li> <li>• <i>Student English Proficiency:</i> Some Vietnamese-taught MBA students may require English language support.</li> <li>• <i>Balancing Work and Study:</i> Graduate students' full-time work commitments create financial and time constraints for extended mobility programs.</li> <li>• <i>Limited Marketing Resources:</i> Budget restrictions affect our ability to promote programs widely.</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• <i>Global Mobility:</i> Existing MOU agreements with 103 universities enable valuable short-term student exchanges.</li> <li>• <i>International Faculty Expertise:</i> Visiting professors from Erasmus+, U.S., and Australian universities enrich our curriculum and broaden perspectives.</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• <i>Competitive Landscape:</i> Private MBA programs with easy admissions and large marketing budgets pose a challenge.</li> </ul>

Moreover, the SIM states that the MBA programme's target group differs from the other MBA programmes the SIM offers, like the Joint MBA with Maastricht University. The target groups are allocated like this:

o **Student segmentations and positioning:**

We understand the diverse needs of our students:

**Group 1: High Budget, High English Skills:** Target market for AACSB-accredited joint MBA programs (Maastricht, MCI).

**Group 2: Moderate Budget, High English Skills:** Ideal candidates for our English-taught MBA.

**Group 3: Limited Budget:** Best served by our well-established Vietnamese-taught MBA.

In addition, the SIM facilitates students and faculty mobility for those who are interested in studying abroad. They have a network with 103 universities. The lecturers can participate in the Erasmus+ Leadership exchange programme.

## Appraisal:

In the eyes of the panel, an international orientation refers to contents and contexts involving different countries. It is not only about courses instructed in English language. For them, a diverse student body, international experts and contents taken from an international context create an

international environment that broadens the students' perspectives. Measured by the two MBA's ambitions, the panel concludes there might be a different understanding of internationality.

Regarding the regular and the English-taught MBA that are objects of this accreditation procedure, the panel acknowledges that the focus is on professionals of manufacturing and engineering professionals working in the Vietnamese market. However, the panel sees potential to increase the international orientation of the regular and the international MBA because it will help the students to develop the global mindset that SIM intends to convey, and that the international market will appreciate. The international orientation could include, for instance international guest lectures and seminars, or voluntary opportunities for student and faculty mobility. Moreover, it could also increase the contact with international students of the same discipline from the other programmes at SIM. In doing so, the study programme can enable its students to competently handle international tasks. Therefore, they recommend the following **condition**:

The School of Industrial Management develops a strategy for internationalisation of the study programme including options for voluntary mobility of the faculty and students, and invitations of international visiting professors on a regular basis.

		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)	condition				

### 1.3 Positioning of the study programme

During the online conference, the SIM representatives reported that they are a small school, but that they value the quality in teaching. They consider the focus on manufacturing with engineers and technicians and the quality in training to be their distinctive feature on the educational market where they must compete against, for instance, the University of Economics (UEH) that offers a similar programme in Ho Chi Minh City. The representatives of the SIM also explained that for them, the initial letters SIM are the acronym for their focus on “selectivity, internationality and manufacturing”. This understanding serves their positioning on the market.

Overall, the SIM aligned the MBA to the strategy of HCMUT in terms of following international standards and introducing a track for research. Whereas the regular MBA by coursework has a focus on practical contents, the English-taught MBA by coursework that the SIM introduced in 2020 shall be attractive to those students that are interested in studying in English language. In a recent curriculum update in 2022, the curricula of the Vietnamese and English track were aligned. In contrast to this, the MBA by research was introduced in 2021 following the strategy of HCMUT, which wants postgraduate studies to promote a research approach in an MBA as well.

Regarding the job market, graduates of the MBA hope for a promotion in their field of work. They work in different industrial sectors, like manufacturing, service, banks, or real estate. Approximately 80 percent of the graduates received a promotion within one year after graduation.<sup>6</sup>

## Appraisal:

The panel finds the presentation of the positioning of the MBA on the educational market in Ho Chi Minh City and the region plausible. The study programme clearly intends to differentiate itself from similar study programmes by focusing on a special target group.

Moreover, the panel considers the arguments in support of graduate employability based on the stated qualification objectives to be convincing. The future fields of employment for graduates are plausibly set forth.

The panel particularly liked the clear process of developing the programme objectives that reflect upon the strategy of HCMU. They implement them in a conclusive way.

		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			

<sup>6</sup> See self-evaluation report p. 8.

## 2. Admission

The University defines the admission requirements on an annual basis. Interested students can find relevant information on the website of Postgraduates Study Office (PGSO).<sup>7</sup>

Applicants must pass a joint admission test including a candidate profile screening and an exam session conducted with an in-person interview. The screening serves as an academic background check on the applicant's profile. The screening criteria use a point system with a 10-point grading scale ranging from 0 (i.e. indicating candidate is not competent at all on the relevant criterion) to a maximum value (i.e. candidate being highly competent on the criterion). The reviewers evaluate a personal essay of the candidate stating their motivation for the programme and the college recommendation letters. The so-called Professional Committee of the University conducts an interview with the applicants to check their relevant skills and work experience in the related field, and the professional skills to conduct research projects. Moreover, candidates with outstanding undergraduate academic records must only pass the interview and are not obliged to take the entry examinations.

As mentioned above, the representatives of the SIM indicated that for them the initial letters SIM are the acronym for “selectivity, internationality and manufacturing”. In their understanding, “selectivity” refers to admission requirements, which they expressed in the competitive selection process consisting of the joint admission test and the interview.

In addition, on 15 July 2022, the HCMUT issued the Decision 2777 as a supplement to Decision 446 on the Regulation on admission tasks for master's and doctoral level. This supplement introduced the two-years working experience of MBA programme's applicants after obtaining their bachelor's degree. In April 2023, the HCMUT issued the Decision 1275 on Regulation on admission tasks for master's and doctoral levels that specifies the two-years working experience. The requirement of professional experience is publicly available and updated on the PGSO and SIM website.<sup>8</sup>

To receive further information, the SIM offers different ways of counselling. The counselling activities include online interactions via SIM fan-page, chat groups and emails, direct counselling at SIM office where the staff are available during regular office hours and phone calls, and out-of-town trips.

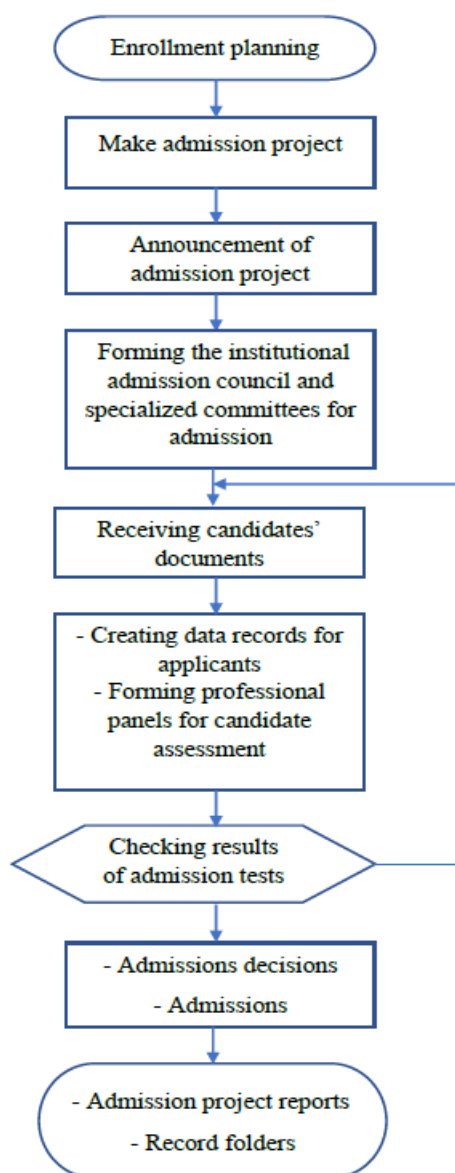
The selection process is illustrated in the scheme below:

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<sup>7</sup> See <https://pgs.hcmut.edu.vn/vi/tuyen-sinh/thac-si/thong-tin-tuyen-sinh-thac-si/> (last accessed February 21, 2022).

<sup>8</sup> See also <https://sim.hcmut.edu.vn/en/mba/> (last accessed May 7, 2024).

