

Besluit

Besluit strekkende tot het verlenen van accreditatie aan de opleiding hbo-bachelor International Business and Management Studies van de Stenden Hogeschool

Gegevens

datum	Naam instelling	:	Stenden Hogeschool
30 april 2014	Naam opleiding	:	hbo-bachelor International Business and Management Studies (240 ECTS)
onderwerp	Datum aanvraag	:	26 november 2013
Definitief besluit	Variant opleiding	:	voltijd
accreditatie hbo-bachelor	Specialisaties	:	Business to Business Innovation and Leadership International Sustainability in the Food & Agribusiness Small Business and Retail Management
International Business and Management Studies van de Stenden Hogeschool (002190)	Locatie opleiding	:	Leeuwarden
uw kenmerk	Datum goedkeuren	:	6 mei 2013
ons kenmerk	panel	:	12 en 13 juni 2013
NVAO/ 20141595/ND	Datum locatiebezoeken	:	7 oktober 2013
bijlagen	Datum visitatierapport	:	ja, positief besluit van 29 april 2014
3	Instellingstoets kwaliteitszorg	:	

De opleiding betreft een gezamenlijke opleiding en wordt vormgegeven in samenwerking met NHL Hogeschool en Hogeschool Van Hall Larenstein.

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.

Samenvatting bevindingen en overwegingen van het panel.

International Business and Management Studies Top of Holland (IBandMS) is a collaboration of three Universities of Applied Sciences: Stenden University of Applied Sciences, Van Hall Larenstein University of Applied Sciences and NHL University of Applied Sciences. IBandMS aims to educate students to become international business managers. Graduates operate in the fields of international marketing, finance, supply chain management, HRM and general management. The panel thinks IBandMS is a well organised programme. The structure with three mother institutes is an interesting one but needs more fine tuning in the execution, especially where the final theses are concerned. The panel assesses the quality of this full time programme as satisfactory.

Standard 1: intended learning outcomes

The intended learning outcomes are based on the national competency profile in the National Framework Competencies IBandMS (2004 and 2010). The panel agrees that these competencies are profession-related and generic, and are relevant for graduates to succeed in their careers. This set of competencies is based on the Dublin descriptors and on the general Bachelor of Business Administration standards. They therefore comply with the intended bachelor level. The learning outcomes and the programme itself were validated by the Business Advisory Board.

The programme of IBandMS Top of Holland distinguishes itself by its specialisations offered by the three institutes involved and which show the different expertises of these institutes, the choice for a second language and its key values, authentic, responsible and entrepreneurial. As to the key values the panel concludes that they are not explicitly and widely recognized yet. In daily operations teaching staff and students seem to be aware of the existence of these values. The panel appreciates the key values and thinks more attention can however be paid to explaining how they function as fundamental stepping stones for the faculty overall and curriculum more in particular.

The programme made a comparison in an international benchmark with Finnish and French programmes. Although there are some small differences, the programmes are comparable which indicates that the profile of IBandMS is adequate from an international perspective. The panel assesses Standard 1 as good.

Standard 2: teaching-learning environment

The programme is well structured and consists of sixteen modules with several submodules. The modules offer topics relevant to an IBandMS programme. Almost all the competencies are assessed at level three before a student can start with the specialisation. The panel advises the programme to reconsider the levels attached to the competencies because it seems strange to achieve the necessary level after 2,5 years of study. Examples of modules are: Going global: the international entrepreneur, Accountability in international business, Leading people: international people management, Staying in control: research, information and quality management.

Current trends find their way into the programme, e.g. risk analysis in relation to the valuation of real estate, social media as a marketing tool, concepts as lean manufacturing. Next to English, students can choose one or two foreign languages.

After two and a half years students choose one of the four specialisations. Stenden University of Applied Sciences and Van Hall University of Applied Sciences each offer one specialisation (Small Business and Retail Management, International Sustainability

Pagina 3 van 8 Management in the Food & Agribusiness), NHL University of Applied Sciences offers two (Business to Business, Innovation and Leadership). In the specialisation students deepen their research skills. In the fourth year students go on an internship or for a study abroad and finally they write a thesis. For the final thesis students do research in an international company or a Dutch company doing a lot of international business, for practical implementation. The routing and possible choices in the last one and a half years was not clear to all the students and could be improved on.

