

Besluit

Besluit strekkende tot het verlenen van accreditatie aan de opleiding hbo-master Master in International Business and Management (double degree) van de Hanzehogeschool Groningen met Anglia Ruskin University

	Gegevens	
datum	29 september 2017	Naam instelling : Hanzehogeschool Groningen
onderwerp	Besluit	Naam opleiding : hbo-master Master in International Business and Management (90 EC) (postinitieel)
accreditatie hbo-master	Master in International Business and Management van de Hanzehogeschool Groningen (005715)	Datum aanvraag : 1 mei 2017
uw kenmerk	O&O 175032	Graad opleiding : Master of Business Administration
ons kenmerk	NVAO/20172322/ND	Variant opleiding : voltijd
bijlagen	2	Double degree : Anglia Ruskin University
		Locatie opleiding : Groningen, Cambridge
		Datum goedkeuren panel : 31 oktober 2016
		Datum locatiebezoek : 1 februari en 20 maart 2017
		Datum visitatierapport : 18 april 2017
		Instellingstoets kwaliteitszorg : ja, positief besluit van 26 april 2013

Beoordelingskader

Beoordelingskader voor de beperkte opleidingsbeoordeling van de (Stcrt. 2014, nr 36791).

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.

In February 2017 the professional master programme Master in International Business and Management (MIBM) of the International Business School (IBS) was reviewed by an audit panel from NQA. The MIBM programme is an 18-month full-time programme that is fully international and offered in English at the Zernike Campus of Hanze University of Applied Sciences (Hanze UAS) in Groningen. The audit panel assessed the overall quality of the MIBM degree programme as satisfactory.

Pagina 2 van 6 The panel noticed that the MIBM programme has made considerable changes since the last audit visit in 2008. The programme was further developed in line with the ambition of the IBS, and with a specific focus on Dynamic Decision Making. In the process of continuous alignment with developments in the professional practice, the MIBM programme was restructured with New Economic Realities as the overall theme.

Standard 1: Intended learning outcomes

The MIBM programme has recently realigned their profile with professional practice focusing on Dynamic Decision Making in international business in the context of New Economic Realities. With this the MIBM aims to prepare students for decision making at the top level of internationally operating companies by exposing them to the ambiguity of decision making at the top-level of a company. In order to do so, the MIBM has developed eight programme learning outcomes (PLOs), each specifying their concrete intended learning outcomes. The learning outcomes are relevant to the domain and the professional field and are in line with the required master's level and international criteria (AMBA criteria). The panel is of the opinion that the meaning of and focus on Dynamic Decision Making could be further explicated. Furthermore, theoretical knowledge and understanding could receive more emphasis in the PLOs. The panel is positive about IBS' connections with the professional international field and associations with the different centres of expertise at Hanze UAS. The panel is very positive about the double degree with Anglia Ruskin University.

The programme receives the assessment satisfactory on standard 1: Intended learning outcomes.

Standard 2: Teaching-learning environment

The intended learning outcomes have been translated into course level learning (and thesis) outcomes. The panel is positive about the course content and finds this relevant and up to date. The 'New Economic Realities' approach is taken as a starting point and is integrated in almost all the courses offered. During the programme students are offered in-depth knowledge and they learn professional business and research skills. They do so by means of an applied approach which entails full involvement in education, professional practice and applied research (didactical approach). According to the panel, the full involvement of the professional practice could be more direct in the first two semesters.

The integration of education, professional practice and applied research is combined with a powerful faculty which creates a professional learning community. The faculty is internationally diverse, is active in research projects, and has extensive business experience. The panel finds that an international learning environment is offered to students to enhance their competences.

The panel is of the opinion that the meaning of Dynamic Decision Making could be further explicated across the curriculum and that within the development of research skills more attention to research questions and validity could be given. Another point of attention regards the small contracts of everyone involved. The team represents a wide scope of expertise, but at the same time, the panel finds that the programme could benefit from a more concise core team. Such a team would make it easier to maintain an overall view of the programme, to oversee red threats. The programme management has stated that it wants to develop a core team.

Finally, the study programme facilities are adequate for the education offered. Specific facilities for students from abroad are provided by the international office. Students appreciate the short communication lines with faculty members.

Pagina 3 van 6 The MIBM degree is a direct entry master: students with a bachelor degree in business can directly enroll into the professional master programme.

Based on the overall quality of the content of the curriculum, the manner in which the profile is imbedded in the curriculum, and the immense quality of staff, the programme receives the assessment satisfactory on standard 2: Teaching-learning environment.

