

## Besluit

### Besluit strekkende tot het verlenen van accreditatie aan de opleiding wo-master Bedrijfskunde van de Radboud Universiteit Nijmegen

	<b>Gegevens</b>	
<b>datum</b>	Naam instelling	: Radboud Universiteit Nijmegen
5 september 2013	Naam opleiding	: wo-master Bedrijfskunde
<b>onderwerp</b>	Datum aanvraag	: 8 november 2012
Besluit	Variant opleiding	: voltijd
accreditatie wo-master	Specialisaties	: Strategy
Bedrijfskunde van de Radboud		Marketing
Universiteit Nijmegen		International Management
(001018)		Organizational Design and Development
<b>uw kenmerk</b>		Strategic Human Resource Management
mso/rg/12U.014108		Business Analyses and Modelling
<b>ons kenmerk</b>	Locatie opleiding	: Nijmegen
NVAO/20132824/ND	Datum goedkeuren	
<b>bijlagen</b>	panel	: 4 december 2012
3	Datum locatiebezoek	: 14 januari 2013
	Datum visitatierapport	: 22 april 2013
	Instellingstoets kwaliteitszorg	: ja, positief besluit van 21 november 2011

#### 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 bachelor- en masteropleiding Bedrijfskunde van de Radboud Universiteit Nijmegen. Het panel heeft (beide of meer) opleidingen gezamenlijk beoordeeld.

#### Advies van het visitatiepanel

Samenvatting bevindingen en overwegingen van het panel.

Pagina 2 van 7 *Standard 1: Intended learning outcomes*

The goal of the master's programme is to teach students to be independent academics whose attitudes and practices are characterized by a social science orientation to organizational problems. A graduate of the programme is qualified to work in a wide range of professional contexts where the ability to think and act in a distinctly academic, abstract and critical fashion is required in order to contribute to improving the performance of organizations. The programme offers the following specializations: Strategy; Marketing; Organizational design and development; Strategic human resource management; Business analysis and modelling; and International management. The programme profiles itself through the following characteristics: focus on social processes; a broad social science orientation; an integrated approach; attention to interventions; and a full spectrum of research methodology. The committee is positive about the clear profile. It concludes that the sharp focus helps student identification, staff morale and market positioning. The social science orientation and the focus on social processes and interventions in those processes in organizations are distinctive features of the programme. The goal and profile of the programme are expressed in four central content areas: the field of study, research and intervention methodology, social-communicative skills, and learning skills. The learning outcomes of the programme were established by combining the four content areas with three levels: knowledge, application and reflection. In total, 34 learning outcomes are specified for the master's programme. The committee believes the learning outcomes of the programmes are clearly specified. They are in line with the subject-specific reference framework for Business Administration. In addition, the programme's position within the domain, with a strong focus on social processes and the responsible behaviour of organizations, is reflected in the learning outcomes.

*Standard 2: Teaching-learning environment*

The one-year, full-time programme comprises two semesters, each containing two blocks of ten weeks. Each block has eight weeks for classes, one week for exam preparation and re-sits, and one week for exams. Each semester also contains one course that is spread over the whole semester. Students are thus engaged in three courses simultaneously. They follow five courses in the first semester. These four theme-based courses are attuned to each other and together form the backbone of the specialization in one of the sub-disciplines of Business Administration. The fifth course is the research methods course that runs throughout the entire first semester. The second semester is characterized by electives and the choice of a particular thesis subject. The committee has established that the master's programme enables students to develop their competences in business administration on an advanced level and prepares them for continuing in a PhD programme or a position on the labour market for which an advanced scientific education in business administration is required. The programme is based on the following didactic principles: linking academic teaching and research, theory and action-based learning, challenging and stimulating students, and smallscale forms of teaching. According to the committee, the working methods and the set-up of courses do stimulate regular study and ensure that students master the material in an active way.