**Table 3 Admission process for postgraduate students at HCMUT**



Interested students fill in an application from on the electronic portal of the University and submit the following documents:

- Two certified copies of foreign language certificates valid at the submission date.
- Two certified copies of the bachelor's degree; and two certified copies of the academic record. If they obtained a bachelor's degree in a foreign language, they must have it translated into Vietnamese and certified by the relevant authorities. In addition, those without a bachelor's degree must submit a commitment to sending their certificate before the date of the University's decision on recognition of the master's student status.
- Two copies of the academic records for transferred or supplementary courses (if any).
- Application form attached with two copies of portrait photos (3x4) (printed out from the PGS e-portal), scientific resume (printed out from the PGS e-portal, and then certified and sealed by the local authorities or the working unit), and medical certificate (original or certified copy).
- Certificate of beneficiaries of preferential policies (if any).

- Personal essay to self-introduce and describe study purposes, skills, and work experience (applicable to those using the admission modes of academic result screening or combination between academic result screening and entrance exam).
- Letter(s) of recommendation from a lecturer or manager (applicable to those using the admission mode of combination between academic result screening and entrance exam).

The Institutional Admission Council reviews the application and organises the direct admission, academic result screening, combination between academic result screening and entrance exam, and entrance exam.

After the tests and the screening, the University notifies the applicants about their results, which they can check e-portal.

When they enroll, students must indicate which track of the MBA (Vietnamese/ English/ by coursework/ by research) they prefer. Table 3 shows the applications and first-year students for both the regular MBA and the English-taught MBA.

**Table 4 Admission modes and MBA tracks**

**Table 2.1.1 Admission Modes, Candidates and Enrollees**

**Table 2.1.1a. For regular program**

Year	2018	2019	2020	2021	2022
	Written examination			Joint admission test	
# of candidates	41	40	45	58	32
# of enrollees	35	36	36	56	25

**Table 2.1.1b. For English-taught program**

Year	2018	2019	2020	2021	2022
	N/A		Written examination	Joint admission test	
# of candidates	N/A		7	7	7
# of enrollees	N/A		7	7	7

*\*Unit: head counts*

Regarding foreign language requirements, the University states that they follow the foreign language proficiency standards based on MOET and VNUHCMC regulations and are available online. The requirements for the regular MBA in Vietnamese differ from the requirements of the MBA in English.

For the regular MBA in Vietnamese, the students that want to enroll and cannot provide a qualified English certificate must take a basic English Proficiency Test administered by the PGSO. Exception is granted to those students (1) with a bachelor's degree or higher degree obtained full time abroad and with English as the language of instruction, (2) with a university degree in an advanced programme in a recognized Vietnamese university or similar recognized higher education institutions, and (3) with a Bachelor's degree in English. Foreign applicants must submit a Vietnamese certificate of level 4 or higher referring to the Vietnamese language Ability Framework for Foreigners.

To be eligible to the final thesis, the students must have an official English certificate satisfying the minimum IELTS score or equivalent (like TOEFL iBT, TOEIC, CAE). The minimum requirements are summarised in the table below:

**Table 5 Minimum English requirements for the regular MBA**

**Table 2.5.1** Minimum English requirements for the regular program

English requirements		
Upon enrollment	For graduation thesis	For graduation
Passed the basic English Proficiency Test (equivalent to TOEIC score of 405 or more) (from intake 2016 to intake 2021)	IELTS 4.5 or equivalent (from intake 2016 to intake 2021)	IELTS 4.5 or equivalent (from intake 2016 to intake 2021)
Passed the basic English Proficiency Test (equivalent to TOEIC score of 405 or more) (2022 intake onwards)	IELTS 4.5 or equivalent (2022 intake onwards)	IELTS 5.5 or equivalent (2022 intake onwards)

During the online conference, the representatives explained that the regular target group of applicants consists of executives, manufacturers, or engineers that have two years' working experience in the Vietnamese job market and want to learn more about business administration. They also said that the applicants usually do not have a strong command of English. At the same time, they reflected that the study programme could consider attracting more Bachelor graduates that had chosen an English track during their studies.

For the English-taught MBA, students must have a higher proficiency level upon admission which is illustrated in the table below.

**Table 6 Minimum English requirements for the English-taught MBA**

**Table 2.5.2** English requirements for the English-taught program

English proficiency level	Upon enrollment/ For graduation thesis/ For graduation
Minimum IELTS scores	IELTS 5.5 or equivalent

The relevant information about the admission regulations, registration and profile submission are available on the University's website.<sup>9</sup> The HCMUT Regulation on admission tasks on graduate studies provide further information including contact data. The e-portal of the PGSO documents the results of the admission process to which students can log in.

<sup>9</sup> see: <https://pgs.hcmut.edu.vn/vi/tuyen-sinh/thac-si/thong-tin-tuyen-sinh-thac-si> (in Vietnamese) and <https://pgs.hcmut.edu.vn/en/admissions> (in English) (last accessed February 29).

## Appraisal:

The panel considers the admission requirements to be up to international standards and comprehensible. They concur with national requirements.

Interested professionals and students have a variety of channels to receive information and counselling service. The SIM ensures that a personal dialogue between applicants and the SIM is possible at the office, by telephone and via e-mail.

The selection procedure is transparent and ensures that qualified students are admitted. The interview and screen they conduct are standardised and ensure an objective decision making.

The applicants must prove to have at least two years of working experience when they want to study at one of the MBA programmes. The required professional experience corresponds to the defined qualification profile of entrants and the study programme's objectives. Certified proof of this experience must be shown at the time of the admission.

The English language proficiency requirements differ between the tracks MBA in Vietnamese and in English considering the characteristics of the track.

The website of HCMUT describes and documents the admission procedure and is accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing. In the admission regulations of 2022 and 2023, HCMUT specified the requirement for applicants regarding a two-years working experience.

	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**


Together with the Graduate Degree Committee and feedback from industry professionals, alumni, and lecturers, the SIM designed each track of the MBA with 60 credits for two years. The MBA by coursework has five knowledge blocks, including general knowledge courses, foundational courses, specialty compulsory courses, specialty elective courses, and graduation knowledge courses. The Master by research focuses on four knowledge blocks, including general knowledge courses, foundational courses, specialty courses, and graduation knowledge courses.

The courses conveying general knowledge deal with philosophy, innovation, entrepreneurship, business ethics and corporate social responsibility. Foundational knowledge refers to functional contents regarding Business Administration such as marketing, finance, and supply chain management and basic business research knowledge.

The specialty courses presenting special functions of business operations like advanced project management, managerial accounting for decision makers, management of business information systems, managerial problem solving, and managing people and organisations. These specialties shall serve to prepare the students for management tasks and for coping with issues related to digital transformation, big data, and digital marketing. In this context, the MBA by coursework offers three specialisations, namely business information system and data science, service management, and industrial management.

The so-called graduation courses convey practical knowledge through practical business projects, like an internship. Moreover, they shall develop the students' capabilities in terms of theory-based problem-solving approach, for instance through the thesis. The Master by research provides students with knowledge and skills for engaging in academic research. It offers courses like advanced methodology of scientific research, multivariate analysis. They also graduate by writing a final thesis.

Table 7 Curriculum overview of the MBA by coursework

Curriculum Overview											
Master by Coursework Program, 4 Semesters											
Example 1 <sup>st</sup> Semester											FIBAA
Modul No.	Title of Module / Course Unit + Compulsory or elective?	Credit Points per Semester				Method of Teaching  i.e. lecture course, seminar L/T/S	Form and Duration of Examinations  Exam paper, project essay, presentation, dissertation, seminar paper	weight of exam related to final grade			
		1.	2.	3.	4.						
M1	Module 1: General knowledge courses (choose 6 credits in M1)	6									
GK5910	Innovation and entrepreneurship	3				L/S	Final exam paper (60 mins)	Final exam (60%)			
GK5922	Business ethics and corporate social responsibility	3				L/S	Final exam paper (90 mins)	Final exam (50%)			
GK5934	Analyzing, writing, and publishing scientific papers	3				L/S	Final exam paper (120 mins)	Final exam (50%)			
GK5935	Multivariate analysis	3				L/S	Final exam paper (120 mins)	Final exam (60%)			
GK5936	Applied data science	3				L/S	Final exam paper (120 mins)	Final exam (30%)			
M2	Module 2: Foundational courses	3									
IM5131	Financial management	3				L/S	Final exam paper (100 mins)	Final exam (70%)			
M3	Module 3: Specialty compulsory courses	6									
IM5154	Strategy management in the digital age	3				L/S	Final exam paper (70 mins)	Final exam (50%)			
IM5143	Managerial accounting for decision makers	3				L/S	Final exam paper (60 mins)	Final exam (55%)			

