

Besluit

Besluit strekkende tot het verlenen van accreditatie (na herstel) aan de opleiding wo-master Master of Business Administration van de MSM Maastricht School of Management

Gegevens

datum	Naam instelling	: Maastricht School of Management (MSM)
30 juni 2014	Naam opleiding	: wo-master Master of Business Administration (80 EC) (postinitieel)
Onderwerp	Datum aanvraag 1	: 9 maart 2012
Definitief besluit	Variant opleiding	: voltijd
wo-master Master of	Locatie opleiding	: Maastricht
Business Administration	Datum goedkeuren	: 14 augustus 2012
van Maastricht School of	panel	
Mananagement	Datum locatiebezoek 1	: 18 en 19 september 2012
(002761)	Datum visitatierapport 1	: 30 oktober 2012
uw kenmerk	Datum herstelbesluit NVAO	: 1 augustus 2013
WN/KK/NVAO/MBA/	Datum locatiebezoek 2	: 18 november 2013
Application/11/02/2014	Datum visitatierapport 2	: 11 februari 2014
ons kenmerk	Datum aanvraag 2	: 20 februari 2014
NVAO/20141535/ND		
bijlagen		
4		

Aanvullende informatie/voorgeschiedenis

Het visitatierapport 1 van het visitatiepanel (hierna ook: panel) d.d. 30 oktober 2012 beoordeelde de kwaliteit van de opleiding op basis van een negatief oordeel op de standaarden 5 en 16 als onvoldoende. De NVAO heeft Maastricht School of Management (hierna: MSM) bij brief van 10 januari 2013 in de gelegenheid gesteld om uiterlijk per 31 maart 2013 een door het panel geakkordeerd herstelplan in te dienen. Op 27 maart 2013 heeft MSM het door het panel geakkordeerde herstelplan ingediend. De NVAO heeft vervolgens bij besluit van 1 augustus 2013 op grond van artikel 5a.9, lid 8 van de Wet op het hoger onderwijs en wetenschappelijk onderzoek (WHW) de accreditatietermijn verlengd van 28 februari 2013 tot en met 31 augustus 2014.

Beoordelingskaders

- Artikel 5a.12a van de WHW (Stb. 201, 293)
- Accreditatiebesluit WHW (Stb. 201, 536)
- Beoordelingskader voor de uitgebreide opleidingsbeoordeling van de NVAO (Stcrt. 2010, nr 21523 en Stcrt. 2011, nr 21131).

Inlichtingen

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Samenvatting bevindingen en overwegingen van het panel:

In September 2012, the Master of Business Administration (MBA) programme of Maastricht school of Management (MsM) was assessed according to the NVAO framework for extensive programme assessment. The panel assessed standard 5 and 16 unsatisfactory. MsM was given the opportunity by the NVAO to improve these standards within one year and the accreditation was prolonged until 31 August 2014 by the NVAO. MsM composed an improvement plan, which addressed the recommendations and which was approved by the NVAO after positive advise from the panel. In November 2013, the panel returned and reassessed standard 5 and 16. MsM provided the panel with a reflection on the results of the improvement plan and underpinning documentation.

Standard 5 Qualifications of incoming students

The basic requirements to enter the programme are: Bachelor level, three years working experience and a motivation letter. Applicants whose native language is not English, must submit evidence of proficiency in the English language by achieving the following scores:

- TOEFL (Test of English as a Foreign Language)
 - 88 internet-based test
 - 570 paper-based test or
 - IELTS score of 6.5 (academie test)

Applicants are either required to take a GMAT (Graduate Management Admission Test) and obtain a score of 600, or take the Pre-MBA Test combined with leveling courses.

The Nuffic database is used to determine the validity of certificates. In 2013, MsM has introduced measures so as to better prepare applicants for successful completion of the programme. Starting with the intake of September 2013 applicants take a Pre-MBA test. In addition, all students enrolling in the MBA are now required to participate in four of the online Levelling Courses provided by Peregrine Academie Services.