The panel has spoken to lecturers who are enthusiastic and involved. They are very capable to teach and to guide the students, although only twenty percent has an international background. The drop out rates are rather high but the panel understands that the intake procedures are constantly adapted and improved on. The panel would like to advise the programme to monitor this closely.

The panel is convinced that the collaboration of the three universities of applied sciences indeed offers the students the best of three worlds. This is especially visible in the four specialisation that are offered, but also in the contents and structure of the programme. However special attention should be paid to the cohesion between the three institutes and especially in tuning the setup of the specialisations.

The panel assesses Standard 2 as satisfactory.

Standard 3: Assessment and achieved learning outcomes

The Examination Committee IBandMS is responsible for the quality of the testing and the contents of the whole programme. Local Examination Committees of the three institutes deal with the execution of the programme in the specialisation phase that is offered by that institute. As of the academic year 2013-2014 the IBandMS Examination Committee officially mandates the local Examination Committees and Test Committees of the specialisations. The panel is convinced that the recently implemented assessment system of IBandMS is an improvement and will guarantee more thoroughly the quality of assessments. The Graduation Project Handbook IBandMS (academic year 2012-2013) shows that the programme has adapted the procedures and criteria of the graduation project. The new thesis criteria are a significant sign of improvement into the right direction and will lead, if implemented correctly, to higher quality. The panel considers the new procedure an improvement.

The panel has studied 22 theses of which it considers three as not sufficient. The three theses that were not up to standard show that in the execution some supervisors were too mild. These theses concerned two of the specialisations.

According to the panel this shows that the management of IBandMS should keep a closer watch on how procedures are followed up. The panel recommends to have one Examination Committee that is responsible for the whole IBandMS programme and the assessments, including the graduation project, instead of one overseeing the four year programme and its contents and three local committees for the specialisation phase. After the audit visit the panel was informed that IBandMS will have one Thesis Committee to guarantee the graduation project. Two of the three theses that were judged to be not up to standard, were conceived in specific circumstances, which had plausible explanations. The programme also convinced the panel that everything is now in place to avoid the reoccurrence of such a situation. Hence, the panel judges the current state of affairs regarding the final assessment to be acceptable. The Examination Committees should take further responsibility by having the quality of all final theses checked. Now the programme has a sample of theses checked by an external

Pagina 4 van 8 expert. The panel appreciates the intention to have all theses checked by a third independent examiner/assessor/expert from another university of applied sciences and encourages the programme to further implement this.

The panel is convinced that the programme has good procedures and criteria for assessing the students. The panel is also confident that the lecturers and supervisors can work as one team, so that in the near future the weaknesses in the final theses and in grading these theses can be overcome.

The panel assesses Standard 3 as satisfactory.

Aanbevelingen

De NVAO onderschrijft de aandachtspunten en aanbevelingen van het panel, in het bijzonder met betrekking tot toetsing en eindniveau. De NVAO stelt vast dat het panel een opgaande lijn ziet en moedigt de instelling aan deze opgaande lijn vast te houden. Omdat deze opleiding een gezamenlijke opleiding betreft (met NHL Hogeschool en Hogeschool Van Hall Larenstein), onderschrijft de NVAO de aanbeveling om één examencommissie verantwoordelijk te maken voor het gezamenlijke programma van de drie instellingen en om toe te zien op een gelijke hantering van de beoordelingsprocedures, in het bijzonder wanneer verschillende instellingen bij de beoordeling betrokken zijn.

Ingevolge het bepaalde in artikel 5a.10, derde lid, van de WHW heeft de NVAO het college van bestuur van de Stenden Hogeschool te Leeuwarden in de gelegenheid gesteld zijn zienswijze op het voornemen tot besluit van 31 maart 2014 naar voren te brengen. Bij brief van 17 april 2014 is van deze gelegenheid gebruik gemaakt. Dit heeft geleid tot enkele tekstuele aanpassingen.

De NVAO besluit accreditatie te verlenen aan de hbo-bachelor International Business and Management Studies (240 ECTS; variant: voltijd; locatie: Leeuwarden) van de Stenden Hogeschool te Leeuwarden. De opleiding heeft de volgende specialisatie: Business to Business; Innovation and Leadership; International Sustainability in the Food & Agribusiness; Small Business and Retail Management. De NVAO beoordeelt de kwaliteit van de opleiding als voldoende.