Standard 3: Assessment

The MIBM has a sufficient system of assessment. The programme uses a sufficient variety of different types of assessments. Criteria are derived from the PLOs (and course learning outcomes) and are transparent to students. Overall, course material describes relevant criteria. In general, the quality of assessments and exams is sufficient. The panel finds the programme management should re-evaluate the amount of group assignments, and could pay attention to the validity of some tests.

The MIBM programme has proper guidelines and regulations for lecturers and transparent criteria for students. Because of the diversity in feedback that is given based on the thesis criteria some students struggle with the understanding of what is expected of them. Fortunately, the Master team was already aware of this and is already taking steps to address this issue.

The Exam Board and the Assessment Committee monitor the quality of assessments. Members are well-trained do to so. The Assessment Committee made clear it puts emphasis on the end level as a whole and the Thesis Project by training examiners, and organizing calibration sessions with faculty members, specifically to gain more uniformity among faculty members involved with the thesis process and with regard to criteria formulated by the team.

The programme receives the assessment satisfactory on standard: 3 Assessment.

Standard 4: Achieved learning outcomes

In order to determine if students reach the intended learning outcomes, they write a Master Thesis Proposal, a Master Thesis and a Reflection Paper based on a research project (25 EC). The panel studied a sample of seventeen of the MIBM theses. The majority of the theses show enough depth, and the panel finds that some of the theses show good quality. Furthermore, graduates and the international working field are satisfied about the graduates' qualifications. In general the panel finds that the quality of research methodology shown in the theses can be strengthened specifically the translation of the management problem into underlying theoretical concepts that drive the research questions and research methodology. In three out of seventeen theses the panel concluded that the lack of valid research led insufficient master level. These mainly concerned an older batch. It was made clear to the panel that for the IBS master programmes, the faculty members work very hard to make it more transparent and explicit what is expected at masters level. A review of the most recent batch of graduates of the beginning of 2017 and an extra in-depth discussion with lecturers (supervisors and assessors) made clear that progress is being made continuously. The panel notes improvement in depth (master level) and can conclude that overall the master level is sufficient and well safeguarded by faculty members. The panel also notes that safeguarding the master level, making it more explicit, is an ongoing process that needs proper facilitating and support from management and the wider organisation. Overall, the programme receives the assessment satisfactory on standard 4: Achieved learning outcomes.

Pagina 4 van 6 **Aanbevelingen**

De NVAO onderschrijft de aanbevelingen van het panel en benadrukt het belang van voortzetting van de genomen maatregelen en het bewaken van het masterniveau binnen de opleiding. Gezien de positieve instellingstoets kwaliteitszorg vertrouwt de NVAO op de werking van de interne kwaliteitszorg van de instelling bij het bewaken van de kwaliteit van de eindwerken.

Besluit

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO het college van bestuur van de Hanzehogeschool Groningen te Groningen in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 14 augustus 2017 naar voren te brengen. Bij e-mail van 22 augustus 2017 heeft het bestuur ingestemd met het voornemen tot besluit.

De NVAO besluit accreditatie te verlenen aan de postinitiële hbo-master Master in International Business and Management (90 EC; variant: voltijd; locatie: Groningen) van de Hanzehogeschool Groningen te Groningen in samenwerking met Anglia Ruskin University (double degree). De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

Dit besluit treedt in werking op 29 september 2017 en is van kracht tot en met 28 september 2023.

Den Haag, 29 september 2017

De NVAO
Voor deze:

A handwritten signature in blue ink, consisting of a large, stylized loop followed by a horizontal line and a vertical stroke.

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
1. Beoogde eindkwalificaties	De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen.	Voldoende
2. Onderwijsleeromgeving	Het programma, het personeel en de opleidingsspecifieke voorzieningen maken het voor de instromende studenten mogelijk de beoogde eindkwalificaties te realiseren.	Voldoende
3. Toetsing	De opleiding beschikt over een adequaat systeem van toetsing.	Voldoende
4. Gerealiseerde eindkwalificaties	De opleiding toont aan dat de beoogde eindkwalificaties worden gerealiseerd.	Voldoende
Eindoordeel		Voldoende

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**

- prof. dr. P.G.W. Jansen (voorzitter) is professor HRM at the Vrije Universiteit Amsterdam;
- dr. ir. W. van Vuuren (lid) is principal lecturer at Canterbury Christ Church University Business School and director and consultant at Vision in Motion Consultancy Ltd. Canterbury United Kingdom;
- dr. W.R. Snippe (lid) is research lecturer (lector) Strategic Development in Creative Business and strategic consultant at Inholland University of Applied Sciences;
- R.F.M. Jansen (student-lid) studies Information Management & Business Intelligence at Maastricht University.

Het panel werd ondersteund door M. Snel BHRM & BEd, secretaris (gecertificeerd).