The panel thinks that MsM selects in an internationally acknowledged way. Although the panel would have preferred stricter entry requirements such as a compulsory GMAT to be introduced, it believes that the measures taken are effective in the preparation of students.

The results from the most recent 2013 intake were evaluated and there were significant improvements between pre- and post-test scores.

Standard 16 (Assessment system and achieved learning outcomes)

MsM has updated the outcomes assessment plan, which gives a clear overview on the final qualifications in relation to the direct measures. In addition, MsM describes which direct measure are used to assess the final qualifications.

A standardized external inbound-outbound test is introduced to assess achievement in terms of the final qualifications. This test assesses whether students have gained and retained knowledge in the various management subject areas and provides international benchmarking opportunities. The test is launched with the 2013 intake.

The panel appreciates the implementation of the inbound/outbound test. The panel regards the system as reliable, based on the research report and analyses from other Business Schools. Since the assessment is implemented as of cohort 2013, the results of the

Pagina 3 van 13 outbound test are not available yet. This is unfortunate, but was unavoidable to remain within the legal time limits set for the reassessment. In agreement with NVAO the panel studied several course materials and tests, in order to give an opinion on the achieved learning outcomes. The panel believes these courses reflect the appropriate outcomes of an MBA.

In reaction to the recommendations of the panel, MsM introduced new thesis procedures and improved the role of faculty and supervisors in the thesis process as of cohort 2012. The panel thinks MsM had made major improvements to the thesis process.

In order to judge whether the quality of the theses has improved due to the measures taken by MsM, the panel assessed a sample of 15 theses. The sample was taken according to the NVAO guidelines. All theses were assessed at least satisfactory. Average grading by the panel was 0,5 point lower than the grades awarded by MsM, but compared to the prior site visit in 2012, the gap has narrowed considerably and is acceptable according to the panel.

MsM also addressed additional recommendations given by the panel relating to the other NVAO standards. According to the panel, this indicates that MsM has high ambitions. It gives a good impression of the quality culture at MsM. Based on the initial assessment report; monitors and benchmarks are carried out. The panel thinks the facility benchmark could be extended internationally and the employer survey needs a more robust approach in the future for validity purposes. In addition, the role of internal and external Boards is revised in the Education and Examination Regulations and measures for professionalization of faculty are introduced. The panel would like to encourage MsM to maintain these measures systematically.

The panel assesses the standards from the Assessment Framework for extensive assessment in the following way:

Standard		Assessment
Standard 5	Qualifications of incoming students	Satisfactory
Standard 16	Assessment system	Satisfactory

In the previous visitation in 2012, all other standards were assessed at least satisfactory by the panel. The panel gives a positive recommendation to the NVAO regarding the reaccreditation of the MBA programme of Maastricht School of Management.

Conclusie NVAO

Naar het oordeel van de NVAO is met positieve oordeel van het visitatiepanel voldoende aannemelijk gemaakt dat de opleiding aan de voorwaarden voor herstel heeft voldaan. In het (herstel)besluit van 1 augustus 2013 strekkende tot verlengen van de geldigheidsduur van het accreditatiebesluit van 28 februari 2007 zijn alle standaarden (uitgezonderd de standaarden 5 en 16) positief beoordeeld.

De NVAO stelt op grond van haar eerdere besluit van 1 augustus 2013 en op grond van het onderhavige paneladvies (visitatierapport 2), inhoudende een positief oordeel over de standaarden 5 en 16, vast dat de kwaliteit van de opleiding voldoende is.

Pagina 4 van 13 **Besluit**

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO de Maastricht School of Management te Maastricht in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 6 mei 2014 naar voren te brengen. Bij brief van 5 juni 2014 heeft prof. W. A. Naudé, dean director, op het voornemen tot besluit. Dit heeft geleid tot aanvulling van bijlage 2 in het definitieve besluit.

