

## Besluit

**Besluit strekkende tot het verlenen van accreditatie (na herstel) aan de opleiding hbo-master Master of Business Administration van De Haagse Hogeschool**

### Gegevens

datum	Naam instelling	: De Haagse Hogeschool
28 april 2017	Naam opleiding	: hbo-master Master of Business Administration (60 EC) (postinitieel)
onderwerp	Graad opleiding	: Master of Business Administration
Besluit	Varianten opleiding	: deeltijd, voltijd
accreditatie hbo-master	Locatie opleiding	: Den Haag
Master of Business	Datum aanvraag 1	: 11 november 2014
Administration van De Haagse	Datum goedkeuren	
Hogeschool	Panel 1	: 2 juni 2014
(005254)	Datum eerste locatiebezoek	: 26 en 27 juni 2014
uw kenmerk	Datum eerste visitatierapport	: november 2014
BB/SM/GH/16-1840	Datum herstelplan	: 29 april 2015
ons kenmerk	Datum herstelbesluit NVAO	: 31 juli 2015 <sup>1</sup>
NVAO/20170913/LL	Datum tweede locatiebezoek	: 1 november 2016
bijlagen	Datum tweede visitatierapport	: november 2016
2	Datum aanvraag 2 (na herstel)	: 16 december 2016

### Voorgeschiedenis

Op 11 november 2014 ontving de NVAO van De Haagse Hogeschool een accreditatieaanvraag voor de opleiding hbo-master Master of Business Administration vergezeld van een paneladvies waarin de standaarden 2 (Oriëntatie van het programma), 14 (Verbetermaatregelen) en 16 (Toetsing en gerealiseerde eindkwalificaties) en daarmee het eindoordeel als onvoldoende zijn beoordeeld. De NVAO nam vervolgens op 31 juli 2015 een besluit tot het verlengen van de accreditatietermijn (zogenoemd herstelbesluit) van de opleiding met een periode van twee jaar, derhalve tot en met 30 juli 2017.

Op 19 december 2016 ontving de NVAO een nieuwe accreditatieaanvraag vergezeld van een adviesrapport van een tweede panel, waarin de desbetreffende standaarden nu positief zijn beoordeeld. Twee leden van het oorspronkelijke panel hebben zitting in het tweede panel. De opleiding heeft naar het oordeel van dit panel binnen de herstelperiode van twee jaar de nodige verbeteringen doorgevoerd. Het panel is van mening dat de opleiding na het doorvoeren van de verbeteringen voor deze standaarden thans het vereiste niveau heeft bereikt.

<sup>1</sup> Op 7 september 2015 nam de NVAO een wijzigingsbesluit, de wijziging betrof enkel de toevoeging van het woord 'postinitieel', de looptijd van het herstel bleef ongewijzigd.

- Artikel 5a.12a van de Wet op het hoger onderwijs en wetenschappelijk onderzoek (Stb. 2010, 293).
- Accreditatiebesluit WHW (Stb. 2011, 536);
- Beoordelingskader voor de uitgebreide opleidingsbeoordeling van de NVAO (Stcrt. 2010, nr 21523)

### **Bevindingen**

De NVAO stelt vast dat in de visitatierapporten, in onderling verband en samenhang bezien, deugdelijk en kenbaar is gemotiveerd op welke gronden de panels de kwaliteit van de opleiding voldoende heeft bevonden.

### **Advies van het eerste visitatiepanel (eerste beoordeling)**

The THUAS MBA has three variants: the MBA part time in a Dutch and English variant and the MBA full time (English). In September 2013 THUAS MBA started a restructuring of all variants. The first programme to be restructured was the full time MBA programme.

The panel judged standard 2, 14 and 16 as unsatisfactory. In line with the rules and regulations of the NVAO, therefore the panel assesses the quality of the hbo Master of Business Administration of The Hague University of Applied Sciences as *unsatisfactory*. The panel noticed many plans of the MBA Programme Management and is mainly positive about the plans. The MBA has addressed the weak points and has taken the right measures. However, the panel cannot see any results of the plans. Next to that, the panel has some serious remarks on the research skills in the programme, the improvement measures, the level of the theses, the level of exams and the way the theses are judged. On the other hand, the panel has confidence that the MBA Programme Management, being relatively new in post, will work on these relevant aspects and will improve the next few years. The lecturers are qualified, the management is in place and most plans are ready. Therefore the panel is confident that the MBA will show significant improvement the next few years. The panel recommends granting an improvement period of two years.

