

Besluit **Besluit strekkende tot het verlenen van accreditatie aan de opleiding wo-master Organisation Studies van de Universiteit van Tilburg**

	Gegevens	
datum	15 juli 2013	Naam instelling : Universiteit van Tilburg
onderwerp	Organisation Studies van de Universiteit van Tilburg (001270)	Naam opleiding : wo-master Organisation Studies (60 ECTS)
uw kenmerk	213.5841	Datum aanvraag : 20 december 2012
ons kenmerk	NVAO/20132057/SL	Varianten opleiding : voltijd
bijlagen	3	Tracks/specialisaties : Organisation of Cultural Diversity (tot 2011/2012)
		Locaties opleiding : Tilburg
		Datum goedkeuren panel : 22 mei 2012
		Datum locatiebezoeken : 5 en 6 september 2012
		Datum visitatierapport : 27 februari 2013
		Instellingstoets kwaliteitszorg : Ja, positief besluit van 3 april 2013

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.

Advies van het visitatiepanel

Samenvatting bevindingen en overwegingen van het panel.

Standard 1: Intended learning outcomes

The one-year master's programme Organisation Studies (OS) builds on the OW bachelor's programme and – like OW – is presented as research-driven, with a strong focus on the methods and techniques of the social sciences. It is specifically designed to reflect the complexity and dynamics of present-day societies and organisations. Because of its clear focus, the master's programme is more 'recognisable' than the bachelor's programme. Whereas the programme has a clear vision of its own objectives and position within the wider field of organisation studies, a well-thought-out overview of the entire field seems to be lacking. The very concise domain-specific framework of reference, which was put together by the programmes participating in the cluster assignment, clearly illustrates this. The

Pagina 2 van 7 committee would have preferred to see a more intelligent formulation of what is common to the programmes in organisational studies at the VU University Amsterdam and Tilburg University.

The programme has phrased a set of intended learning outcomes that clearly reflects its research-oriented character. The learning outcomes are sufficiently concrete in terms of level, content and orientation and have been designed to match the Dublin descriptors. While the intended learning outcomes contain little reference to the application of academic knowledge and skills within professional practice, the programme does seem to recognise the importance of familiarising its students with the practical application of academic theories. This is reflected in the recent establishment of an extended master's programme (90 EC), in which students combine the regular master's programme with a junior traineeship at a company.

Standard 2: Teaching-learning environment

The one-year master's programme is taught in English and covers two semesters (60 EC). The four learning lines of the bachelor's programme OW have been extended to the master's programme, which ensures continuity and coherence. In comparison to the bachelor's programme, the master's curriculum is more defined and well integrated. The content of the courses is challenging and the level of multidisciplinary admirable. Additionally, the complexity and dynamics perspective adds a laudable focus to the programme.

The study load of the programme is on the high side, but overall acceptable. Students are highly motivated and prepared to work hard. The committee further appreciates the fact that the programme includes innovative elements such as the possibility to follow an extended version or get a dual degree from TiU/BI Business School.

After studying the quantitative data on intake and completion rates, the committee concludes that the intake of students in the master's programme is substantial and consistent. The student population seems much more mixed than that of the quite homogeneous bachelor's programme. This mainly has to do with the 60 EC pre-master's programme that regulates inflow into the master's programme and draws in a varied crowd of students with both academic and professional backgrounds.

The teaching staff of the programmes is generally well equipped to teach the programme. One obvious observation is that the student-staff ratio (1:38) is currently quite high. The committee urges the programme management to quickly fill five positions that are currently open. Additionally, it advises developing a competitive retention policy in order not to lose more staff members to competitors. While the committee is satisfied with the overall quality of the staff, it finds the number of lecturers without a PhD on the high side.

In terms of internationalisation, there is ground to be gained. While an increasingly international group of staff members teaches the programme, student mobility is quite low. Very few exchange students enter the programme, and very few OS students make use of the possibility of an international research project or internship.

The system of assessment as a whole was found to be adequate, though some aspects could and should be improved. While the Board of Examiners (BoE) has begun to explore its new role as the guardian of the achievement of the intended learning outcomes, the committee finds that it still has quite a long way to go. Randomised checking of examinations and theses produced at TSB, against a common standard, should become a regular responsibility of the BoE. Also, the forms used to assess master's theses during much of the review period were found to be lacking, as they required assessors to tick boxes rather than provide detailed comments on which aspects of the thesis were satisfactory and which were not. The committee was informed that this issue has been remedied as of 2011-2012.