De NVAO besluit accreditatie te verlenen aan de postinitiele opleiding wo-master Master of Business Administration (80 EC; variant: voltijd; Maastricht) van Maastricht School of Management te Maastricht. De NVAO boordeelt de kwaliteit van de opleiding als voldoende.

Dit besluit treedt ingevolge bepaalde in artikel 5a.12a, lid 5, van de WHW in werking op 1 augustus 2013 en is van kracht tot en met 31 juli 2019.

Den Haag, 30 juni 2014

De NVAO
Voor deze:



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.

Onderwerp	Standaarden	Beoordeling door het panel <i>voltijd</i>
1. Beoogde eindkwalificaties	1. De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	V
2. Programma	2. De oriëntatie van het programma waarborgt de ontwikkeling van vaardigheden op het gebied van wetenschappelijk onderzoek en/of de beroepspraktijk.	V
	3. De inhoud van het programma biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	V
	4. De vormgeving van het programma zet aan tot studeren en biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	G
	5. Het programma sluit aan bij de kwalificaties van de instromende studenten.	V
	6. Het programma is studeerbaar.	V
	7. De opleiding voldoet aan wettelijke eisen met betrekking tot de omvang en de duur van het programma.	V
3. Personeel	8. De opleiding beschikt over een doeltreffend personeelsbeleid.	V
	9. Het personeel is gekwalificeerd voor de inhoudelijke, onderwijskundige en organisatorische realisatie van het programma.	V
	10. De omvang van het personeel is toereikend voor de realisatie van het programma.	G
4. Voorzieningen	11. De huisvesting en de materiële voorzieningen zijn toereikend voor de realisatie van het programma.	G
	12. De studiebegeleiding en de informatievoorziening aan studenten bevorderen de studievoortgang en sluiten aan bij de behoefte van studenten.	V
5. Kwaliteitszorg	13. De opleiding wordt periodiek geëvalueerd, mede aan de hand van toetsbare streefdoelen.	V
	14. De uitkomsten van deze evaluatie vormen de basis voor aantoonbare verbetermaatregelen die bijdragen aan realisatie van de streefdoelen.	V
	15. Bij de interne kwaliteitszorg zijn de opleidings- en examencommissie, medewerkers, studenten, alumni en het afnemend beroepenveld van de opleiding actief betrokken.	V
6. Toetsing en gerealiseerde eindkwalificaties	16. De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd.	V
Eindoordeel		V

De standaarden krijgen het oordeel onvoldoende (O), voldoende (V), goed (G) of excellent (E). Het eindoordeel over de opleiding als geheel wordt op dezelfde schaal gegeven.

Tabel 1: Rendement.

Cohort	2009	2010	2011
Rendement	100%	98%	91%

Tabel 2: Docentkwaliteit.

Graad	MA	PhD
Percentage	29%	71%

Tabel 3: Docent - studentratio.

Ratio	1 : 14,3
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Tabel 4: Contacturen.

Studiejaar	1	2
Contacturen	582	NA

Eventuele toelichting:

Contact hours	
Lecture Hours (including thesis)	560
Non credit courses (group dynamics, presentation, skills, learning styles, introduction)	22
Total contact hours	582

- H. Schreuder, PhD, Chair of the panel, was Executive Vice-President Corporate Strategy & Acquisitions at Royal DSM N.V. until 2012;
- F. Cörvers, PhD, leader of the Dynamics of the Labour Market research programme at the Research Centre for Education and the Labour Market (ROA), Maastricht University;
- E. Masurel, PhD, is a Full Professor and the director of the Amsterdam Center for Entrepreneurship at VU (ACE@VU, formerly VU Center for Entrepreneurship) as of 2008;
- M. Dejardin, PhD, is Associate Professor at Université Catholique de Louvain and University of Namur;
- F. F. Carelsz is studying an MSc in Management of Learning and an MSc International Business at Maastricht University.