De opleiding betreft een joint programme en wordt vormgegeven in samenwerking met NHL Hogeschool en Hogeschool Van Hall Larenstein.

Dit besluit treedt in werking op datum 30 april 2014 en is van kracht tot en met 29 april 2020.

Den Haag, 30 april 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	Omschrijving	Score
1. Beoogde eindkwalificaties	De beoogde eindkwalificaties van de opleiding zijn wat betreft inhoud, niveau en oriëntatie geconcretiseerd en voldoen aan internationale eisen	Goed
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 en gerealiseerde eindkwalificaties	De opleiding beschikt over een adequaat systeem van toetsing en toont aan dat de beoogde eindkwalificaties worden gerealiseerd	Voldoende
Eindoordeel		Voldoende

Tabel 1: Uitval uit het eerste jaar.

Cohort	2006	2007	2008	2009	2010	2011
Uitval	26%	25%	30%	31%	35%	48%

Tabel 2: Uitval uit de bachelor.

Cohort	2007	2008	2009
Uitval	17%	34%	29%

Tabel 3: Rendement.

Cohort	2006	2007	2008
Rendement	45%	56%	

Tabel 4: Docentkwaliteit.

Graad	Core		VHL spec		NHL spec		STN spec	
	Ma	PhD	Ma	PhD	Ma	PhD	Ma	PhD
Percentage	63%	3%	88%	0%	92%	0%	87%	0%

Tabel 5: Student-docentratio.

	Core	VHL spec	NHL spec	STN spec
Ratio	1:25	1:20	1:25	1:29

Tabel 6: Contacturen.

Studiejaar	1	2	3	4
Contacturen	13	12	10	nvt

- drs. R.B.P. de Brouwer (voorzitter), Managing partner Leijdal Consultancy BV, interim manager, consultant and lecturer;
- F.A.A. De Decker MA (lid), Executive Education at Ghent University Association;
- ir. W.T. Fokkema (lid), General Manager Bibiz (business development in food and life sciences) and Business Developer at the University of Amsterdam;
- J.J.J.W.G. Moors MA (lid) consultant EURO region / International Affairs, Chamber of Commerce Limburg;
- mr. J. Marty (student member), studies IBMS at the Hogeschool Utrecht and is Vice-president of the Faculty Participation Council of the Faculty of Economics and Management at the Hogeschool Utrecht.

drs. P. Göbel, NQA-auditor, acted as secretary (gecertificeerd) of the panel.

NVAO

Accreditation Organisation of the Netherlands and Flanders

Decision

Decision to grant accreditation to the HBO bachelor programme International Business and Management Studies of Stenden University of Applied Sciences

Details

date	Name of the institution :	Stenden University of Applied Sciences
30 April 2014	Name of programme :	HBO Bachelor programme International Business and Management Studies (240 ECTS)
subject	Date of application :	26 November 2013
Final accreditation decision HBO bachelor programme International Business and Management of Stenden University of Applied Sciences (002190)	Programme type :	full-time
your reference	Specialisations :	Business to Business Innovation and Leadership International Sustainability in the Food & Agribusiness Small Business and Retail Management
-	Programme location :	Leeuwarden
our reference	Date of approval of panel :	6 May 2013
NVAO/20141595/ND	Audit date :	12 and 13 June 2013
annexes	Date of audit report :	7 October 2013
3	Institutional audit quality assurance :	Yes, positive decision dated 29 April 2014

The programme is a joint programme and is designed in cooperation with NHL University of Applied Sciences and Van Hall Larenstein University of Applied Sciences.

Assessment framework

Assessment framework for the limited study programme assessment of the NVAO (Gov. Gazette 2010, no. 21523).

Findings

The NVAO ascertains that the audit report has properly and clearly substantiated the grounds on which the panel is submitting a positive assessment of the quality of the study programme.

