

## Besluit Gewijzigd besluit strekkende tot het verlenen van accreditatie aan de opleiding hbo-master Master in Consultancy and Entrepreneurship van de Hogeschool Rotterdam

### Gegevens

<b>datum</b>	Naam instelling	: Hogeschool Rotterdam
28 juli 2015	Naam opleiding	: hbo-master (postinitieel)
<b>onderwerp</b>		Master in Consultancy and Entrepreneurship (60 EC)
Besluit	Datum aanvraag	: 18 november 2014
accreditatie hbo-master	Graad opleiding	: Master of Business Administration
Master in Consultancy and	Variant opleiding	: voltijd
Entrepreneurship van de	Locatie opleiding	: Rotterdam
Hogeschool Rotterdam	Datum goedkeuren	
(003450)	panel	: 10 juni 2014
<b>uw kenmerk</b>	Datum locatiebezoeken	: 8 en 9 September 2014
U1194-2014 WdB/MK	Datum visitatierapport	: 14 november 2014
<b>ons kenmerk</b>		
NVAO/20152286/AH	Instellingstoets kwaliteitszorg	: ja, positief besluit van 5 november 2013
<b>bijlagen</b>		
2		

### Beoordelingskader

Beoordelingskader voor de beperkte opleidingsbeoordeling van de NVAO (Stcrt. 2010, nr 21523).

### Bevindingen

De NVAO stelt vast dat in het visitatierapport deugdelijk en kenbaar is gemotiveerd op welke gronden het panel de kwaliteit van de opleiding voldoende heeft bevonden. Het visitatierapport geeft de bevindingen en overwegingen weer van het panel over de masteropleidingen Master in Consultancy and Entrepreneurship (MCE), Master in Finance and Accounting (MFA) and Master in Logistics Management (MLM) van de Hogeschool Rotterdam. Het panel heeft (beide of meer) opleidingen gezamenlijk beoordeeld.

### Advies van het visitatiepanel

Samenvatting bevindingen en overwegingen van het panel.

The professional study programmes Master in Consultancy and Entrepreneurship (MCE), Master in Finance and Accounting (MFA) and Master in Logistics Management (MLM) of Rotterdam University of Applied Sciences are assessed as satisfactory. The argumentation on which this assessment is based, is given in this summary and in the audit report.

### Inlichtingen

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Pagina 2 van 6 *Standard 1 Intended learning outcomes*

The three study programmes, Master in Consultancy and Entrepreneurship, Master in Finance and Accounting and Master in Logistics Management (hereafter: MCE, MFA and MLM) are part of the Rotterdam Business School (RBS). The RBS has an international focus, the programmes are taught in English and there are many international students. The intended learning outcomes consist of a number of general competencies, which apply to all three of the programmes, and a set of specific competencies per programme. This places the masters somewhere in between a more generalistic and a more specific approach. There are seven general competencies, including the Interpersonal competency, Innovative competency and Environmental competency. MCE has seven specific competencies, MFA has nine and MLM has four. The RBS used the Dublin descriptors and the Standard for HBO Masters to define the master level of the intended learning outcomes. The competencies are validated by both the Advisory Board of the three master programmes, as well as by associate professors of the knowledge centres Entrepreneurship and Innovation and Mainport Innovation & Sustainable Solutions.

The RBS has three themes with which it wants to distinguish itself. These are internationalisation, intercultural awareness and corporate social responsibility/sustainability, which are relevant choices. Integrating these themes in the curriculum is still work in progress.

The panel assesses standard 1 as satisfactory for all three the programmes.

*Standard 2 Teaching-learning environment*

The curriculums are an adequate reflection of the intended learning outcomes. The content of the different programmes is relevant. Compared with similar bachelor programmes, the RBS masters focus more on innovation, company results, problem solving, reflection and gaining a higher level of comprehension.

The programmes have a decent research line, in which students are being taught relevant research skills. Some attention could be given to statistics. It is positive that early in the curriculum, students are stimulated to think about their thesis subject. The interaction with the professional practice is adequate, thanks to interesting guest lecturers, real life casestudies and projects, and the thesis.

The didactics used by the RBS are also adequate. A number of working methods are used, that fit their purpose and the didactical concept, in which there is a large role for student interaction.

The curricula are built-up in 4 blocks, with a practice-driven, student-driven and knowledge-driven track.

This adds to the coherence of the programme. The programmes consist of both specific and general modules. There are relatively a lot of different modules, with only a few EC per module. By dropping some of the smaller components and using these EC to add to the core courses in each Master, more balance between specialization and general approach might be obtained. With the relative low total number of EC (many similar programmes are larger) the programmes are ambitious in content.

A thing that requires attention is the studiability of the programmes. There are several aspects that limit the studiability. The large number of modules leads to a large number of tests. The ambitious nature of the programmes makes it common that students study in

Pagina 3 van 6 evenings, weekends or holidays. For almost all students, the programme isn't taught in their first language, which makes studying more difficult. For foreign students, it's more difficult to find an organisation/company to graduate. And there are several issues in the thesis process that affect the studiability negatively. The programme management is aware of this problem and already has taken several actions on the point of studiability, but it remains a major point of attention.