Het panel werd ondersteund door C.J.F Meijer-van Wijk, MSc, secretaris (gecertificeerd).



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Maastricht School of Management

**Improvement Plan for the (WO) Master of Business
Administration (MBA)**

Accreditation Organization of the Netherlands and Flanders (NVAO)

March 2013



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MAASTRICHT SCHOOL OF MANAGEMENT

Nederlands-Vlaamse Accreditatieorganisatie NVAO
Paul Zevenbergen
bestuurder
Postbus 85498
2508 CD Den Haag

Your ref. : wo- master Master of Business Administration (000350) Improvement plan
Our ref. : WN/KK/NVAO/MBA/IP/19/03/2013
Subject : Improvement plan as requested in the accreditation decision for the (WO) Master of Business Administration (CROHO # 75013)
Date : March 26th, 2013

Dear Mr. Zevenbergen,

The Maastricht School of Management (MsM) is pleased to submit its Improvement Plan as requested in the letter dated January 10th 2013 (reference NVAO/20130059/SL) by the NVAO with regards to the accreditation decision of the residential Full-Time MBA Program.

In addition, you will find the opinion of the visitation panel attached.

Thank you.

Kind regards,

Prof. Wim A. Naude, PhD
Dean Director MsM





Maastricht School of Management

Improvement Plan: Residential Full-Time MBA program Submitted to the Chairman of the visitation panel on March 13th, 2013

The improvement plan contained herein has been discussed and approved in the January Educational Board meeting and ratified by the Dean Director. Implementation has started already and will be ongoing.

	Recommendation the panel	Advice, course of action
1.	<i>"Clarifying the connection between the learning outcomes and the Dublin Descriptors, specifying the knowledge concerning the different fields of management and to reformulate the learning outcomes in terms of 'achieved by graduates', instead of students or the programme."</i>	<p>A. MsM will use information on the learning outcomes of similar institutions (i.e. focusing on management education in emerging markets) to ensure its own learning outcomes are in line with international best practice.</p> <p>B. MsM's pending membership Global Business School Network and current accreditation memberships will be utilised to improve benchmarking with business schools globally.</p> <p>C. Course outlines will be adjusted to reflect which Dublin Descriptor is covered in the specific course.</p> <p>D. The employer survey will be developed. Education Operations (EO) and the Academic Coordinators will give information to the Corporate, Alumni and Partnership (CAP) office. It is advised to check the templates (in relations to the content) available by other institutions (e.g. UM)</p>
2.	<i>"Inviting more international guest lecturers to contribute to the programme."</i>	<p>A. A list of alumni will be presented to the Education Board (EB) of MsM (those working in the Netherlands or surrounding countries) for guest lecturing or guest speaking. The EB will then give a recommendation for which speakers should be invited for the specific courses and Education Operation will be implementing the decision.</p>
3.	<i>"Explicating the relationship between intended learning outcomes and learning objectives."</i>	<p>A. Course outlines will be adjusted to reflect which Dublin Descriptor is covered in the specific course. The link between program goals, program objectives and course objectives will be explained in the document, making it clear for the participants and for lecturers which program goal is related to the specific course.</p>