Information

Jetse Siebenga
+31 (0)70-312 23 95
j.siebenga@nvaio.net

Parkstraat 28 | 2514 JK | PO Box 85498 | 2508 CD The Hague | The Netherlands
Tel. +31 (0)70-312 2300 | F +31 (0)70-312 2301
info@nvaio.net | www.nvaio.net



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Standard 1: intended learning outcomes

The intended learning outcomes are based on the national competency profile in the National Framework Competencies IBandMS (2004 and 2010). The panel agrees that these competencies are profession-related and generic, and are relevant for graduates to succeed in their careers. This set of competencies is based on the Dublin descriptors and on the general Bachelor of Business Administration standards. They therefore comply with the intended bachelor level. The learning outcomes and the programme itself were validated by the Business Advisory Board. The programme of IBandMS Top of Holland distinguishes itself by its specialisations offered by the three institutes involved and which show the different expertises of these institutes, the choice for a second language and its key values, authentic, responsible and entrepreneurial. As to the key values the panel concludes that they are not explicitly and widely recognized yet. In daily operations teaching staff and students seem to be aware of the existence of these values. The panel appreciates the key values and thinks more attention can however be paid to explaining how they function as fundamental stepping stones for the faculty overall and curriculum more in particular.

The programme made a comparison in an international benchmark with Finnish and French programmes. Although there are some small differences, the programmes are comparable which indicates that the profile of IBandMS is adequate from an international perspective. The panel assesses Standard 1 as good.

Standard 2: teaching-learning environment

The programme is well structured and consists of sixteen modules with several submodules. The modules offer topics relevant to an IBandMS programme. Almost all the competencies are assessed at level three before a student can start with the specialisation. The panel advises the programme to reconsider the levels attached to the competencies because it seems strange to achieve the necessary level after 2,5 years of study. Examples of modules are: Going global: the international entrepreneur, Accountability in international business, Leading people: international people management, Staying in control: research, information and quality management.

Current trends find their way into the programme, e.g. risk analysis in relation to the valuation of real estate, social media as a marketing tool, concepts as lean manufacturing. Next to English, students can choose one or two foreign languages. After two and a half years students choose one of the four specialisations. Stenden University of Applied Sciences and Van Hall University of Applied Sciences each offer one specialisation (Small Business and Retail Management, International

¹ Translator's note: the following English text in italics is copied verbatim from the original document and has not been changed.



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The panel is convinced that the collaboration of the three universities of applied sciences indeed offers the students the best of three worlds. This is especially visible in the four specialisation that are offered, but also in the contents and structure of the programme.

However special attention should be paid to the cohesion between the three institutes and especially in tuning the setup of the specialisations.

The panel assesses Standard 2 as satisfactory.

Standard 3: Assessment and achieved learning outcomes

The Examination Committee IBandMS is responsible for the quality of the testing and the contents of the whole programme. Local Examination Committees of the three institutes deal with the execution of the programme in the specialisation phase that is offered by that institute. As of the academic year 2013-2014 the IBandMS Examination Committee officially mandates the local Examination Committees and Test Committees of the specialisations. The panel is convinced that the recently implemented assessment system of IBandMS is an improvement and will guarantee more thoroughly the quality of assessments. The Graduation Project Handbook IBandMS (academic year 2012-2013) shows that the programme has adapted the procedures and criteria of the graduation project. The new thesis criteria are a significant sign of improvement into the right direction and will lead, if implemented correctly, to higher quality. The panel considers the new procedure an improvement.

The panel has studied 22 theses of which it considers three as not sufficient. The three theses that were not up to standard show that in the execution some supervisors were too mild. These theses concerned two of the specialisations. According to the panel this shows that the management of IBandMS should keep a closer watch on how procedures are followed up. The panel recommends to have one Examination Committee that is responsible for the whole IBandMS programme and the assessments, including the graduation project, instead of one overseeing the four year programme and its contents and three local committees for the specialisation phase. After the audit visit the panel was informed that IBandMS will have one Thesis Committee to guarantee the graduation project. Two of the three theses that were judged to be not up to standard, were conceived in specific circumstances, which had plausible explanations. The programme also convinced the panel that everything is now in place to avoid the reoccurrence of such a situation. Hence, the panel judges the current state of affairs regarding the final assessment to be acceptable. The Examination Committees should take further responsibility by having the quality of all final theses checked. Now the programme has a sample of theses checked by an external