The staff and the facilities are adequate. The teachers cover the different professional fields and teachers are accessible. There might be more PhD's added to the staff, given that it is a programme on the master level.

The panel assesses standard 2 as satisfactory for all three the programmes.

#### *Standard 3 Assessment and achieved learning outcomes*

The panel is positive regarding the system for testing and assessment. The programmes use good tests and assessments, which fit the competencies and the curriculum. The variety of assessment methods used corresponds with the learning methods. All three programmes mostly use exams in the first block, (individually assessed) integrated group assignments in the second block and individual integrated assignments in the third block. In the integrated assignments, professional products are made by students. The way the RBS gives feedback is a point of attention.

Students who graduate have realized the intended learning outcomes and reach the master level. The topics of the thesis represent the broad, generalist approach of the programmes. The theses are of an acceptable level, but could be improved, especially by improving the supervision. More supervision by experts in the specific field of research would be an improvement, also in the phase of the thesis proposal. When more PhD's are appointed as teachers, it would be beneficial to have at least one supervisor teacher of PhD level per student.

These improvements could lead to better defined research questions and more coherence between the literature that students use and their own research through interviews or questionnaires. The majority of the theses deal with relevant problems for the professional field.

The panel assesses standard 3 as satisfactory for all three the programmes.

#### **Aanbevelingen**

De NVAO onderschrijft de aanbevelingen van het panel ten aanzien van de studeerbaarheid van het programma en de studiebegeleiding van de thesis.

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO het college van bestuur van de Hogeschool Rotterdam te Rotterdam in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 16 maart 2015 naar voren te brengen. Van deze gelegenheid heeft het college van bestuur geen gebruik gemaakt.

De NVAO besluit accreditatie te verlenen aan de postinitiële hbo-master Master in Consultancy and Entrepreneurship (60 EC; variant: voltijd; locatie: Rotterdam) van de Hogeschool Rotterdam te Rotterdam. De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

Dit besluit treedt in werking op 30 april 2015 en is van kracht tot en met 29 april 2021.

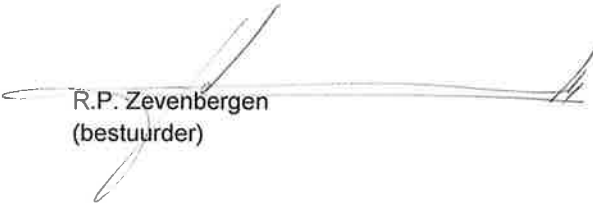
Het gewijzigde besluit betreft enkel de toevoeging aan de graad.

De toevoeging of Business Administration wordt aan de graad master toegevoegd indien ten minste 70% van de opleidingen binnen een cluster is geaccrediteerd na 1 januari 2012.<sup>1</sup>

Den Haag, 28 juli 2015

De NVAO  
Voor deze:

*b/q*

  
R.P. Zevenbergen  
(bestuurder)

Tegen dit besluit kan op grond van het bepaalde in de Algemene wet bestuursrecht door een belanghebbende bezwaar worden gemaakt bij de NVAO. De termijn voor het indienen van bezwaar bedraagt zes weken.

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<sup>1</sup> Stcr. 2013, 35337. De NVAO publiceert maandelijks een overzicht van deze clusters op haar website.

<b>Standaard</b>	<b>Formulering Standaard</b>	<b>Beoordeling door het panel</b>
<b>1. Beoogde eindkwalificaties</b>	De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	<b>voltijd</b> <b>Voldoende</b>
<b>2. Onderwijsleeromgeving</b>	Het programma, het personeel en de opleidings specifieke voorzieningen maken het voor de instromende studenten mogelijk de beoogde eindkwalificaties te realiseren	<b>Voldoende</b>
<b>3. Toetsing en gerealiseerde eindkwalificaties</b>	De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd	<b>Voldoende</b>
<b>Eindoordeel</b>		<b>Voldoende</b>

De standaarden krijgen het oordeel onvoldoende, voldoende, goed of excellent.

Het eindoordeel over de opleiding als geheel wordt op dezelfde schaal gegeven.

Pagina 6 van 6 **Bijlage 2: panelsamenstelling**

- dr. A.C.J.M. Olsthoorn (voorzitter), Researcher/advisor for medium and large organizations in the field of organization and changes , Teacher/trainer - Adult education, higher education, university and master programmes;
- prof. dr. J.A.A. van der Veen (lid), Professor at EVO chair Supply Chain Management and Cluster Lead 'Lean & MKB' - Nyenrode Business University, Entrepreneur as 'Jackomodo';
- H. van der Wal (lid), Consultant and co-owner - IJssel Vliet Consultants, Lecturer Management Accounting Executive Master of Finance and Control (EMFC) - Amsterdam Business School (ABS) - University of Amsterdam;
- Ir E. Joustra CPIM (lid), Principal Consultant PA Consulting Group / organizational consultant JMC (Joustra Management Consulting);
- A.C.P. Peeters BA (student-lid), Bachelor Artificial Intelligence - Radboud University Nijmegen, Master Philosophy - Radboud University Nijmegen.

Het panel werd ondersteund door drs. J.G. Betkó, secretaris (gecertificeerd).