	<b>Example 2<sup>nd</sup> Semester</b>						
<b>M1</b>	<b>Module 1: General knowledge courses</b>		<b>3</b>				
AS5900	Philosophy		3		L/S	Final exam paper (120 mins)	Final exam (50%)
<b>M2</b>	<b>Module 2: Foundational courses</b>		<b>9</b>				
IM5038	Business research methods		3		L/S	Final exam paper (60 mins)	Final exam (50%)
IM5061	Marketing management		3		L/S	Final exam paper (60 mins)	Final exam (50%)
IM5153	Global supply chain management		3		L/S	Final exam paper (70 mins)	Final exam (40%)
<b>M3</b>	<b>Module 3: Specialty compulsory courses</b>		<b>3</b>				
IM5144	Managing people and organizations		3		L/S	Final exam paper (90 mins)	Final exam (50%)
<b>M5</b>	<b>Module 5: Graduation knowledge</b>		<b>3</b>				
IM5162	Practical business project 1		3		L/S	Internship report/ Presentation	Internship report (30%) Presentation (45%)

<b>Example 3<sup>rd</sup> Semester</b>								
<b>M3</b>	<b>Module 3: Specialty compulsory courses</b>			<b>3</b>				
IM5129	Operations management			3		L/S	Final exam paper (75 mins)	Final exam (50%)
<b>M4</b>	<b>Module 4: Specialty elective courses (choose 9 credits in M4)</b>			<b>9</b>				
IM5138	Management of business information system			3		L/S	Final exam paper (120 mins)	Final exam (40%)
IM5140	Digital marketing			3		L/S	Final exam paper (100 mins)	Final exam (50%)
IM5058	Data analysis			3		L/S	Final exam paper (60 mins)	Final exam (60%)
IM5148	Digital transformation			3		L/S	Final exam paper (70 mins)	Final exam (50%)
IM5142	Advanced project management			3		L/S	Final exam paper (90 mins)	Final exam (60%)
IM5121	Managerial problem solving			3		L/S	Final exam paper (60 mins)	Final exam (60%)
IM5156	International business			3		L/S	Final exam paper (70 mins)	Final exam (50%)
IM5117	Knowledge management systems			3		L/S	Final exam paper (70 mins)	Final exam (60%)
IM5120	E-business management			3		L/S	Final exam paper (90 mins)	Final exam (50%)
IM5137	Big data for business			3		L/S	Final exam paper (100 mins)	Final exam (40%)
IM5136	Service business			3		L/S	Final exam paper (100 mins)	Final exam (40%)
IM5139	Service marketing			3		L/S	Final exam paper (60 mins)	Final exam (50%)
IM5132	Consumer behavior			3		L/S	Final exam paper (70 mins)	Final exam (50%)

IM5133	Managing organizational innovation			3		L/S	Final exam paper (70 mins)	Final exam (40%)
IM5134	Total quality management			3		L/S	Final exam paper (80 mins)	Final exam (60%)
IM5135	Lean and six sigma			3		L/S	Final exam paper (90 mins)	Final exam (50%)
N/A	6 credits in other majors (with the approval of the Academic Committee)			6				
<b>M5</b> <b>Module 5: Graduation knowledge</b>				<b>3</b>				
IM5163	Practical business project 2			3		L/S	Internship report/ Presentation	Internship report (30%) Presentation (45%)
<b>Example 4<sup>th</sup> Semester</b>								
<b>M4</b> <b>Module 4: Specialty elective courses (choose 3 credits in M4)</b>				<b>3</b>				
N/A	Choose 1 course in M4			3				
<b>M5</b> <b>Module 5: Graduation knowledge</b>				<b>9</b>				
TH5929	Thesis			9		L/S	Dissertation/ Presentation (50 mins)	Final (100%)
<b>total</b>		<b>15</b>	<b>18</b>	<b>15</b>	<b>12</b>			
<b>L:</b>	<b>Lecture</b>							
<b>S:</b>	<b>Seminar</b>							
<b>T:</b>	<b>Tutorial</b>							

Table 8 Curriculum overview of MBA by research

Curriculum Overview Master by Research Program, 4 Semesters									
Example 1 <sup>st</sup> Semester									
FIBAA									
Modul No.	Title of Module / Course Unit + Compulsory or elective?	Credit Points per Semester				Method of Teaching <small>i.e. lecture course, seminar</small>	Form and Duration of Examinations	weight of exam related to final grade	
		1.	2.	3.	4.				
<b>M1</b>	<b>Module 1: General knowledge courses (choose 3 credits in M1)</b>	3							
GK5932	Methodology of scientific research	3				L/S	Final exam paper (120 mins)	Final exam (20%)	
GK5910	Innovation and entrepreneurship	3				L/S	Final exam paper (60 mins)	Final exam (60%)	
GK5922	Business ethics and corporate social responsibility	3				L/S	Final exam paper (90 mins)	Final exam (50%)	
GK5923	Service management	3				L/S	Final exam paper (100 mins)	Final exam (30%)	
GK5924	Project management	3				L/S	Final exam paper (90 mins)	Final exam (60%)	
<b>M2</b>	<b>Module 2: Foundational courses</b>	3							
IM5131	Financial management	3				L/S	Final exam paper (100 mins)	Final exam (70%)	
<b>M3</b>	<b>Module 3: Specialty elective courses (choose 9 credits in M3)</b>	9							
IM5154	Strategy management in the digital age	3				L/S	Final exam paper (70 mins)	Final exam (50%)	
IM5144	Managing people and organizations	3				L/S	Final exam paper (90 mins)	Final exam (50%)	
IM5129	Operations management	3				L/S	Final exam paper (75 mins)	Final exam (50%)	
IM5143	Managerial accounting for decision makers	3				L/S	Final exam paper (60 mins)	Final exam (55%)	
IM5138	Management of business information system	3				L/S	Final exam paper (120 mins)	Final exam (40%)	
IM5140	Digital marketing	3				L/S	Final exam paper (100 mins)	Final exam (50%)	
IM5058	Data analysis	3				L/S	Final exam paper (60 mins)	Final exam (60%)	
IM5148	Digital transformation	3				L/S	Final exam paper (70 mins)	Final exam (50%)	
IM5156	International business	3				L/S	Final exam paper (70 mins)	Final exam (50%)	

N/A	6 credits in other majors (with the approval of the Academic Committee)	6						
<b>Example 2<sup>nd</sup> Semester</b>								
<b>M1</b>	<b>Module 1: General knowledge courses</b>		<b>3</b>					
AS5900	Philosophy		3			L/S	Final exam paper (120 mins)	Final exam (50%)
<b>M2</b>	<b>Module 2: Foundational courses</b>		<b>9</b>					
IM5038	Business research methods		3			L/S	Final exam paper (60 mins)	Final exam (50%)
IM5061	Marketing management		3			L/S	Final exam paper (60 mins)	Final exam (50%)
IM5153	Global supply chain management		3			L/S	Final exam paper (70 mins)	Final exam (40%)
<b>M3</b>	<b>Module 3: Specialty elective courses</b>		<b>3</b>					
N/A	Choose 1 course in M3		3					
<b>Example 3<sup>rd</sup> Semester</b>								
<b>M3</b>	<b>Module 3: Specialty elective courses (choose 3 credits in M3)</b>			<b>3</b>				
N/A	Choose 1 course in M3			3				
<b>M4</b>	<b>Module 4: Graduation knowledge</b>			<b>12</b>				
GK5933	Advanced methodology of scientific research			3		L/S	Final exam paper (120 mins)	Final exam (20%)
GK5934	Analyzing, writing, and publishing scientific papers			3		L/S	Final exam paper (120 mins)	Final exam (50%)
GK5935	Multivariate analysis			3		L/S	Final exam paper (120 mins)	Final exam (60%)
GK5936	Applied data science			3		L/S	Final exam paper (120 mins)	Final exam (30%)

	<b>Example 4<sup>th</sup> Semester</b>							
<b>M4</b>	<b>Module 4: Graduation knowledge</b>				<b>15</b>			
3,4E+08	Thesis				15	L/S	Dissertation/ Presentation (50 mins)	Final (100%)
<b>total</b>		<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>			
<i>L:</i>	<i>Lecture</i>							
<i>S:</i>	<i>Seminar</i>							
<i>T:</i>	<i>Tutorial</i>							
...	...							