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<p>4. <i>"Requiring a GMAT test and increasing the norm to 600."</i></p>	<p>A. All admitted students will be required to either take the GMAT or take the MsM Pre-MBA test. Options are:</p> <ul style="list-style-type: none"> a. Successfully pass the pre MBA test, applicant can start the program b. Fail the pre MBA test, student is required to take the summer course (levelling course). c. Student provides a GMAT 600 score d. Student provides a GMAT 500- Admission panel will decide whether the student would be admitted or not or whether the student would need to take a leveling course or not. The admission board makes a decision considering all admission criteria. Previous education credentials of the student will be evaluated and an interview either face to face or on Skype will aid the board to make its decision. <p>B. MsM will use Peregrine Academic Services for levelling courses. If a student fails the pre-MBA test, he or she will be required to take the summer (leveling courses). Results on the pre-MBA test will indicate which course they would need to take. The leveling courses will cover Quantitative Management, Finance and Accounting, the Pre-MBA test will be concentrating on these areas as well. Progress is monitored through participation and no additional exam will be required after the course.</p>
<p>5. <i>"Including the research workshops into the regular programme."</i></p>	<p>A. The research workshops (RM 1 and 2) will be included in the regular programme and students will receive 4 ECTS for the two courses. Class attendance is mandatory for these courses as well. The additional credits do not replace any course. 80 ECTS will be kept for the overall program, 4 credits will go to research methods and this is embedded with the thesis. The thesis itself will be 16 credits. Curriculum revision changes will be addressed starting the second half of 2013 but implementation is not expected until 2015 or 2016. The curriculum revision committee will address the concerns of the panel with regards to the intensity of the program, among others.</p>



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6. <i>"Drawing up a qualitative formation plan and including formal personal development plans into the HRM policy."</i>	<p>A. HR&L, Director Education and Dean Director should prepare an Advisory 5 year plan on retirees and plans for replacements to ensure adequate coverage of all business areas.</p> <p>B. One of the academic coordinators would act as a Project Leader to design a broad outline and course plan for workshops for faculty.</p>
7. <i>"Benchmarking the accommodation and facilities in order to compare itself to other institutes and striving for an excellent assessment on this standard in the future."</i>	<p>A. MsM will be benchmarking its facilities against other institutes.</p>
8. <i>"Either joining the national student satisfaction survey or comparing the outcomes to the satisfaction surveys of the outreach locations in order to benchmark results."</i>	<p>A. Please refer to point 1. A and B for comparing results. The institution will be benchmarking results of the satisfaction questionnaire with the outreach locations. The thesis and course results have been benchmarked among a number of locations.</p>
9. <i>"Increasing the involvement of the professional field and the examination board at short term."</i>	<p>A. The criteria for the panel should be set and new panel members should be appointed. The Dean Director has requested the review and restructuring of the Examination Board (function and tasks). A new secretary full-time will be appointed as of April. Restructuring will take effect by September (the start of the new intake in Maastricht). The Educational Board (EB) is the body that sets the requirements for graduation. The Examination Board (ExB) will:</p> <ul style="list-style-type: none"> - monitor and supervise examination, assessment and grading procedures for every program, - monitor the correct and fair implementation of exam procedures - handle appeals from stakeholders with respect to the above <p>B. The next meeting of the external panel has been scheduled.</p>
10. <i>"Defining an assessment policy and explaining why certain assessment methods are used to assess the intended learning outcomes."</i>	<p>A. The Outcomes Assessment Plans will be extended to include an explanation on why certain assessment methods are used in the programme.</p>



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11	<i>“Either abolishing the entry/exit test or improving it substantially.”</i>	<p>A. We will contact Peregrine Academic Services to get an offer for all programs to handle the entry and exit test. This will not only allow for improvement of the testing but also for benchmarking the results on an international level. Fall back option will be Assessment and Learning in Knowledge Spaces (ALEKS).</p> <p>Peregrine Academic Services will undertake the inbound and outbound testing, they will provide the online leveling courses, and they will prepare internal and external benchmarking data for MsM.</p>
12	<i>“Strictly maintaining the level of quality assurance regarding administrative procedures regarding the thesis process.”</i>	<p>A. The administrative procedures regarding the thesis process will be maintained and increased. The process will be closely monitored.</p>
13	<i>“Strictly applying the new procedures regarding the preparation for the thesis.”</i>	<p>A. The procedures for preparation of the thesis will be applied and closely monitored. Moreover a new process is being introduced. Please see below:</p> <ul style="list-style-type: none"> a. Changes in the process will be introduced b. Changes in the rubric will be implemented c. Detailed explanation on the scoring will be presented d. Restructuring of the faculty (now with 8 clusters and appointment of new chairs) responsibilities in the thesis process).