IM Programme Committee Meeting

11 May 2022, 13:30- 15:00, MS Teams

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| Members present: | Programme Management: |
| * Helge Klapper, faculty IM PC member, chair (HK) * Brian Pinkham, Faculty PC member (BP) * Meir Shemla, faculty IM PC member (MShe) * Zwenneken Harbers, student IM PC member (ZH) * Olena Krynina, student IM PC member (OK) * David Kraandijk, student IM PC member (DK) | * Gina Kim, Programme Manager, IM/CEMS (GK) * Rene Olie, Academic Director, IM/CEMS (RO) * Gabi Helfert, Executive Director MSc Programmes (GH) |
| Members absent: |  |
| * Carla Dirks-van den Broek, Secretary Examination Board RSM (CD) |  |

## Opening & announcements – Helge Klapper

* Agenda:
  1. Introduction of all members
  2. Presentation rights and responsibilities of the PC
  3. Overall view of status quo CEMS Master
  4. Proposed curriculum changes
  5. Next meetings

## 1. Introduction

Being that this is the first meeting with this group, the meeting begins with a short introduction of everyone present.

## 2. Roles and Responsibilities of the PC

* Presentation provided by Gabi Helfert.
* The role of the PC: to provide feedback to maintain and enhance the quality of education and programme.
* The participatory bodies are introduced:
  + - University Council advises Executive Board EUR
    - Faculty Council advises Dean RSM
    - Programme Committees advise Dean of Education RSM, and advise and approve teaching and examination regulations for their respective programme. This task is shared, by law, with the Faculty Council.
* The regulatory framework behind PC is introduced.
  + - Dutch Higher Education Act (WHW)
    - RSM School Regulations  
      Also see presentation (shared)
* The PC and its composition, tasks, and formal processes are further introduced
* Specification of tasks of PC (for detailed information, please consult RSM School Regulations, Article 12, the WHW or refer to presentation):
  + Providing advice on enhancing and assuring programme quality
  + Having right of approval regarding teaching and examination regulations
  + Annual assessment of implementation of teaching and examination regulations
  + Having right of advice of implementation of teaching and examination regulations
  + Issuing advice or proposals to management of programme and dean regarding all matters relating to education in programme concerned
  + PC has obligation to meet at least twice per year
  + Disputes between Dean and PC can be elevated to the Executive Board of EUR
  + Having right of consent / advice regarding teaching and examination regulations (as per WHW)
* Recommendations for PC by Education inspectorate (2017):
  + Ensure tasks and demarcations are clear
  + Formulate own priorities for improving quality of programme
  + Maintain visibility
  + Opt for balanced composition
  + Coordinate with other bodies, e.g. Faculty Council
* GH also shares useful web links and bonus materials (articles about PC in the WHW).

## 3. Feedback on current state of IM/CEMS

* Student input:
  + DK/ZH: Clear communication (thanks to PM).
  + DK: course quality differs per partner school, lower valuation of overall programme.
  + DK: alignment of courses at RSM in terms of workload could be improved. Imbalance between the various courses.
  + ZH: home cohort lacks opportunity to meet with each other due to exchange schedule, not everyone goes on exchange at the same time. GK: could be solved by offering an informal and optional “kick-off” Zoom call. The thesis semester is in principle the first moment the RSM home cohort comes together and works on the same activity. Current kick-offs are not cohort-specific but semester-specific.
  + OK: structure of programme very good.
  + OK: block seminar is more difficult for some students than others, depending on the kind of course work they’ve completed prior to entering the programme. Would have been useful to have lectures before. Disconnect between bachelor programme and IM/CEMS, management theory knowledge was missing (ESS bachelor).
  + OK: Mid-term evaluations would be useful as happens during bachelor programme.
  + DK: consultancy career is the focus of the programme. Different angle would be nice, not everyone would like to have a career in consultancy.
* Faculty input:
  + MShe: well-curated programme, going strong for 10 years, really exceptional.
  + MShe: growing diversity in skills of incoming students (soft skills, drive), emerging gap.
  + MShe: from faculty perspective; lacking communication on where programme is headed. No vision on adaptation of programme to rapidly changing world.
  + BP: more communication among professors who teach in the programme, share course outlines, etc. to avoid duplicate cases. Also, proposal to coordinate better on deadlines. Mid-term evaluations might be of help here, as suggested by OK.
  + BP: Student representatives, use them better to receive feedback.
  + BP: suggestion to have unlimited access to cases for CEMS students. (GB: working on increasing number of cases. Teaching manual mentions how to access them, link to be shared).
  + HK: no further input to add
  + GH: super happy in general with IM/CEMS programme in terms of quality (accreditation/ranking/student evaluation). CEMS global office ranked RSM CEMS exceptionally well based on our most recent peer review. One point of attention in terms of diversity and inclusion: get more female staff in. Teaching staff is now mostly male.
  + GK: IM/CEMS programme most prestigious in the school. Critical look at where we can improve. Course work balance will be addressed. Should be a relatively easy improvement. Number of assessment moments; can we improve on that? Common communication/orientation moment for cohort group might also be an easy adjustment.
  + RO: third semester an opportunity to bring two semester groups together.
  + RO: point of attention is quality of partner schools.
* To conclude:  
  Good:
  + great programme management overall
  + Communication works well
* To be improved:
  + Vision of programme (next meeting) different focus other than consultancy
  + Alignment with other universities (block seminars, language requirements, meeting with other directors)
  + Alignment within courses (workload, number of assessments, more info sharing amongst faculty, coordination of due dates, course evaluation to include mid-term evaluation, new assessment criteria?)
  + Steep learning curve for non-management masters (diversity of skills of incoming students, emerging gap (drive / soft skills)). OK/GH: online prep modules for pre-required knowledge, e.g. project management)
  + Faculty composition (improve male-female ratio
  + Other: Use of student representatives, availability of cases.
  + Connection of all IM/CEMS students, especially at the start
  + Information about courses (e.g. skill seminars)
  + Better connection in third semester (bring two semester groups together)

## 4. Proposed Curriculum changes

* Presentation by Rene Olie
* Summary:
  + Replace: International Entrepreneurship -> new course Big Data & Analytics  
    (offered by BIM dept). Course title is still in progress. Course content is also under discussion.
  + Cancel: Using Business Analytics and Machine Learning for New Products
  + Replace: Corporate Venturing -> new course Big Data & Analytics
  + New marketing course around themes that are more attractive to students (e.g. digital marketing, pricing, creating value, brand development)
* All in the process of discussion.

## 5. Next meetings

* End of summer: decision on curriculum changes, date TBD
* Fall: another PC meeting, Thursday 3 November 2022, 14:00-15:30

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