The name “Master of Business Administration” and its different tracks concur with the four-level code 8340101 in the MOET degree classification system.<sup>10</sup>

Regarding the integration of theory and practice, the MBA benefits from the students’ own working experience. Since students are professionals, the MBA encourages them to contribute to the contents using problems and cases of their companies. In doing so, students can discuss authentic case studies and find realistic solutions for them. During the online interview, students reported that they had the chance to participate in field trips. Students of the MBA by coursework conduct an internship in the third semester and can implement their new theoretical knowledge in a practical business project. The internship can be at the company in which the students used to work or still work. For further integration of practical issues into theoretical courses, the SIM invites guest lecturers, like business executives and industry experts.

Interdisciplinary thinking is ensured the variety of courses that interlink issues of business operations with approaches of managerial problem solving. For instance, to help students understand customers’ decision-making, the course Consumer Behaviour blends insights from a range of disciplines, such as psychology, sociology, economics, neuroscience, and marketing. Moreover, the SIM illustrates that they have foundational courses dealing with contents concerning marketing, finance, and supply chain management and basic business research knowledge. In addition, the course Global Supply Chain Management introduces fundamentals about building blocks of the supply chain management structure, including procurement and outsourcing strategies, supply contracts, distribution strategies, the importance of information, supply chain integration, and supply chain management innovation. Moreover, students can work together in a collaborative supply chain innovation project and play simulation games.

The SIM communicates ethical aspects to the students throughout the training, including courses like Business Ethics and Corporate Social Responsibility, Managerial Accounting for Decision Makers, Managing People and Organizations, Managerial Problem Solving. They pay attention to scientific integrity as well. The SIM also introduced the compulsory course titled 'Scientific Research Methods'. This course extensively covers topics on scientific writing and publication, emphasizing the significance of integrity in scholarly work and addressing issues related to plagiarism. For their thesis and research activities, students are obliged to follow principles like honesty, objectivity, integrity, and respect for intellectual property. The University provides regulations regarding doing research, citations, the use of plagiarism detection software and sanctions in case of misbehaviour. During the online conference, the panel learned that lecturers would appreciate having access to plagiarism software so that they can check the students’ scientific work. Additionally, they developed and tested a plagiarism detection tool to aid students in checking for similarities in their work. This tool is accessible through the University’s platform at <https://bkalog.hcmut.edu.vn/>, allowing students to ensure their submissions adhere to academic honesty standards.

Several courses integrate scientific practice. For instance, the course Business Research Methods teaches business research methods and their connection with managerial problem solving. It trains

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<sup>10</sup> See self-evaluation report p.21.

students how to design and implement scientific research in business, and how to develop a foundation for preparing a master thesis and research related to their work. In addition, the course Advanced Methodology of Scientific Research conveys epistemological perspectives, methodologies regarding theory building and testing in business research. Students also learn tools and concepts about multivariate analysis students.

Despite the internship and thesis at the end of the studies, all courses are assessed through exams. SIM determines to have midterm exams, final exams and other forms of assessments that are included throughout the courses. This helps students to reflect on their study progresses regularly.

To graduate, students must write a final thesis which they can prepare in the course Analysing, Writing, and Publishing Scientific Papers. It supports students in understanding the process of academic publishing. The University rewards students who succeed in publishing articles in high-impact journals. The final thesis requires students to integrate their knowledge and skills that are presented in the curriculum. The thesis must contain the objective of the research, a review of the relevant literature, a description of research methods, data analysis and findings.

After they submitted their thesis, students go through a thesis defence where they shall present the originality and implications of their research. Finally, they can publish the thesis or parts of it in a journal.

## Appraisal:

The panel is enthusiastic about the concept of the MBA programme as designed by SIM. The curriculum clearly reflects the qualification objectives and highlight the strategic orientation of the MBA that target professionals from industries and manufacturing who are interested in learning about business management. The MBA considers in its design the students' prior professional experience who can discuss case studies related to their workplace in their courses.

The degree and programme name correspond to the contents of the curriculum and the programme objectives as well as national requirements. Regarding the international MBA, the panel realised that it does not refer to a Master of International Business, which should contain international references, such as international law, international finance. To avoid any misunderstanding, the SIM has changed the name "International MBA" to "English-taught MBA" on its website and all other advertising materials for potential international students.

The MBA includes theoretical questions and uses case studies as practical examples. Moreover, through the internship, group work projects, peer review and interdisciplinary projects the study programme qualifies for interdisciplinary thinking.

SIM integrates ethical aspects in terms of professional ethics and scientific ethics in its courses. The ways of communicating the ethical aspects are clear. All students are informed and aware about the rules of ethical behaviour in a code of conduct and that they provide relevant plagiarism detection software for the MBA.

At the MBA, students acquire methodological competences and are enabled to do scientific work on the required level. To qualify the students further in scientific methods, the SIM offers the course Business Research Methods that is mandatory and includes qualitative methods.

For the panel, the assessment methods comply with international standards. All exams 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. Students must write a final thesis to graduate. The students prove in their thesis their ability to do scientific work and the achievement of the study programme's qualification objectives.

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

## 3.2 Structure

Projected study time	2 years with: 3CP x 17 x 50 hrs + 450 hrs (i.e. 9CP x 50 hrs for final thesis) = 3,000 hrs (master by coursework) 3CP x 15 x 50 hrs + 750 hrs (i.e. 15CP x 50 hrs for final thesis) = 3,000 hrs (master by research)
Number of credits (national credits and ECTS credits)	60 national credits
Workload per credit	50 hours
Number of courses	17 (master by coursework) 15 (master by research)
Time required for processing the final thesis/project and awarded credits	9CP x 50 hrs = 450 hrs (master by coursework) 15CP x 50 hrs = 750 hrs (master by coursework)
Number of contact hours	One contact hour requires 2-3 self-study hours (e.g. a 3-credit-course includes ~45

(For MBA programmes: Please describe in which way the substantial proportion of structured contact according to the EQUAL MBA Guidelines is ensured.)	contact hours, plus ~2.5x45 hours for self-study, resulting in a total of ~150 hours). Most courses have group projects which require group members to hold regular meetings to effectively work on the projects. Students are also encouraged to contact lecturers during weekly consultation hours to discuss course-related issues.
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The MBA at the SIM is a full-time study programme. Courses are offered in the evening weekdays (6:00 pm until 9:00 pm) or at the weekend. To ensure that students can finish their studies on time, the SIM advises them to register for a maximum number of 20 credits in a semester. To support the students' time and commitment to the final thesis, students can register for no more than 6 additional credits in the semester they do the thesis. Each academic year consists of two main academic semesters, each lasting about 15 weeks with two to three weeks to final exams in addition.

During the online conference, the representatives of SIM reported that currently, all students enrolled have chosen the MBA by coursework because after graduation, they want to continue working in the industries. They have two internships integrated during their studies, the first internship takes place during the second semester, the second internship in the third semester. The internship or block of practical knowledge worth six credit points has been mandatory since 2022. The students receive support from one lecturer with whom they will meet regularly during their internship period. The students are allowed to join their company for the internship. Students of the MBA by coursework shall dedicate the last semester to the final thesis. Nine credits are allocated to their thesis whereas for the MBA by research, students receive 12 credits.

The students in the MBA by research track must publish their research. The representatives stated the requirements for publication, such as high-ranked journals like SCOPUS, are that high because they want their students to produce research of impact and high quality. The students of the MBA by research have mandatory courses in the third semester that shall help them prepare the final thesis. The courses consist of Advanced Methodology for Scientific Research, Analysing, Writing, and Publishing Scientific Papers, Multivariate Analysis, and Applied Data Science.

During the online conference, the panel also learned that every semester three parallel classes start, namely the regular MBA on the main campus of HCMC UT, the regular MBA in the province of Ben Tre campus (opened in 2022) and the English-taught MBA at the main campus. For the regular MBA in Ben Tre campus taught in Vietnamese, the SIM prepares a fixed list of courses and timeline for students. At the main campus of HCMC UT, students can choose or even vote for courses. At the main campus, a course requires a minimum of five students to start.

The academic calendar is accessible on the website of the University and contains information about examination periods and other study-related events. A Student Manual, that the PGSO publishes online, students also receive information regarding the academic calendar, the curriculum and courses, teaching procedure and regulations, and general information about the courses,

examinations, and grades. For individual course exams, the teaching staff send the relevant information about the time, venue, and student list via e-mail in advance. Students must achieve a minimum of 5.5 out of 10 marks to be eligible to an exam. Moreover, assessments can be for a group or for a single student. In each course, students must take a mid-term exam and a final exam.

