

Besluit

Accreditatiebesluit met een positief eindoordeel met beperkte geldigheidsduur voor de opleiding Master of Science in Marketing Analysis (master na master) van de Universiteit Gent

datum	Samenvattende bevindingen en overwegingen
6 september 2016	De NVAO steunt haar inhoudelijke besluitvorming op de onderstaande elementen uit het visitatierapport.
onderwerp	
Accreditatiebesluit	
(004938)	On 23 and 24 March 2015, the Master of Science in Marketing analysis at the Ghent University has been evaluated in the framework of an educational assessment by a peer review panel of independent experts. In this summary, which describes a snapshot, the main findings of the panel are listed.
bijlagen	
5	

Generieke kwaliteitswaarborg 1 – Beoogd eindniveau

De visitatiecommissie (commissie) beoordeelt het beoogd eindniveau als voldoende.

The Master of Science in Marketing Analysis (originally the Master of Marketing Analysis and Planning) was created in 1999 as a one-year master's program in Dutch, in response to increasing demand for adequate training to handle the increasing data volumes with appropriate quantitative, IT driven models and techniques applied to marketing. In 2000, the program changed to English to attract foreign students. In 2013-2014, 31 students were enrolled in the program.

The ambition of the program is to train future data scientists for marketing and business with a clear focus on analytics. The program is promoted as being cutting-edge in this field. The program aims to deliver graduates who are different from the typical graduate of an advanced master's program in artificial intelligence or statistics/data analysis. The program wants to focus on how to apply advanced methods to business problems, rather than on the theoretical properties of advanced analytics tools. This specific profile of the program needs to be communicated more clearly. It appears indeed that some students have misinterpreted the profile of the program, giving more importance to the "Marketing" dimension and underestimating the "Analytic" one, the latter being the core of the master. Furthermore, the learning outcomes as they are defined do not fully comply with the ambitious positioning of the program. While there is no doubt that the program offers students a labour market oriented master's program, the specific leaning outcomes also list ambitious research competencies which are not enough tackled during the training. As a result, the program doesn't provide a clear conceptual framework which can guide the design and implementation of the curriculum in order to be a cutting edge program on (predictive) analytics. Additional matching work is needed to put the program more in line with its

Pagina 2 van 11 claimed specific learning outcomes. There is also a need to develop a strategic positioning and a clear conceptual framework, which can guide the design and implementation of the curriculum.

Generieke kwaliteitswaarborg 2 – Onderwijsproces

De commissie beoordeelt het onderwijsproces als onvoldoende.

The Master in Marketing Analysis is a one-year program with a workload of 60 ECTS credits. The program consists of seven courses. Three courses are compulsory for all students: Social Media and Web Analytics (5 credits), Marketing Information Systems – Database Marketing (5 credits) and Analytical Customer Relationship Management (8 credits). Next to the compulsory courses, the students must elect three out of four elective courses: Advanced Predictive Analytics (7 credits), Pricing and Revenue Management (7 credits), Advanced Methods of Market Research (7 credits) and Strategic Brand Communications (7 credits). The program attributes a lot of attention and time to programming skills. Although those skills are useful, the importance given to programming languages is over weighted when compared to the other specific learning outcomes, knowing that students could acquire the programming skills, when needed, mostly by themselves.

The program is completed with a master's dissertation (21 credits). The master's dissertation consists of a written and oral documentation on a real-life project performed by a group of 3 to sometimes even 7 students with a company. Each project has a kick-off meeting with company personnel responsible for the project. To ensure an efficient course of the project, several intermediate meetings are also organized. These meetings serve as feedback moments, allowing the company to clarify whether the students are on track with expectations. Many of these company-driven master dissertations that were made available to the panel during the visit, involve rather basic models.

The program has clear links with the professional field. The real world cases which are presented during the courses, assignments which use real data and are often developed in cooperation with the professional field, and most of all, the in-company work for the dissertation, offer students a valuable preparation for the entry into the labour market.

In a master's program it is, however, important to complement the business orientation with the development of research skills in the specific field of the program. Two out of the five research competences the program aims for are only tackled within the master's dissertation. This creates a high dependency on the quality and the focus of the master's thesis. As the master's thesis is organized as group work, there is not enough evidence that each student practices his/her research skills during the program and that each student can be separately evaluated on the basis of clear, objective and communicated criteria. Moreover, the program should pay more explicit attention to these specific research skills in a broader range of courses.