### **Intended learning outcomes**

The MBA degree is a professional degree, intended for those who work in business and management. The purpose of the MBA programme is to prepare and equip individuals for responsible, strategic positions in business (management roles). In order to do so, THUAS MBA has developed five competences specifying each their concrete intended learning outcomes. The learning outcomes are relevant to the domain and the professional field and are in line with the required masters level. One remark the panel has is that THUAS MBA could position itself more clearly. The panel judges the intended learning outcomes as satisfactory.

### **Curriculum**

The curriculum, effective from September 2013 for the full time MBA (February 2014 for the other two variants) is based on four phases: 1) knowledge and understanding, 2) deepening knowledge, 3) implementing and 4) integrating. The first phase of the programme is about understanding the general business concepts and starts with basic topics, for example: marketing management, organizational behaviour and managerial economics. The second phase is dominated by deepening knowledge obtained in the first phase. Students work on

Pagina 3 van 9 topics such as: business analysis, corporate finance and operations management. In order to prepare students for writing the Master thesis, students follow a module Business Research Methods. The third phase is about implementing the knowledge they have acquired in the first two phases. Students work on topics such as: risk and change management, global business environment and strategic management. The fourth phase is about integrating knowledge and skills in the Master thesis.

The MBA FT programme is scheduled to run to completion in 12 months (60 EC) and is divided in four quarters, which each are divided into two blocks of five weeks. The part time programmes are scheduled to run to completion in 23 months (also 60 EC) and are divided in four semesters.

The panel noticed a deepening of knowledge during the curriculum and students learn professional skills. Furthermore the literature is up to date and the build-up of the programme content is suitable. In general the panel is positive about the content. However the panel thinks that for a Master's programme, the MBA should encourage students to explore and use a broader range of strategic models. In this matter, students could be more challenged. The research and analysis skills of students are a big concern to the panel. This aspect endangers the assurance that the curriculum offers sufficient skills for students to achieve the skills needed for the professional practice. The panel judged standard 2 unsatisfactory and on the other standards within the aspect of curriculum, the panel comes to the judgement satisfactory.

#### Staff

The MBA Programme has a staff policy which is aligned with the policy of the Academy. The policy includes several performance indicators for 2017. The panel appreciates the indicators and thinks they are in line with the demands for the MBA in the future. The panel is convinced that the lecturers are qualified to execute the programme. Their backgrounds, both in education and professional experience, ensure they have the necessary expertise to execute the curriculum. The MBA Programme Management could enlarge the overall experience regarding research skills of the lecturers. The panel noticed that the staff are very accessible for students. The ratio of 1:16 is up to standard according to the panel. On all standards within the aspect of staff, the panel comes to the judgement satisfactory.

#### Services and facilities

The study programme facilities are adequate for the education offered. Specific facilities for students from abroad are provided by the international office. The panel is positive about the way the MBA Programme Management has adapted its tutoring of students to the different MBA variants. The full time students have a different kind of tutoring than the part time students, for example to help them adjust to a different culture. Students are positive about the tutoring they receive. They appreciate the short communication lines. Furthermore the student information provision is up to standard. On all standards within the aspect of services and facilities, the panel comes to the judgement satisfactory.

#### Quality assurance

The MBA Programme Management evaluates the programmes on a regular basis and the internal quality assurance procedures are laid down in the Quality Handbook. The panel is of the opinion that the larger improvements and the red line in evaluations should be guided and recorded better. The panel takes into account that this programme is relatively small and day to day issues are resolved quickly. Furthermore there were many changes in the

Pagina 4 van 9 management in recent years which didn't help the implementation of a sound system of improvements. This has led to some difficulties with the continuation and execution of several committees.

The panel noticed that most committees are relatively new and have had little time to influence operations. The panel has no clear sight on how the different bodies link together to ensure the quality of the programme. However, the MBA actively involves different bodies in the internal quality assurance. The required bodies are in place, but only for a short period of time. Students, lecturers and alumni are actively involved in the internal quality assurance. Nonetheless the panel is of the opinion that the measures of improvement should be up to standard at this point, as there was an unsatisfactory judgement in the previous audit. The panel judged standard 14 unsatisfactory and on the other standards within the aspect of quality assurance, the panel comes to the judgement satisfactory.

#### Assessment and learning outcomes

Every module is assessed with a test. During the programme, students have individual assignments, group presentations, written and oral exams. In general, the panel observed a lack of attention to research skills in the exams or assignments. The panel studied several exams and were not impressed with the level of the exams. The panel saw some good examples, but a few don't demonstrate the masters level.