The SIM follows a non-discrimination policy concerning gender, marital status, economic class, religious affiliations, or disability which corresponds with relevant regulations of the government and the Ministry of Education and Training. Tuition fee waivers or reductions are available for students in special circumstances, such as being disabled, orphans, ethnic minorities, or students from financially less wealthy households.

## Appraisal:

The panel is convinced that the design of the curriculum helps students to reach the defined learning outcomes. The courses are coordinated and have credit points. The SIM considers the feasibility of study workload figuring that the students work during weekdays. Therefore, their courses are in the evening and at the weekends. The number of credit points per semester is calculated to ensure that students can finish on time.

However, the panel considers the drop-out rate to be high (see statistical data in chapter O) and suggests the SIM to regularly conduct interviews with students who dropped out before graduation to analyse the reasons for dropping out (for instance transportation, tuition fees, high workload etc.) and to take respective measures based on the feedback to lower the drop-out rate by, for instance, offering more online classes, or record their classes. The SIM has already started implementing the recommendation by utilising various communication channels to gather relevant information. They found that students, who stop studying either by not registering for courses or by exceeding the maximum allowed study period of four years, often feel overwhelmed with work-related travel, excessive job responsibilities that prevent them from continuing their education, or not meeting the required English language proficiency for master's level programmes. The panel appreciates the measures taken by the SIM and encourages them to implement it on a regular basis.

There are legally binding study and exam regulations which contain all necessary rules and procedures and consider national requirements. The MBA by research focuses on the students' scientific research skills. In the MBA by coursework, students gain further practical experience through two internships. The panel appreciates the detailed examination and thesis guidelines, and the coherent internship regulations.

The panel is enthusiastic that the SIM also offers the MBA in another province. To ensure transparency regarding the planning of the semester, the SIM announced for the Ben Tre campus to inform students a priori about the courses that will be offered or involve them in the decision-making process.

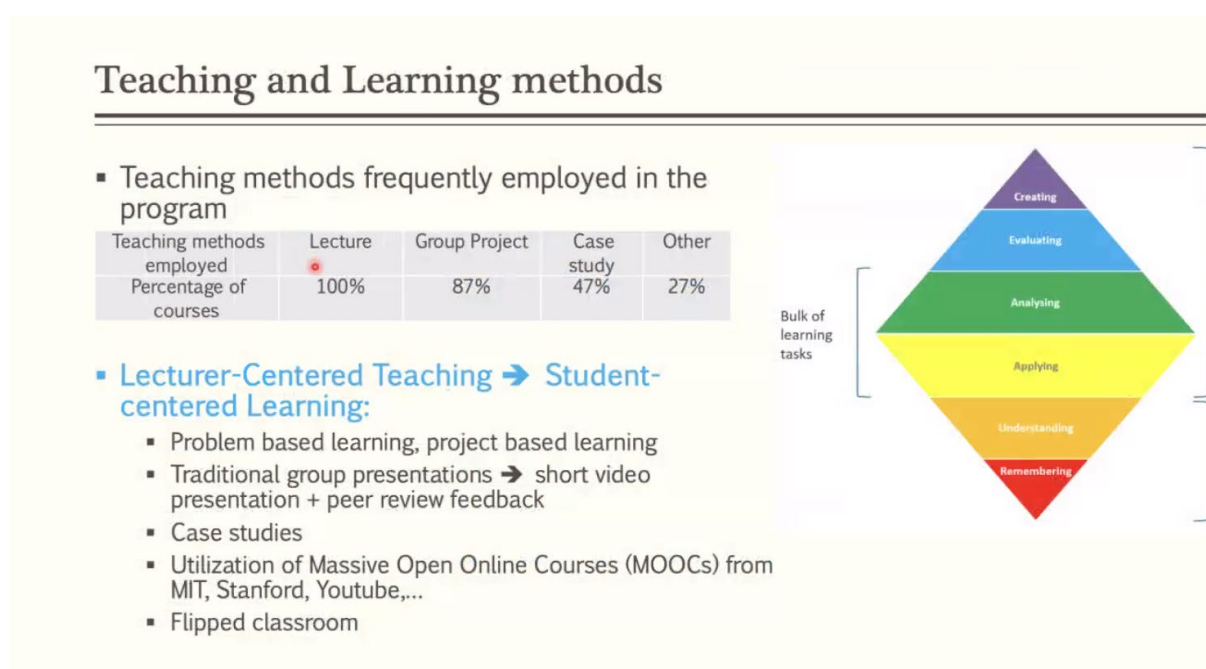
The HCMC UT guarantees gender equality and non-discrimination. Students in special circumstances receive tuition fee waivers or a reduction so that they can finish their studies.

		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

Following a student-centered learning approach, teaching staff chooses methods that are adequate to achieve the intended learning outcomes. Common teaching methods consists of hands-on labs, group projects and discussions, problem-solving exercises, case studies, and lectures. An overview of the distribution of learning and teaching methods is below:

**Figure 1 Overview of teaching and learning methods at the SIM MBA**



The students reported during the online interview that they are happy about the offer of Massive Open Online Courses (MOOC) by third-party providers. They are asked to prepare the contents before the class to be able to participate in the classroom discussion.

Via the e-learning system, students can download the course materials a week prior to the lecture. Each course includes about three to seven textbooks and reference books. The main textbook should not be older than ten years. Students can borrow books at the SIM library, the HCMC UT

library or the Vietnam National University (VNUHCM) library. Online access to databases is available, including databases such as Science Direct.

To offer various perspectives, SIM invites guest lecturers from partner universities and companies. For instance, in April 2022, they invited a guest speaker from Poland to hold a seminar about “Sustainable development: old problems, new names? And Modelling law enforcement systems: Application for Poland”, or in February 2023, they welcomed a Lithuanian guest lecturer who held a seminar about “How to release our creative potential to improve our work, education, and life in general – without being limited by our social, professional or cultural backgrounds”. In 2023, another guest speaker gave a lecturer on “Supply Chain Risks: Financial consequences and mitigation strategies”. The students and faculty members at SIM are invited to participate in these events.

Moreover, for a practical insight into a company, the SIM organises field trips. For instance, in November 2023, they visited the KPMG International Consulting Company in Ho Chi Minh City.

## Appraisal:

The panel appreciates the student-centered approach at the MBA and is positive that the students will reach the intended learning outcomes when they are motivated to participate actively in class. For that matter, the SIM has a plausible didactical concept. Case studies, MOOC courses and practical events including guest speakers from the industries and company visits bring a variety to the classroom teaching.

The faculty shall choose course materials that are up to date and that teach the latest developments in business administration. They are also digitally accessible for the students, user-friendly and encourage students to engage in further independent studies.

During the interview with the students, the panel learned that from students at the campus in Ben Tre province, book delivery from the HCMC UT library or the department library on the main campus is not for free and simple. The SIM has already announced its willingness to introduce a free textbook delivery service to Ben Tre campus and to ensure that access to the e-library is easy and fast.

The involvement of guest lecturers who contribute to the students’ qualification process with their special experience is also up to standards and a welcome opportunity to gain insights into professional practice or scientific work. The panel appreciates these activities organised by the SIM.

		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 International outlook

Based on the programme learning outcomes, which include the ability to demonstrate cultural awareness and global effectiveness, the MBA includes aspects of interculturality and internationality in its courses, such as Consumer Behaviour and Managing People and Organisation that deal with topics like globalisation and other cultural customs. They use international textbooks to include different perspectives as well.

Offering the English-taught MBA is meant to attract international students to study at SIM. So far, students have registered for the MBA programmes in cooperation with the Maastricht School of Management (the Netherlands) and the University of Applied Sciences and Arts Northwestern (Switzerland) and not directly at the regular MBA (by coursework/research) or the English-taught MBA.

The full-time lecturers teaching at the MBA have international experience either by earning a degree abroad (75 percent) or through international exchange opportunities. The lecturers can participate in incoming and outgoing staff exchange. For instance, in the academic year 2021 and 2022, one PhD student came from a German company for a staff exchange.

The SIM lists the recent activities with respect to international visiting professors.

