

Study 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) 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 multidisciplinary business training with a good balance between a practice-as-orientation and science-as-foundation approach.
- The master's programme is logically structured and offers a choice of different tracks. Furthermore the elective courses allow students to further deepen or broaden their knowledge
- Within the programme, attention is paid to the international dimension by encouraging and facilitating students to gain an international and multicultural study experience . The international dimension is very important in both education and research.
- 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 Master 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 Master of 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.
- 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).

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.



More information on COBRA: <https://www.kuleuven.be/english/education/quality/cobra-english/quality-assurance-method>
 More information on the quality of education: <https://www.kuleuven.be/english/education/quality>
 KU Leuven educational terminology: <https://www.kuleuven.be/english/education/educational-glossary/educational-glossary>

- 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 Master's programme in Business Administration, the PEC has taken or plans to undertake the following actions:

- The offer of master's specialisations will be optimised within the programme, with attention being paid to a balanced mix of specialisations with a 'general management' approach and specialisations in a specific management domain, in the context of the uniqueness of both campuses and based on the principle that students have sufficient choice within the faculty in every possible management domain. In doing so, the programme aims to further optimise the range of specialisations through blended education. In this way, the programme also aims to better reach students who combine their studies with work, top-class sport, etc.
- The programme wants to further facilitate the transition to the master's programme between campuses after the bachelor's, bridging and preparatory programme.
- The programme wants to continue stimulating interaction between Flemish and international students.
- In time, strong growth can be expected in the master's programme due to sharply rising enrolment numbers in the English-taught Bachelor's programme. In the coming years, the master's programme will, to the extent possible, anticipate the growth of the group of international students who will move on from the English-taught bachelor's programme to the master's programme.
- For the English-taught master's programme, the programme commits to re-examine the possibilities of a double degree programme. Here, attention will be paid to the search for suitable partner institutions, as well as the simple structure and educational organisation of such a double degree programme.

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.