In order to determine if students reach the intended learning outcomes, they write a Master thesis based on a research project (15 EC). The panel also studied a sample of the MBA theses from all three variants. The panel judged three theses unsatisfactory, where THUAS MBA judged satisfactory. The theses demonstrate too little depth for a masters programme, particularly in research methodology, drawing conclusions and identifying implementation options. Furthermore, the panel was not satisfied with the way the theses are graded. The panel judged ten new theses of August 2014, which were all satisfactory. The panel saw improvement regarding the structure of the theses, but the panel are still of the opinion that research skills are a point of attention. Although the panel saw improvement in the most recent theses, the panel made some serious remarks about the assessments and learning outcomes at a masters level. The panel judges the assessment and learning outcomes as unsatisfactory..

#### **Advies van het tweede visitatiepanel (beoordeling gerealiseerd herstel)**

In November 2016 the re-assessment of the Master of Business Administration (MBA) of the Academy for Masters & Professional Courses of The Hague University of Applied Sciences took place. The original assessment of the MBA took place in June 2014. Although most standards of the full study programme assessment were then assessed as satisfactory, the assessment on three standards were unsatisfactory and led to an overall assessment unsatisfactory. This conclusion concerned the full time and two part time variants (English and Dutch).

After an improvement period an audit panel from NQA re-visited the MBA degree programme on 1 November 2016 to assess the quality of the three standards: orientation of the curriculum (Standard 2), improvement measures (Standard 14) and assessment and learning outcomes (Standard 16)<sup>2</sup>.

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<sup>2</sup> These standards concern the Full Study Programme Assessment Framework for the higher education system of the NVAO, 22 November 2011



Pagina 5 van 9 Pertaining to Standard 2 (orientation of the curriculum) the panel noticed that several improvements had been introduced in the curriculum. The programme has implemented vertical learning lines to safeguard the coherence between courses. The Vertical Learning Line on Business Research Methods clearly safeguards the development of research and analysis skills. In the Vertical Learning Line Personal and Professional Development students are challenged to critical thinking. The programme has also introduced a Module - Foundations of Business Analysis (Statistics) in the second phase of the curriculum. In this module students gain an in-depth knowledge of statistics.

Furthermore, the programme has made the masters level explicit in the courses in test matrices. For each course it has implemented a test matrix. Also the Thesis Manual has been rigorously changed; an assessment rubric listing specific criteria for grading and scoring academic papers and projects was introduced. The rubric is part of this manual. Through the test matrices the programme shows that all learning goals are covered in courses, and the master's level and the coherence between courses are safeguarded.

Based on the scrutiny of documents the panel is positive about the research level and assesses this sufficient for a MBA degree programme. The panel is overall impressed with the changes that have been made, and has some suggestions for further improvement; the MBA could give further attention to validity and reliability, and to a balance between quantitative and qualitative research methods. The panel also concludes that the programme safeguards the level and coherence of content sufficiently. The panel assesses Standard 2 for all three variants of the MBA as satisfactory.

With regard to quality assurance, Standard 14 (improvement measures), the panel notes that several committees work according a plan-do-check-act-cycle, as shown in a flow chart by THUAS MBA. The panel specifically thinks that the position and functioning of the Examination Board has strongly improved. Evaluation outcomes are analysed and used to further improve the curriculum, the functioning of lecturers, and are presented to students on Blackboard. The quality as a whole is ensured by the annual publication of the Quality Year Report.

The three variants of the programme have been assessed as satisfactory on Standard 14.

Pertaining to Standard 16 (assessment and learning outcomes) the panel concludes that several changes have been made.

To improve and safeguard the quality of assessment, the programme has introduced an Assessment Plan, and a new Thesis Manual. The programme is now working with test matrices in every course and a rubric in the assessment of the thesis that is included in the Thesis Manual. Furthermore staff calibrate on a regular base about testing and assessment. Every test is double checked (four eyes principle); the Test Committee pre checks every test on standard criteria, and analyses results afterwards. The position and way of working of the Examination Board have strongly improved. The cooperation with the Advisory Board could be strengthened.

To assess the achieved learning outcomes the panel selected fifteen theses from the last two years. The panel is positive about the results. The panel is of the opinion that the changes in the curriculum have paid off. Based on the theses and the assessment forms that go with it, the panel has some suggestions for the degree programme to further improve. But overall the panel is satisfied about the quality achieved. Therefore, the panel assesses Standard 16 as satisfactory.