#### o List of visiting foreign lecturers

No.	Lecturer	Course			Duration	University
		Code	Course Name	Intake		
1	Pham Duc Tai, PhD	IM5049	Supply Chain Management	2020	October 4, 2021 - December 13, 2021	SIIT - Thammasat University Address: 99 Moo 18, Km. 41 Paholyothin Highway Khlong Luang, Pathu, Thani 12120, Thailand
2	Heidi Nguyen, PhD	IM5144	Organizational and People Management	2021 & 2022	May 6, 2023 - June 24, 2023	TL Investment, GmbH, Tuebingen, Germany Address: Biegingerstrabe 27, 72070 Tuebingen, Germany

o List of international seminars/activities by foreign visiting lecturers

No.	Event Name & Speakers	Time
1	Seminar: Sustainable development: old problems, new names? And Modeling law enforcement systems: Application for Poland. Speaker: Dr. Waldemar Florczak, Jagiellonian University, Poland	15-Apr-22
2	Seminar: International cooperation Speaker: Raileanu Szeles Monica, Transilvania University of Brasov, Romania	16-May-22
3	Workshop: Enhancing Individual and Organizational Creativity Speaker: Alina Katunian, Erika Kubilienė, Aušra Turčinskaitė-Balčiūnienė, Kristina Blaževičienė - University of Applied sciences (VIKO), Lithuania	19-Jul-22
4	Seminar: Sustainable HRM and HRD in Tourism Speaker: Alina Katunian, Erika Kubilienė, lecturers from VIKO (Lithuania)	21-Jul-22

5	Seminar: How to release our creative potential to improve our work, education, and life in general – without being limited by our social, professional or cultural backgrounds Speaker: Professor Nida Mačerauskienė - Dean of the Faculty of Business Administration of Vilnius College (Lithuanian)	21-Feb-23
6	Seminar: Supply Chain Risks: Financial consequences and mitigation strategies Speaker: Professor Singhal-Georgia Institute of Technology	11-May-23
7	Seminar: Performance management in theory and practice Speaker: PhD. Anne Cox - University of Wollongong, Ms. Nguyen Thi Xuan Huong - human resources director of AkzoNobel Vietnam, vice president of VNHR	5-Dec-24
8	Business Luncheon Speaker: Mr. Nguyen Viet Trung, manager of Zalo company Guest: Professor Sakda Siriphatrasophon, lecturer of the MBA-MCI program	17-Dec-22
9	Short course-Shaping Leaders and Driving Results - Session 1: Inclusive Leadership Speaker: Le Thi Hong Anh, Development director of Masan Group	8-Aug-23
10	Short course-Shaping Leaders and Driving Results - Session 2: Problem Solving Tools (Online) Speaker: Professor Rolf-Dieter Reineke, professional director of the MBA-MCI program, lecturer at FHNW University in Switzerland	10-Aug-23
11	Short course-Shaping Leaders and Driving Results - Session 3: Leadership Out of the Box Specialization Leading Empathy Speaker: Dr. Oliver Gottschall, COO Betagro Group, lecturer of MBA-MCI program	12-Aug-23
12	Short course-Shaping Leaders and Driving Results - Session 4: Info Session & Alumni Connect (Online) Speaker: Professor Andreas Hinz, Director of the MBA-MCI program, lecturer at FHNW University in Switzerland; Guest: Nguyen Nhu Quynh Huong, Head of Customer Experience, Lalamove Vietnam, MBA alumni	13-Aug-23
13	Consulting Cafe #73_Making Strategy Work in An Interruptive Environment Speaker: Professor Rolf Meyer, lecturer of the MBA-MCI program, lecturer at FHNW Switzerland	29-Sep-23

The English-taught MBA uses English textbooks exclusively. In the regular MBA, lecturers usually integrate course materials, such as textbooks and presentations with slides in English as well. The contents of both tracks are aligned.

## Appraisal:

For the panel, international contents were not presented to be an integral part of the curriculum, rather for the domestic market. The panel was not able to see in which other ways, except for the English language track and the usage of English textbooks, students are especially prepared for the challenges in an international working environment. Therefore, they recommend the following **condition**:

The School of Industrial Management improves the international orientation of the Master of Business Administration by including courses dealing with aspects of International Management to ensure that students are enabled to work in an international working environment.

In the statement on the report, the SIM points out that the curriculum incorporates international management concepts through a direct focus on international management and through a curriculum-wide integration of relevant topics. Regarding the direct focus, the SIM offers the course International Business and Global Supply Chain Management. Regarding the curriculum-wide integration, the SIM illustrates that programme learning outcome #8 refers to the ability to demonstrate cultural awareness and global effectiveness. The School specifies it with three sub-PLOs including the ability to (#8.1) identify attitudes, values, and beliefs that shape business relationships, the ability to (#8.2) to analyse obstacle resulting from cultural differences and recommend leadership approaches that leverage diversity to enhance business performance, and the ability to (#8.3) analyse risks and opportunities associated with global business strategies. The three sub-outcomes are reflected in different courses. For example, Business Ethics and Corporate Social Responsibility, Marketing Management, Global Supply Chain, Digital Transformation dealt with the first sub-outcome. Courses like Strategies Management in the Digital Age help students to achieve the second sub-outcome, and courses like Digital Marketing, International Business, and Managing Organisational Behaviour deal with the third sub-outcome. The SIM states that students are qualified for short-term exchange programmes which SIM offers with different partner universities world-wide.

The panel appreciates that the SIM as such is very active in terms of internationalisation. They also acknowledge that the target group consists of professionals from engineering and manufacturing companies in Vietnam who are working and studying at the same time and cannot easily go abroad. But they still miss clear international contents and intercultural aspects that are linked to the Master of Business Administration. The panel sees a greater potential for the students of the MBA when they have profound international knowledge.

At the MBA, about 75 percent of lecturers have a degree from abroad. For the internationality of the faculty, the panel appreciates the efforts of SIM to involve international guest speakers in their programmes.

By using English textbooks, the proportion of foreign language courses and required foreign language materials are up to standards.

		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)				<b>condition</b>	
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)

The MBA tracks pay attention to teach students writing and presentation skills, teamwork and leadership skills, quantitative skills by applying theories in solving quantitative business problems, skills in data collection, analysis and interpretation, critical thinking and decision-making skills through analysing problems faced by real firms and design appropriate solutions.

For example, through group work projects, students learn how to work in teams. When they present the results, they improve their presentation and public speaking skills. Leadership skills are also actively trained. In a short course in 2023, students were taught about “Shaping Leaders and Driving Results”. Session 1 dealt with “Inclusive Leadership” and Session 2 with Problem Solving Tools (Online), and Session 3 with “Leadership Out of the Box Specialization - Leading Empathy”.

#### Appraisal:

Communication and public-speaking skills as well as cooperation and leadership skills are part of the courses and implemented with 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)

Since most of the students work and study at the same time, students already bring working experience. During their studies at the SIM, they can improve these skills through class activities, such as short-term courses about leadership as mentioned in chapter 3.5 or group assignments. Participating in such activities helps them to become business leaders.

The SIM and the Graduate Committee also intend to keep up with new trends and integrate topics like E-Business Management, Big Data for Business, Digital Transformation, Strategy Management in the Digital Age, and Digital Marketing to prepare their Master students adequately.

#### Appraisal:

The SIM pays attention to the students’ working skills through the promotion of multidisciplinary competences and skills. The study programme integrates these skills through all its courses.

	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

**Table 9 Number of faculty teaching at the graduate programmes at SIM**

		Specializations				Total
		Management of Information System	Finance/ Accounting/ Economics	Production and Operations Management	Marketing/ Management	
Asso. Prof.		2			1	3
PhD/DBA		2	2	5	5	14
Male		4	1	2	2	9
Female			1	3	4	8
Graduated from overseas		2	2	3	3	10
Age	30 - 39			1	2	3
	40 - 50	2	1	1	3	7
	> 50	2	1	3	1	7

In total, 17 lecturers teach at the MBA programme and among them, fourteen are full-time lecturers with a doctoral degree or diploma in Business Administration. Three lecturers are associate professors. According to MOET regulations, the ratio between lecturers and students at the MBA programme must not exceed five students per teacher.

During the online conference, the representatives of the SIM explained that they understand the initial letters “SIM” as the acronym for “selectivity, internationality and manufacturing”. In their view, “selectivity” also refers to the requirements regarding the lecturers’ qualifications and their English language proficiency. Following official regulations of the MOET, a lecturer in a postgraduate programme must have a doctoral degree and a list of publications in reputable journals. The SIM offers tenure to lecturers having necessary teaching experience for their subject or course in the programme. If they want to teach the English-taught MBA, lecturers must hold a PhD degree from an English doctoral programme or prove an English proficiency level of at least B2 (6.5 IELTS or equivalent) and have at least three years of teaching experience. Moreover, they must have practical experience in a relevant field for the MBA. An associate professor can supervise five students during the writing process of their final thesis, whereas a regular lecturer advises three students.