The sample of theses clearly shows that the graduates achieve the required level. Generally speaking, the committee's marks were in line with the original grades, although it did observe some conservative marking, especially in the highest segment. The committee was pleased to find the relation of research and teaching underpinned by the fact that master's theses have provided the basis for articles and conference papers by staff members. A next step could be for the students themselves to publish articles based on their thesis research. A further indicator that graduates indeed achieve the intended learning outcomes is that they easily find employment at the desired level. Although quite a few graduates (42%) end up in sectors and functions that reflect their background in OS, the content of the programme is obviously generic enough to allow for employment in other sectors and positions.

Aanbevelingen

De NVAO onderschrijft de opmerkingen van het panel over:

- de Examencommissie, die haar nieuwe, proactieve rol, op basis van de Wet versterking besturing, nog veel sterker moet oppakken;
- het invullen van de openstaande vacatures en daarmee het verlagen van de docent-student ratio;
- de beoordelingsformulieren van de thesis, dat gedetailleerd inhoudelijk commentaar mogelijk moet maken;
- het percentage gepromoveerde docenten zou moeten worden verhoogd.

Bestuurlijke afspraak

Het panel is van mening dat de examencommissie een proactieve houding dient aan te nemen om te voldoen aan haar wettelijke taken en verantwoordelijkheden. De examencommissie dient een stevige grip te krijgen op de kwaliteitsborging van de toetsing. Aldus komt de examencommissie in haar rol conform de WHW, artikel 7.12 t/m 7.12c en 18.7. Hiertoe hebben de Universiteit Tilburg en de NVAO hierover een bestuurlijke afspraak gemaakt.

De opleidingen zullen de rol van de examencommissie conform de WHW verruimen en zullen de NVAO op de hoogte stellen van de gemaakte vorderingen door uiterlijk 1 april 2015 het jaarverslag van de examencommissie van studiejaar 2013-2014 toe te sturen.

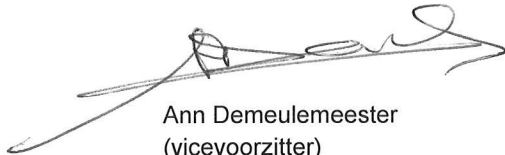
Ingevolge het bepaalde in artikel 5a.10, tweede lid, van de WHW heeft de NVAO het college van bestuur van de Universiteit van Tilburg te Tilburg in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 23 april 2013 naar voren te brengen. Bij e-mail van 6 juni 2013 heeft de instelling gereageerd op het voornemen tot besluit. Dit heeft geleid tot enkele aanpassingen in het besluit.

De NVAO besluit accreditatie te verlenen aan de wo-master Organisation Studies (60 ECTS; variant: voltijd; locatie: Tilburg) van de Universiteit van Tilburg te Tilburg. De opleiding kende tot 2011/2012 de volgende afstudeerrichting: Organisation of Cultural Diversity. 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, 15 juli 2013

Nederlands-Vlaamse Accreditatieorganisatie



Ann Demeulemeester
(vicevoorzitter)

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
1. Beoogde eindkwalificaties	De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	V
2. Onderwijsleeromgeving	Het programma, het personeel en de opleidings specifieke voorzieningen maken het voor de instromende studenten mogelijk de beoogde eindkwalificaties te realiseren	G
3. Toetsing en gerealiseerde eindkwalificaties	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.

Cijfers gebaseerd op studiejaar 2011/2012

Tabel 1: Rendement.

Cohort	2009	2010	2011
Rendement	97%	47%	

Tabel 2: Docentkwaliteit.

Graad	MA	PhD	BKO
Percentage	31%	69%	-

Tabel 3: Student-docentratio.

Ratio	1:38*
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*het betreft de docent-studentratio voor de bachelor- en masteropleiding gezamenlijk

Tabel 4: Contacturen.

Studiejaar	1
Contacturen	160

- Prof. Arndt Sorge, Honorary Professor, Faculty of Economics and Social Science, University of Potsdam, Germany (chair);
- Prof. Nelson Phillips, Professor of Strategy and Organizational Behaviour, Imperial College Business School, London, UK;
- Prof. Ray Reagans, Associate Professor, Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA, USA;
- Prof. Hans Doorewaard, Professor of Organisational Development, Nijmegen School of Management, Radboud University Nijmegen, the Netherlands;
- Prof. Patrick Flood, Professor of Organisational Behaviour, Dublin City University, Ireland;
- Gerdine Tiemens, BA, student of MSc programme 'Beleid, Communicatie en Organisatie' (BCO), VU University Amsterdam.

The committee was supported by Dr. Floor Meijer, who acted as secretary (gecertificeerd).