Although this is not formally communicated, in practice, two tracks can be found in the curriculum. On the one hand, the analytics track, which is overall in line with the objectives of the program as they are officially communicated, except the intended learning outcomes related to research skills (see before). In this track, students do not take the course Strategic Brand Communication and they choose a dissertation project that has a strong focus on analytics. On the other hand, however, an informal 'marketing' track, which was the

Pagina 3 van 11 historic orientation of the MScMA, still exists and is followed by students who are more interested in marketing than in quantitative methods. These students choose Strategic Brand Communications and a dissertation project that is less directly linked to analytics. This informal track still exists for students who (wrongly) chose the program while in fact searching for a more general marketing oriented program. Students who take this track focus, in 28 out of the 60 credits, mainly on marketing. As a result, this track does not allow fully achieving the objectives of the program. The program applies a range of teaching methods. For knowledge transfer lectures play a prominent role while group work and practical PC-room classes are the most frequently used teaching methods. The program also makes use of independent work and peer learning. Real cases (as opposed to simulations) are examined, and students also interact with business people. Students may ask for individual feedback and some feedback is provided in group settings.

The admission procedure relies on an automated test, a specific admission test and the audits of applicants' admission documents. The first step is a standardized "Business Statistics" test provided by McGraw-Hill. Those who obtain a passing score proceed to the written admission test (or a telephone interview or Skype call). The test is based on the book "Marketing Research: Methodological Foundations". About 60% of the students have a foreign background. The international diversity of the program is an asset.

Special care is taken to welcome all students (e.g., welcome session, informal staff–student dinner). Because students and staff meet in more informal settings, students perceive lower thresholds for contacting professors and assistants. In addition to practical training sessions, exercises, and feedback, lecturers and assistants provide course-related study guidance. There is also an introductory SPSS course for students who have no SPSS experience.

Students have access to all the facilities of the Faculty of Economics (e.g. library, PC rooms). Students have also access to two dedicated PC rooms, which are used for peer learning and are the main working spaces during the end-of-year projects. They can also make use of back-office equipment consisting of more than 140 servers. This equipment is partly financed by the compensation that is paid by the involved companies for the graduation projects. Students also have access to Athena, a platform that centralizes all software available to students.

Generieke kwaliteitswaarborg 3 – Gerealiseerd eindniveau
De commissie beoordeelt het gerealiseerde eindniveau als onvoldoende.

The program focuses on assessing knowledge, but also on the application of knowledge in practice. To mimic real-life situations, open book exams are preferred. These exams are combined with case studies to test students' abilities to creatively apply what they have learned. To ensure that graduates are readily employable, the program uses presentations as an evaluation method. Students present during classes, as well as to experts and laypeople, during projects. This approach trains them to present to different audiences and tailor their messages accordingly. Companies are also invited to participate in the evaluation of the master's dissertations, ensuring that students are evaluated on criteria that are relevant to business. Although the efforts to involve business in the evaluation of students are positive, care has to be taken that evaluation remains consistent with the claimed objectives of the program.

Pagina 4 van 11 A major weakness of the program is the assessment of methodological skills. While several learning outcomes related to research competences are claimed, some are only tested in the master's dissertation. As already stated earlier, the latter is the result of a group project. It is assessed through a written report and a final presentation for technical (university) and non-technical (company) audiences. An evaluation form is used, which covers different aspects of the project. The form consists of two parts: the written report and the oral presentation. Each part has subsections with a detailed description of each scoring category. Each scoring category has a specific weight with respect to the total score. Students cannot achieve an overall pass score, without passing the methodology section and the individual questions. The oral presentation and question round is intended to allow to get some insight in the contribution of each member of the group. However, this procedure cannot guarantee that each student has demonstrated his/her research skills in every step of the research project at an advanced master's level. The program should be much more demanding in relation to the methodological quality of the dissertation. Although it is useful to offer students the opportunity to work in diverse groups within the program, the master's dissertation is key in assessing the individual research competences and it is, therefore, important to guarantee that each student can show its own research skills in the master's dissertation.

Furthermore, the earlier mentioned more general marketing oriented track is also clearly present in the master's dissertation topics and content. As some of the main research competences which are aimed for in the program are only tested in the master's dissertation, the application of those skills is thus tested, in this "side track", in a domain which is not the core of the program.

Most alumni get employed within 3 months after graduation. About half of the graduates indicate that they work in consulting, while respectively about one third applies analytical CRM, modeling, big data and SQL. Marketing management, branding, and programming in R or Matlab are used by a limited number of graduates that were interviewed by the panel. Both the extensions, to the broader domain of marketing and to too specific programming skills taught to all students, might be less relevant for this program. A formal alumni network is lacking. The study programme committee is encouraged to involve alumni more actively in the programme.

Eindoordeel commissie

De commissie heeft vastgesteld dat de opleiding Master of Science in Marketing Analysis (master na master) niet voldoet aan alle generieke kwaliteitswaarborgen. Ze beoordeelt de kwaliteit van de opleiding als voldoende met beperkte geldigheidsduur.