For their onboarding, junior lecturers teach one course at the beginning. After three years, they will teach a second course. Senior lecturers must have at least nine years of teaching experience and meet MOET's publication standards. Moreover, lecturers are supposed to conduct academic research and publish the results in journals or present them at conferences. The SIM measures the publications according to international standards, such as Financial Times List of Journals, ABS List etc. The required minimum of scientific work varies according to the lecturer's qualifications. For instance, a lecturer with a doctorate is required to complete 750 hours of research in the field each year, administrative tasks amount for about 250 hours per year.

A teaching certificate for higher education training is compulsory for all lecturers. Doctoral-level lecturers must submit professional pedagogy certifications in both theory and practice. Associate professor and professor-level lecturers receive further pedagogy training. To enhance the lecturers' teaching skills, VNUHCM, HCMUT host short-term courses or workshops. During the online conference, lecturers stated that the SIM pays attention to the career path of its teaching staff and encourages them to continue their own education.

To further qualify the lecturers in terms of doing research, the SIM offers seminars that, for instance included "Creating research gap and position your research contribution" held on March 19, 2024, and "Research and Publication in Internationally Recognized Journals", by a professor from UNSW Sydney, which was held on June 8, 2022.

Lecturers engage in local government and business projects besides their teaching and research. They serve as independent directors and inspectors for companies on the Ho Chi Minh City's stock exchange.

Internally, lecturers cooperate through team-teaching, training programmes and conferences they jointly organise. These joint projects also involve other departments.

The students were enthusiastic about the support they receive from their lecturers and the administrative staff. When they attend course in the evening or at the weekends, the SIM offers them snacks. Even when there are private issues that are bothering them, they can talk to the teaching staff who are willing to help them. One participant reported from her wedding plans that overlapped with the examination period. She received a new appointment for taking the exams.

Students can consult with their lecturers not only during office hours. When they must prepare a group project, their supervisor offers advice regularly and upon demand. Complaints about scores can be communicated to the lecturer directly or through the official complaint process via the website of the PGSO.

## Appraisal:

The panel considers the structure and number of the faculty adequate for a Master programme. The ratio between lecturers and students allows to develop a close relationship between them so that students feel comfortable with seeking the lecturer's advice. The composition of the faculty is adequate as well and includes full-time PhD holders and associate professors. Hence, the academic qualification of the faculty ensures that the requirements and objectives of the MBA are achieved.

The SIM also encourages lecturers to continue with their own education and develop their teaching experience through further training activities. To help the lecturers with following the publication requirements, the SIM offers seminars and workshops that they organised to share practical experiences in academic research.

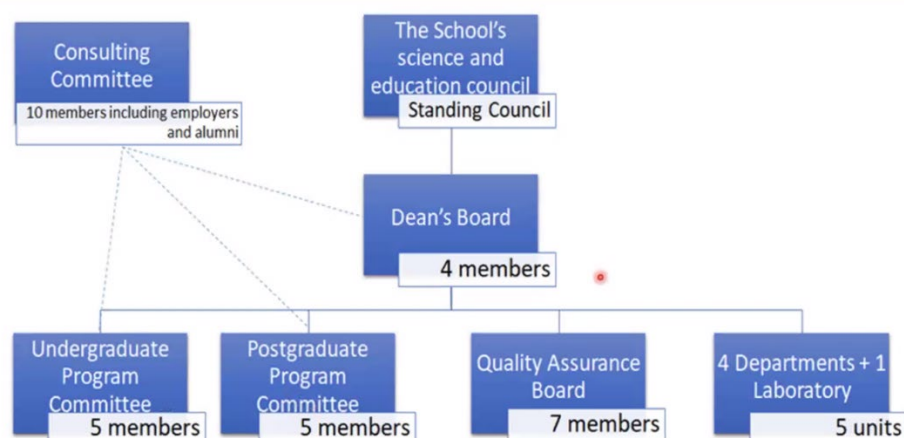
Lecturers have practical business experience as well. This ensures that they can integrate theory and practice in their course contents. Moreover, they benefit from one another through team-teaching and collaborative projects.

The panel appreciates the faculty's commitment to student support. It is offered on a regular basis and serves to help students study successfully.

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

## 4.2 Programme management

### SIM's organizational structure



The Dean's board consist of four members, the Dean and three Vice Deans. The Vice Dean of Academic Affairs is also the Programme Director for Graduate Programmes. The SIM's Postgraduate Programme Committee includes five senior faculty members in charge of creating, evaluating, and updating the programme curriculum.

At the top, the Science and Education Council is led by the Dean. It approves the curriculum and offers advice to the Dean regarding the development of the SIM. SIM has four programme departments and one laboratory. The heads of the departments develop the syllabus with the relevant course materials and allocate the qualified lecturers to the courses.

The Quality Assurance department is responsible for reviewing the quality of the programmes offered at the SIM.

For a smooth support, the SIM uses the learning management system MOODLE that helps students and teachers to organise their classroom activities online or offline. The Academic Affairs Office supports students regarding their career paths, programme activities and scholarships. As mentioned above, lecturers are available for students when their need consultation as well. Administrative staff is available for administrative issues.

## Appraisal:

The panel was enthusiastic about the programme director and the remarkable organisation of the curriculum development of the programme. The programme director successfully takes initiatives to promote the systematic development of the study programme in a manner which includes all relevant groups.

The organisation of the SIM and its administrative staff ensure that faculty members and students are supported. Decision-making processes, authority, and responsibilities are clearly defined. Electronic services are in place and facilitate the implementation of the teaching and learning.

		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

**Table 10 List of academic partners of HCMC UT**

	Continent	Number of academic partners with HCMUT	Number of academic partners with MBA and related programs	%
	Americas	8	8	100%
	Asia	79	51	65%
	Australia	24	24	100%
	Europe	24	20	83%

The MBA programme benefits not only from approximately 135 cooperation agreements the HCMC UT has instituted but also, among others, from MoAs of the SIM with the Graduate School of Global Insurance and Pension of the Sungkyunkwan University in South Korea and the ESDS Business School at Lyon University, France, and the Health Economics Association in Vietnam.

Since the MBA programmes address professional from the manufacturing sector, its core business partners come from the manufacturing sector followed by the service sector. More than 70 percent of the business partners are in Ho Chi Minh City.

**Table 11 Cooperation with business partners**

Service/Manufacturing	Service	45.10%
	Manufacturing	54.90%
Area	HCM	72.55%
	Binh Duong	9.80%
	Dong Nai	3.92%
	Long An	5.88%
	Other	7.85%
Cooperation Activities	Project	6.73%
	Employment	41.35%
	Scholarship/sponsorship	10.58%
	Company visit, internship	41.35%

Among these partners are, for instance, BMB Steel, Regent Garment Factory Ltd., Duy Tan Plastics, Fujikura Fiber Optics (FOV), Mekong One – Mekong Communication, Long Hui (Andes Helmet), Namilux, Greenviet, Kizuna, Colgate Palmolive Vietnam. They offer internship places and even hired graduates from the MBA programme.

## Appraisal:

Through the HCMUT and the SIM, the Master of Business Administration can benefit from domestic and international partnerships with other universities and academic institutions. HCMUT is responsible for managing the agreements that form the basis of the cooperation.

With respect to the students own professional background, the SIM relies on partnerships with the service and manufacturing sector. 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 beneficial for students in terms of internship and working placements.

	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

The visitation took place online via the video conferencing tool *ZOOM* so that the panel members were not able to visit the facilities in person. The University provided access to a virtual 3D tour showing the campus surroundings and facilities.<sup>11</sup> During the online conference, the librarian explained the library system.

HCMUT has two campuses. The main campus is in District 10 and the second campus is in Thu Duc City nearby Ho Chi Minh City. Most the graduate activities are conducted on the main campus. In 2022, a campus in Ben Tre was opened as a branch of the HCMUT.

Overall, on its campuses HCMUT has 273 laboratories, five auditoriums, 230 classrooms, one multimedia classroom and two libraries. Public Wi-Fi and password-protected Wi-Fi is accessible on the entire campus area.