In the committee's opinion, the master's programme is interesting and challenging. It provides a good balance between research and theory. The specializations connect their specialized questions and themes to the broader field of Business Administration. Students have the possibility to shape the programme according to their own individual wishes and interests by choosing one of the specializations.

Within the master's programme, a variety of assessment methods are used, like written exams, written papers, assignments and oral presentations or combinations thereof. The committee examined the learning assessment procedure and examined a selection of assessments. It concludes that the assessments are adequately related to the programme. There is a variety of assessment forms and a good balance between individual and group assignments. The course coordinators develop a dossier for each course. These dossiers contain a course description, the starting situation of the students, the place of the course in the programme, learning goals and an examination matrix. The committee appreciates the use of course dossiers, which provide sufficient information about the assessment of the courses and contribute to a valid and reliable assessment. In the final stage of the programme, the learning outcomes are tested by means of the master's thesis. The committee assessed fifteen recent master theses and established that they all met the requirements for graduation. On average, the theses are of adequate quality. The committee did not encounter theses that were unsatisfactory. The theses illustrate that the students have achieved the intended learning outcomes as formulated by the programme. Some of them were of very high quality. Most of them had a strong methodological character and used appropriate research methods and techniques. However, some theses which had the potential to consider practical implications lacked such an analysis. The committee recommends elaborating the form for assessing the theses, providing more guidelines on the assessment and requiring written feedback in all cases.

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO het college van bestuur van de Radboud Universiteit Nijmegen te Nijmegen in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 10 juni 2013 naar voren te brengen. Bij e-mail van 4 juli 2013 heeft het college van bestuur van deze gelegenheid gebruik gemaakt. Dit heeft geleid tot een enkele tekstuele aanpassing en tot aanvulling van bijlage 2 in het definitieve besluit.

Op grond van het voorgaande besluit de NVAO accreditatie te verlenen aan de wo-master Bedrijfskunde (60 ECTS; variant: voltijd; locatie: Nijmegen) van de Radboud Universiteit Nijmegen te Nijmegen. De opleiding kent de volgende specialisaties: Strategy Marketing, International Management, Organizational Design and Development, Strategic Human Resource Management en Business Analyses and Modelling. De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

Dit besluit treedt in werking op 1 januari 2014 en is van kracht tot en met 31 december 2019.

Den Haag, 5 september 2013

De NVAO  
Voor deze:

A handwritten signature in black ink, consisting of a large, stylized loop followed by a vertical line and a horizontal stroke extending to the right.

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	Standaard	Beoordeling door het panel <i>voltijd</i>
<b>1. Beoogde eindkwalificaties</b>	De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	G
<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	G
<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	V
<b>Eindoordeel</b>		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.**

<b>Cohort</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Rendement</b>	83%	91%	

**Tabel 2: Docentkwaliteit.**

<b>Graad</b>	<b>Ma</b>	<b>PhD</b>	<b>BKO</b>
<b>Percentage</b>	100%	98%	88%

**Tabel 3: Student-docentratio.**

<b>Ratio</b>	1:28
--------------	------

**Tabel 4: Contacturen.**

<b>Studiejaar</b>	1
<b>Contacturen</b>	5,6

- Prof. dr. Verhallen, (voorzitter) Dean of the Faculty of Economics and Business Administration Tilburg University, Research director TIASNimbas Business School;
- Prof. dr. van der Heijden, (lid), full professor of Accounting and Information Systems, Royal Holloway, University of London;
- Lynette Harris, (lid) Em. Prof of HR and Professional Practice at Nottingham Business School and prior to that Personnel Director in both public and private sector;
- Prof. dr. Sturdy, (lid) Head of the Department of Management and Professor of Organizational Behavior at the University of Bristol;
- Marjolijn van der Aar (student-lid) is a master student of Business Administration at the Free University of Amsterdam.

Het panel werd ondersteund door Linda van der Grijspaarde, secretaris (gecertificeerd).