Herstelplan

Het "reglement tot bepaling van de bestuursbeginselen die van toepassing zijn bij de besluitvorming inzake accreditatie, instellingsreview en toets nieuwe opleiding ten aanzien van opleidingen, dan wel instellingen in de Vlaamse Gemeenschap" stelt het volgende: (Art. 28.81 "Een accreditatieaanvraag die gestoeld is op een visitatierapport dat aangeeft dat de opleiding of één of meerdere opleidingsvarianten slechts voldoen aan één of twee generieke kwaliteitswaarborgen is voorzien van een herstelplan dat betrekking heeft op de als onvoldoende beoordeelde generieke kwaliteitswaarborgen voor de betrokken opleiding(svariant)(en). Het herstelplan omvat een beknopte, doch heldere weergave van de voorziene acties, middelen en indicatoren, gesitueerd binnen een realistisch tijdskader dat de in artikel 27 bedoelde maximale termijn van drie jaar niet mag overschrijden."

Pagina 5 van 11 De NVAO heeft vastgesteld dat de opleiding aan haar accreditatieaanvraag een herstelplan heeft toegevoegd. Conform het reglement bestuursbeginselen (Art.28§1) heeft de NVAO het herstelplan op 22 juni 2016 voorgelegd aan drie leden van de commissie, zijnde:

- Prof.dr. B. Jourquin (voorzitter);
- Prof.dr. M. Verbeek (domeindeskundige);
- Prof.dr.ir. G. Van Bruggen (domeindeskundige).

Op 14 juli heeft de commissie haar oordeel over het herstelplan gegeven. De commissie concludeert samenvattend dat het herstelplan afdoenende is. De voorgestelde kwaliteitsverbetering van de opleiding geniet het vertrouwen van de commissie.

Aanbevelingen

De commissie ter beoordeling van het herstelplan geeft de volgende aanbevelingen mee:

The management team of the Master had, in our opinion, to make a strategic choice between two main options.

The first, and probably the easiest one, was to "downgrade" the positioning of the program, making it more comparable to other marketing masters.

The other was to maintain the ambition at a high level. This involves a reform of the program, with a clear focus on analytics and the implementation of individual assessments at all the stages of the cursus.

The team decided to go for the second option, and the remediation reports clearly shows that the suggestions of the panel were used as levers to propose realistic actions within the requested timespan and using the available resources. The panel considers, however, that several remedies and changes are so obvious that it makes you wonder why they were not yet implemented before.

De NVAO onderschrijft de aanbevelingen van de commissie.

Bevindingen NVAO

- Het visitatierapport is opgesteld en onderbouwd overeenkomstig het toepasselijke Kader voor de opleidingsaccreditatie 2de ronde (8 februari 2013);
- De commissie heeft voor de externe beoordeling het visitatieprotocol gevuld zoals vastgesteld door de Vlaamse Universiteiten en Hogescholen Raad (augustus 2013);
- Het visitatierapport geeft inzicht in de samenstelling van de commissie;
- Het visitatierapport bevat een onderzoek ten gronde naar de aanwezigheid van voldoende generieke kwaliteitswaarborgen;
- Het herstelplan is gemotiveerd en op navolgbare wijze door de commissie als haalbaar en toereikend beoordeeld.

De NVAO volgt het eendoordeel van de visitatiecommissie: voldoende met beperkte geldigheidsduur.

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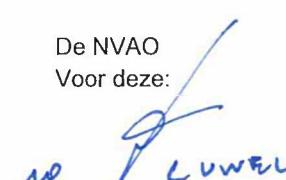
betreffende de accreditatie van de Master of Science in Marketing Analysis (master na master) van de Universiteit Gent.

De NVAO,
Na beraadslaging,
Besluit:

Met toepassing van de Codex Hoger Onderwijs, in het bijzonder de artikelen II.133-II.149, besluit de NVAO accreditatie met beperkte geldigheidsduur te verlenen aan de opleiding Master of Science in Marketing Analysis (master na master) georganiseerd door de Universiteit Gent. De opleiding wordt aangeboden te Gent zonder afstudeerrichtingen. De kwaliteit van de opleiding is voldoende met beperkte geldigheidsduur. De NVAO kent een accreditatie toe voor een periode van drie jaar.

De accreditatie met beperkte geldigheidsduur geldt van 1 oktober 2016 tot en met 30 september 2019.

Den Haag, 6 september 2016

De NVAO
Voor deze:

Ann Verreth
(vicevoorzitter)

¹ Het ontwerp accreditatiebesluit werd aan de instelling bezorgd voor eventuele opmerkingen en bezwaren. De instelling heeft geen gebruik gemaakt van de gelegenheid om te reageren.