Since HCMUT is part of the Vietnam National University, HCMC (VNUHCM), the students have access to the following libraries:

1. Central library of VNUHCM
2. The central HCMUT libraries on the two campuses.
3. Libraries of the VNUHCM partner universities, including:
  - Library of University of Science
  - Library of University of Social Sciences and Humanities
  - Library of International University
  - Library of University of Information Technology
  - Library of University of Economics and Law
  - Library of Institute for Environment and Resources
  - Library of University of An Giang

On a weekly basis, the library on the main campus is open from 7:30 to 17:00 from Monday to Friday; the Ground Floor Reading Room is open from 11:30 to 20:00 from Monday to Friday; and the Self-Study Area is open from 7:30 to 17:00 from Monday to Saturday. Additionally, students can access electronic resources using the accounts they have registered with the library.

The online library is available via [lib.hcmut.edu.vn](http://lib.hcmut.edu.vn) and among other databases, offers access to:

- EBSCOhost
- Enago
- Harvard Business Review
- ProQuest
- Scopus
- Springer Open
- Springer Link

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<sup>11</sup> See <https://hcmut.edu.vn/virtual-tour/?lang=en>, last accessed February 29, 2024.

## Appraisal:

Albeit the panel members were not present at UMP in person, they were provided with photographs and statements about the campus, the library, the faculty, and the equipment. The panel appreciated the possibility of getting an impression about the campus through the 3D virtual tour.

HCMUT offers classroom facilities that are up to standards. They ensure Wi-Fi access on campus as well. The virtual tour through the campus allows to assume that students with physical impairments can get along on campus and to access the buildings.

Since technologies develop fast and students should be able to use them to keep up with their competition on the market, the panel expresses their appreciation for the SIM's endeavours to ensure that media equipment is up to date and that they provide the latest technologies relevant for the study programme.

The panel applauds HCMUT for expanding its campus to Ben Tre offering more students access to higher education. During the interview, the panel learned that the Ben Tre campus is still in the process of being fully equipped. Therefore, for the Ben Tre Campus, the panel **recommends** the SIM to build a library for students holding the necessary textbooks and materials for the students studying at that campus.

The opening hours of the library take students' needs sufficiently into account. Access to literature and journals and databases is facilitated through HCMUT's membership in the VNUHCM.

	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

HCMUT has an Office of Academic Affairs that organises career counselling and job placement services. Every year, they invite students to a job fair to link them with potential employers. Information is disseminated through the website or the Facebook fan page.

Alumni events are organised in the HCMUT Alumni Association that was founded in in 2020. The alumni join from all study programmes offered at the SIM. They hosted the 30<sup>th</sup> anniversary celebrations in January 2021. Besides that, SIM's alumni support the School as guest lecturers, mentors for current students or as sponsors.

## Appraisal:

HCMUT provides career counselling and placement services at university-level to the students and graduates to promote their employability. The HEI provides sufficient resources. An alumni organisation has been set up with the aim of developing an alumni network. Moreover, SIM integrates its alumni in its activities.

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

## 4.5 Financing of the study programme (Asterisk Criterion)

HCMUT reports that with its autonomous status gained in 2021, the government no longer covers the university's operating expenses. It still provides funding for non-operational activities like campus expansion and research awards. HCMUT has tuition fees, whose amount the university can determine within a range defined by the government.

Since the MBA students are professionals, they earn money and can pay tuition fees. In financially difficult circumstances, scholarships would be available as well.

## Appraisal:

The income related to the programme ensures that each cohort of students starting within the accreditation period can complete the study programme.

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

## 5. Quality assurance and documentation

The Testing and Quality Assurance Office at HCMUT oversees the academic standards and assurance methods. It supports monitoring the improvement of the curriculum, training process, and surveys. The SIM has its own Quality Assurance Team.

Students are asked to participate in surveys every semester. The results will be communicated to the lecturer of the respective course. The programme director will also receive the report and will discuss difficulties directly with the lecturer.

Moreover, the Testing and Quality Assurance Office at HCMUT also surveys the workload for each course. They include a question for students to evaluate the balance between the allocated hours spent on lectures, mentoring, self-study, research, and participation in class or exams and the actual time they spent on these aspects. They ask them to evaluate the appropriateness of the hours allocated to a course.

**Table 12 Excerpt from student workload survey**

14	One credit is equivalent to 50 hours of study for the learners, including time spent on lectures, mentoring, self-study, research, experience, and participation in exams and assessments	①②③④⑤⑥⑦⑧⑨⑩
15	In your opinion, the hours of study for one credit just needs to modify?	
	<input type="checkbox"/> 1. No	
	<input type="checkbox"/> 2. Add 3 hours	
	<input type="checkbox"/> 3. Add 5 hours	
	<input type="checkbox"/> 4. Add 10 hours	
	<input type="checkbox"/> 5. Other .....	

The faculty is asked about the facilities and workplace in a respective survey each year. At the end of every semester, the members of a faculty gather to discuss the implementation of the teaching in the semester, make complaints or recommendations. If the School's Dean cannot solve a problem reported in the meeting, the next stage is the annual general meeting, which is hosted by the University's labour union.

Graduates are asked to participate in a survey to receive information regarding their employment status and career development. The SIM discusses the results to see whether the objectives and contents of the MBA fit the needs of the market.

Regarding the programme's documentation, the relevant study information, such as the curriculum and the content of the MBA are presented on paper and online on the SIM website. The SIM website and the Office of Academic Affairs provide access to the catalogue and the student handbook. HCMUT has an electronic learning platform called Bach Khoa (HCMUT) Electronic Learning where students and teachers can check their learning progress and grades.

Information about SIM's events, academic activities, like conferences, workshops, exam dates and job vacancies are communicated through the websites, Facebook and emails.

## Appraisal:

HCMUT's quality assurance and development procedure systematically and continuously monitors and develops the quality of the programme with respect to its contents, processes, and outcomes. The panel considers it to be up to international standards.

Evaluation by the students is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the students and provide input for the quality development process. The workload evaluation enables HCMUT to analyse the actual workload and to take appropriate measures (e.g., redistribution of course contents, in case the workload is too high in one course and too low in another course) when necessary. However, the students are not informed about the results of the survey and not involved in the committees that discuss the feedback from the survey. Therefore, the panel encourages the SIM to invite their MBA students to be part of the feedback loop and the relevant committees that discuss the measures. By involving students or student representatives, the HEI can ensure that the intended measures will be effective. Thus, they recommend the following **condition**:

The University provides a systematic control loop from the surveying and analysing the results to taking appropriate measures, in which the students are involved in the relevant committees.

Feedback of the faculty is collected on a regular basis and in accordance with a prescribed procedure. SIM analyses the outcomes and uses the results as an input for the quality development process.

An external evaluation is carried out on a regular basis as well. It involves the graduates of the MBA asking them about their learning experience. The SIM submitted a template for their one-year graduate survey and for the enterprises and organisations that hired HCMUT alumni.

All relevant information about the study programme is available online and on paper. The SIM and

the HCMUT publish news and events on all popular channels.

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

# Quality profile

**HEI:** Ho Chi Minh University of Technology, Vietnam National University Ho Chi Minh City, Vietnam

**Master programme:** Master of Business Administration (Vietnamese/ English and by coursework/ by research)

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
<b>1</b>	<b>Objectives</b>					
1.1*	Objectives of the study programme (Asterisk Criterion)			X		
1.2*	International orientation of the study programme design (Asterisk Criterion)				condition	
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			
<b>2</b>	<b>Admission</b>					
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		
<b>3</b>	<b>Contents, structure and didactical concept</b>					
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					

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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					
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)				condition	
3.4.2	Internationality of the student body				X	
3.4.3	Internationality of faculty			X		
3.4.4	Foreign language contents			X		
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6*	Skills for employment / Employability (Asterisk Criterion)			X		
4.	Academic environment and framework conditions					
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4	Practical business experience of faculty			X		
4.1.5*	Internal cooperation (Asterisk Criterion)			X		
4.1.6*	Student support by the faculty (Asterisk Criterion)			X		
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)		X			
4.2.2	Process organisation and administrative support for students and faculty			X		
4.3	Cooperation and partnerships					
4.3.1(*)	Cooperation with HEIs and other academic institutions or networks			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	(Asterisk Criterion for cooperation programmes)					
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)			X		
4.5	Additional services					
4.5.1	Career counselling and placement service			X		
4.5.2	Alumni Activities			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		