

Study programme: Bridging Programme: Master of Business Administration

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KU Leuven uses the [COBRA method](#) to work on the quality of its study programmes. In this report the programme committee reports every four years on the quality of its programme(s) and describes the identified strength(s) and planned action(s) of its programme(s) Bridging programme: Master of Business Administration.

Besides the COBRA methodology, the quality of education of the Faculty of Economics and Business is also guaranteed by the procedures of EQUIS, an accreditation organisation specifically for business schools. In 2022, the faculty successfully went through an extended procedure and gained another five-year accreditation, based, among other things, on the successful follow-up of the development objectives set for the period 2017-2022.

These development objectives addressed the further support and promotion of the internationalisation tendencies at the faculty (in terms of policy implementation, the faculty team as well as the student-public) as well as the continuing critical reflection and optimisation of the various study programmes (and their corresponding intra and extra-curricular activities). Moreover, an ongoing focus for the programmes is how the study process can make students even more aware of their disciplinary future self - from before their start at the faculty up to their careers. These faculty goals have been translated into program-specific yards in recent years (see below).

The new faculty development objectives, leading up to the next visitation in academic year 2027-2028, relate to further embedding and monitoring the "Ethics, responsibility and sustainability" learning pathway and further developing a future-oriented educational approach (digital learning, teaching and evaluation). These development objectives will be translated into programme-specific goals in the coming years.

Strengths of the study programme(s)

- The programme offers a broad multidisciplinary business training with a good balance between a practice-as-orientation and science-as-foundation approach. Throughout the programme, students with a professional bachelor's degree come into contact with various management domains and acquire academic skills. In this way, students are prepared to the master of Business Administration in which they can specialise within one management domain.
- The bridging programme tries to stimulate the critical reflection, independent study ability and scientific creativity of students. Students appreciate the broad training they receive within the bridging programme, the logical structure of the programme and the supportive guidance that students can call upon.
- In addition to the various monitorates and guided self-study sessions, students can take part in a refresher course of mathematics before the start of the bridging programme.
- Evaluation in the programme is characterized by a variety of evaluation forms and a high degree of transparency (e.g. via test exams, sample exams, debriefing and feedback).
- The programme strongly focuses on activating forms of learning supported by educational technology with the aim of supporting students in acquiring progressive insights into the learning content. This is done in combination with active monitoring of study results.

Planned actions

The programme of business administration continues to improve the quality of education and to monitor it in various ways. Within the framework of EQUIS, a number of objectives have been formulated at faculty level (see above). These objectives have been translated by the Permanent Educational Committees (PEC) of the business administration programme into the following generic actions

- In line with the Faculty's policy plan, the programme aims to further strengthen the already strongly developed learning line about professional skills and employability.
- The programme aims to further expand the focus on sustainability and internationalization.

This COBRA report is a result of the past four-year COBRA cycle (2019-2023). Each study programme that participated in the COBRA cycle has drawn up this document, which specifies the strengths and planned actions of the study programme. These strengths and actions result from the dialogue between the programme and its stakeholders (primary actors, alumni, professional field and international experts from the discipline). This report aims to give a comprehensive indication of the study programme's realised quality. The COBRA report will be made available in the programme guide, so it will be accessible to the public.



- We want to further strengthen the role of student representatives, in particular that of international students, in operations of the Programme Committee. We want to increase their involvement in decision-making and pay more attention to feedback to the students (representatives).
- The programme wants to improve the cross-campus alignment of curricula, with attention to the individuality and expertise present on each campus.

Specifically for the bridging programme in Master of Business Administration, the PEC has taken or plans to undertake the following actions:

- In the context of quality assurance, the bridging programme will be further evaluated, optimized and followed up, via student hearings, student education surveys and the yearly programme evaluation.
- The programme will further facilitate the flow between campuses, by paying extra attention to a smoother information flow.
- The programme wants to further optimize the intake of bridging students by making the expected prior knowledge explicit (e.g. via a preparatory course in mathematics), and by further facilitating a transition from universities of applied sciences.

In addition to the initiatives mentioned above, the education committees at the level of the programme, the campus and the faculty regularly review the content of the programme(s), internationalisation aspects, the profiling of different programmes, good practices with regard to education, professionalisation activities for lecturers, etc. They formulate proposals for improvement, prepare these proposals both administratively and in terms of their content, and take the necessary steps to implement them. All relevant parties of the faculty are represented in the education committees, in particular the programme directors, lecturers, assistants, educational staff, study career counsellors and students. Besides representation in the education committees, students also provide input on the programme via the student survey on education and they are regularly heard via hearings on concrete topics. Initiatives for optimisation within programmes, but also training and cross-campus initiatives are followed up via the faculty education plan. In addition to this, the faculty's education plan also includes a number of initiatives to improve the quality of the programme.

Within the Faculty of Economics and Business, there is also a strong focus on developing a clear vision for the various study programmes and on refining their profile, for example by working on a learning outcomes framework for the faculty, developing learning outcomes for the specific study programmes within this framework and explicating the vision of study programmes in their blueprints.