Page 4 of 8 *expert. The panel appreciates the intention to have all theses checked by a third independent examiner/assessor/expert from another university of applied sciences and encourages the programme to further implement this. The panel is convinced that the programme has good procedures and criteria for assessing the students. The panel is also confident that the lecturers and supervisors can work as one team, so that in the near future the weaknesses in the final theses and in grading these theses can be overcome. The panel assesses Standard 3 as satisfactory.*

Recommendations

The NVAO endorses the panel's concerns and recommendations, in particular with regard to testing and the final level. The NVAO ascertains that the panel sees an upward trend and encourages the institution to maintain this upward trend. Since this programme is a joint programme (with NHL University of Applied Sciences and Van Hall Larenstein University of Applied Sciences), the NVAO endorses the recommendation to make one examination board responsible for the joint programme of the three institutions, and to ensure equal application of the assessment procedures, especially when different institutions are involved in the assessment.



Pursuant to the provisions of Section 5a.10(3) of the Dutch Higher Education and Research Act WHW [*Wet op het hoger onderwijs en wetenschappelijk onderzoek*], the NVAO has given the Executive Board of Stenden University of Applied Sciences in Leeuwarden the opportunity to express its views on the intended decision of 31 March 2014. By letter dated 17 April 2014, the institution took the opportunity to respond. This has led to a number of adjustments.

The NVAO has decided to grant accreditation to the HBO bachelor programme International Business and Management Studies (240 ECTS; type: full-time; location: Leeuwarden) of Stenden University of Applied Sciences in Leeuwarden. The study programme has the following specialisations: Business to Business; Innovation and Leadership; International Sustainability in the Food & Agribusiness; Small Business and Retail Management. The NVAO assesses the quality of the programme as satisfactory.

The programme is a joint programme and is designed in cooperation with NHL University of Applied Sciences and Van Hall Larenstein University of Applied Sciences.

The decision will take effect on Date 30 April 2014 and is valid until 29 April 2020.

The Hague, 30 April 2014

NVAO

Signatory:

[signature]

R.P. Zevenbergen

(Director)

On the grounds of the provisions of the Dutch General Administrative Law Act [*Algemene wet bestuursrecht*], interested parties may submit a written objection to this decision to the NVAO. The deadline for submitting such an objection is six weeks.



Subject	Description	Score
1. Intended final qualifications	The intended final qualifications of the study programme have been defined in terms of content, level and orientation and meet international requirements.	Good
2. Educational learning environment	The programme, the staff and the programme-specific facilities enable the incoming students to achieve the intended final qualifications.	Satisfactory
3. Testing and realised final qualifications	The study programme has an adequate system of testing and shows that the final qualifications are realised.	Satisfactory
Final assessment		Satisfactory



Table 1: Drop-out rate in year 1.

Cohort	2006	2007	2008	2009	2010	2011
Drop-out rate	26%	25%	30%	31%	35%	48%

Table 2: Drop-out rate for the bachelor.

Cohort	2007	2008	2009
Drop-out rate	17%	34%	29%

Table 3: Success rate.

Cohort	2006	2007	2008
Success rate.	45%	56%	

Table 4: Quality of lecturers.

	Core		VHL spec		NHL spec		STN spec	
Degree	Ma	PhD	Ma	PhD	Ma	PhD	Ma	PhD
Percentage	63%	3%	88%	0%	92%	0%	87%	0%

Table 5: Student-lecturer ratio.

	Core	VHL spec	NHL spec	STN spec
Ratio	1:25	1:20	1:25	1:29

Table 6: Contact hours.

Year	1	2	3	4
Contact hours	13	12	10	N.A.



Annex 3: Panel composition

- drs. R.B.P. de Brouwer (chair), Managing partner Leijdal Consultancy BV, interim manager, consultant and lecturer;
- F.A.A. De Decker MA (member), Executive Education at Ghent University Association;
- ir. W.T. Fokkema (member), General Manager Bibiz (business development in food and life sciences) and Business Developer at the University of Amsterdam;
- J.J.J.W.G. Moors MA (member) consultant EURO region / International Affairs, Chamber of Commerce Limburg;
- mr. J. Marty (student member), studies IBMS at the Hogeschool Utrecht and is Vice president of the Faculty Participation Council of the Faculty of Economics and Management at the Hogeschool Utrecht.

Drs. P. Göbel, NQA auditor, acted as secretary (certified) of the panel.