Pagina 6 van 9 Overall the audit panel is satisfied with the results; the current curriculum, the quality of safeguarding the quality (of testing and exams), and the overall quality of the theses. Also, the panel thinks that the new management has involved all staff well to realize better results. The positive assessment on the quality of three standards leads to the overall assessment satisfactory of the MBA degree programme.

### **Besluit**

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO het college van bestuur van de De Haagse Hogeschool te Den Haag in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 3 april 2017 naar voren te brengen. Bij e-mail van 20 april 2017 heeft de instelling laten weten geen opmerkingen te hebben.

De NVAO besluit accreditatie te verlenen aan de postinitiële hbo-master Master of Business Administration (60 EC; varianten: deeltijd, voltijd; locatie: Den Haag) van De Haagse Hogeschool te Den Haag. De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

Dit besluit treedt in werking op 31 juli 2015 en is van kracht tot en met 30 juli 2021.

Den Haag, 28 april 2017

De NVAO  
Voor deze:

A handwritten signature in blue ink, consisting of a large, stylized 'Z' followed by a horizontal line and a vertical line crossing it.

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.

Uit besluit van 7 september 2015

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

Onderwerp	Standaard	Beoordeling door het panel
Beoogde eindkwalificaties	1. De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	Voldoende
Programma	2. De oriëntatie van het programma waarborgt de ontwikkeling van vaardigheden op het gebied van wetenschappelijk onderzoek en/of de beroepspraktijk.	Voldoende (2016)
	3. De inhoud van het programma biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	Voldoende
	4. De vormgeving van het programma zet aan tot studeren en biedt studenten de mogelijkheid om de beoogde eindkwalificaties te bereiken.	Voldoende
	5. Het programma sluit aan bij de kwalificaties van de instromende studenten.	Voldoende
	6. Het programma is studeerbaar.	Voldoende
	7. De opleiding voldoet aan wettelijke eisen met betrekking tot de omvang en de duur van het programma.	Voldoende
	Personeel	8. De opleiding beschikt over een doeltreffend personeelsbeleid.
9. Het personeel is gekwalificeerd voor de inhoudelijke, onderwijskundige en organisatorische realisatie van het programma.		Voldoende
10. De omvang van het personeel is toereikend voor de realisatie van het programma.		Voldoende
Voorzieningen	11. De huisvesting en de materiële voorzieningen zijn toereikend voor de realisatie van het programma.	Voldoende
	12. De studiebegeleiding en de informatievoorziening aan studenten bevorderen de studievoortgang en sluiten aan bij de behoefte van studenten.	Voldoende
Kwaliteitszorg	13. De opleiding wordt periodiek geëvalueerd, mede aan de hand van toetsbare streefdoelen.	Voldoende
	14. De uitkomsten van deze evaluatie vormen de basis voor aantoonbare verbetermaatregelen die bijdragen aan realisatie van de streefdoelen.	Voldoende (2016)
	15. Bij de interne kwaliteitszorg zijn de opleidings- en examencommissie, medewerkers, studenten, alumni en het afnemend beroepenveld van de opleiding actief betrokken.	Voldoende
Toetsing en gerealiseerde eindkwalificaties	16. De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd.	Voldoende (2016)
Eindoordeel		Voldoende



**Panel eerste beoordeling en beoordeling herstelplan**

- E. Walker MBA: director N4P Consultancy Ltd (chairperson, representative profession/discipline);
- Dr. A.C.J.M. Olsthoorn: researcher/advisor in the field of organization and changes (representative discipline);
- Drs. D.W. Righters MBA lecturer Business Economics Hogeschool Rotterdam (representative discipline)
- Ing. H.C. Moelker: student master Strategic Management Avans+ (student member)

Ing. I.J.M. de Jong, NQA-auditor, acted as certified secretary of the panel.

**Panel beoordeling gerealiseerd herstel**

- E. Walker MBA (voorzitter) is director of N4P Consultancy Ltd and of The Children's Society. She is also Chair of the Advisory Board of Kinston University Business School;
- dr. A.C.J.M. Olsthoorn, (lid) is lecturer at several business schools of universities. He is an entrepreneur, and works as an interim manager, consultant and researcher for his own company (OCM) in various sectors;
- L.H. Broekhuizen MBA, (lid) is lecturer, assessor and trainer at the Academy for Part Time professional programmes at Avans University of Applied Sciences (Breda). He also started his PhD at the University of Twente. Main topic are sustainability studies;
- A.O. Olusile Bsc is a MBA student at Hanze University of Applied Sciences in Groningen, (student-lid).

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