Pagina 7 van 11 **Bijlage 1: Globale oordelen NVAO**

De onderstaande tabel geeft per generieke kwaliteitswaarborg het globaal oordeel van de NVAO weer, alsook het eindoordeel.

Generieke kwaliteitswaarborg

Oordeel	
1. Beoogd eindniveau	Voldoende
2. Onderwijsproces	Onvoldoende
3. Gerealiseerd eindniveau	Onvoldoende
Eindoordeel opleiding	Voldoende met beperkte geldigheidsduur

Pagina 8 van 11 **Bijlage 2 Basisgegevens over de instelling en de opleiding**

Naam instelling	Universiteit Gent
Adres instelling	Sint-Pietersnieuwstraat 25 B-9000 GENT
Aard instelling	ambtshalve geregistreerd
Naam associatie	Associatie Universiteit Gent
Naam opleiding (Graad, kwalificatie, specificatie)	Master of Science in Marketing Analysis
Niveau en oriëntatie	Master na master
Bijkomende titel	Geen
Opleidingsvarianten: – Afstudeerrichtingen – Studietraject voor werkstudenten	Geen
Onderwijsstaal	Engels
Vestiging(en) opleiding	Gent
Studieomvang (in studiepunten)	60
Vervaldatum accreditatie, tijdelijke erkenning of erkenning nieuwe opleiding	30 september 2016
Academieja(a)r(en) waarin opleiding wordt aangeboden ²	2015 - 2016
(Delen van) studiegebied(en)	Economische en toegepaste economische wetenschappen
ISCED benaming van het studiegebied	04: Business, administration and law 041: Business and administration

²

Betreft het lopende academiejaar, op het ogenblik van de accreditatieaanvraag

Pagina 9 van 11 **Bijlage 3: Domeinspecifieke leerresultaten**

1. Developing advanced marketing decision models based on customer relationship management theories.
2. Independently and critically analysing business relevant issues using data mining and informatics.
3. Selecting and validating advanced analysis techniques to optimally model marketing problems.
4. Translating complex marketing problems into a scientific research question.
5. Applying a literature study in international, peer-reviewed journals to advanced marketing problems.
6. Mastering software as a means to create complex marketing decision models and being able to interact with tool specialists
7. Continuously expanding one's own methodological competencies.
8. Integrating competing views into a single marketing solution.
9. Reporting the relevant results of own marketing research to scientific standards to peers and non-peers, both in writing and orally.
10. Producing professional reports on complex marketing issues and being able to communicate the results and recommendations to different levels in the organization.

Voorzitter:

- Prof. dr. Bart Jourquin, professor Université Catholique de Louvain, Mons (FUCaM); vice-rector UCL Université Catholique de Louvain, en voorheen rector FUCaM, directeur van de Louvain school of management.

Leden:

- Prof. dr. Marno Verbeek, professor of Finance, Rotterdam School of Management, Erasmus University Nederland (voor het bezoek aan de opleidingen Advanced studies in economics, Banking and finance, Marketing analysis, Maritieme wetenschappen, Zee- en vervoerrecht, Transport and maritime economics, Transport and maritime management, Economics of globalisation and European integration);
- Prof. dr. ir. Gerrit van Bruggen, professor marketing, Departement of Marketing Management, Rotterdam School of Management, Erasmus University (RSM), Nederland (voor het bezoek aan de opleidingen Banking and finance, Marketing analysis);
- Dhr. Mathias Closset, Student Bachelor Handel ingenieur, KU Leuven (voor het bezoek aan de opleidingen Banking and finance, Marketing analysis, Maritime science, Maritieme wetenschappen, Zee- en vervoerrecht, Transport and maritime economics, Transport and maritime management) (student-lid).

Pieter-Jan Van de Velde, stafmedewerker kwaliteitszorg verbonden aan de Cel Kwaliteitszorg van Vlaamse Universiteiten en Hogescholen Raad (tot 31 december 2015) en Klara De Wilde, coördinator kwaliteitszorg verbonden aan de Cel Kwaliteitszorg van Vlaamse Universiteiten en Hogescholen Raad (vanaf 1 januari 2016), traden op als projectbegeleider en secretaris van deze visitatie.

Pagina 11 van 11 **Bijlage 5: Samenstelling van de commissie (beoordeling herstelplan)**

Voorzitter:

- Prof. dr. Bart Jourquin, professor Université Catholique de Louvain, Mons (FUCaM); vice rector UCL Université Catholique de Louvain, en voorheen rector FUCaM, directeur van de Louvain school of management.

Domeindeskundigen:

- Prof. dr. Marno Verbeek, professor of Finance, Rotterdam School of Management, Erasmus University Nederland;
- Prof. dr. ir. Gerrit van Bruggen, professor marketing, Departement of Marketing Management, Rotterdam School of Management, Erasmus University (RSM), Nederland.