

## RESPONSE TO EXTERNAL EXPERT FEEDBACK ON THE UBSS MASTER OF BUSINESS ADMINISTRATION

May 2019 (v4)

### Preamble

The **Master of Business Administration** was most recently re-accredited by TEQSA on July 3, 2014 without conditions.

#### Master of Business Administration: Accreditation 03 Jul 2014

Provider: [Group Colleges Australia Pty Ltd](#)

Course: [Master of Business Administration](#)

#### Course accreditation

Report on accreditation of three higher education courses of study offered by Group Colleges Australia Pty Ltd.

TEQSA has determined, under section 49 of the *Tertiary Education Quality and Standards Agency Act 2011* (the TEQSA Act), to grant accreditation of the following higher education courses of study offered by Group Colleges Australia Pty Ltd, for a period of four years until 3 July 2018:

- Master of Business Administration
- Graduate Diploma of Business Administration
- Graduate Certificate of Business Administration

Excerpt from [www.teqsa.gov.au](http://www.teqsa.gov.au)

The accreditation of the Master of Business Administration was extended by TEQSA to November 11, 2019 – in effect a period of 5.5 years.

The Master of Business Administration is currently accredited for five years by CPA, CA and IPA from November 2018 to November 2023 –



ACCREDITED  
PROGRAM



The Master of Business Administration is in the process of accreditation with CMI AND IML –



institute of  
**MANAGERS  
AND LEADERS**

*This level of industry endorsement is vital to quality assurance and international market perception. It also begs the question – why the re-accreditation with TEQSA process.*

The Master of Business Administration has a current (T1, 2019) **enrolment** of 750 full time students. Students come from all over the world (34 countries) to complete the program.

The current (adjusted) **attrition** (as at T3, 2018) on the program is 12%

The current **progression** (as at T1, 2019) on the program was 94%

The current **completion** rate is 88.8%

The current **SSR** (T1, 2019) is 36.1

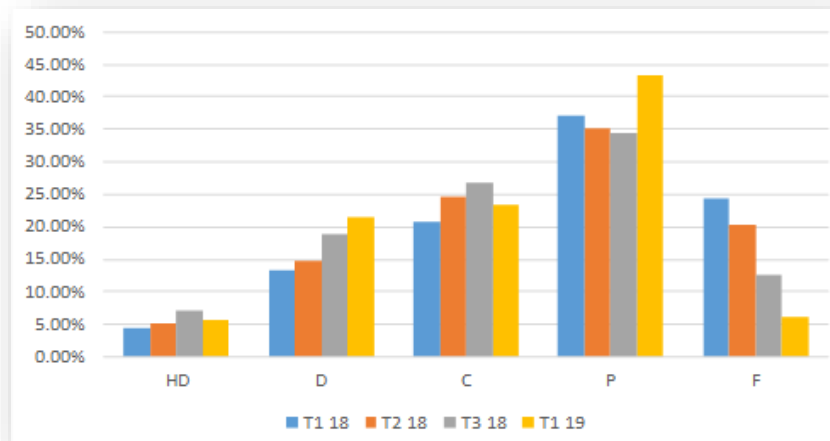
The **full time staff to part-time staff** balance is 29:71

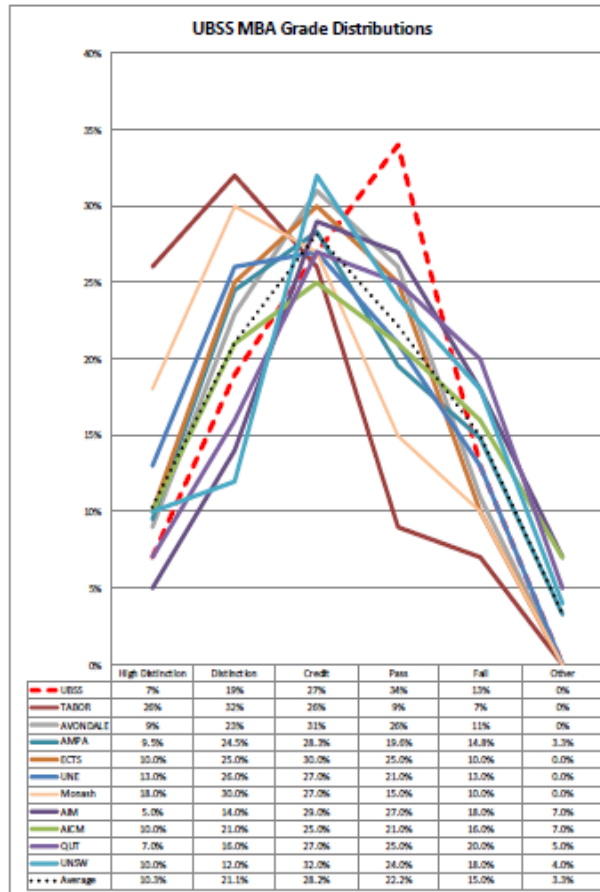
The **AQF+1** or equivalent is 100%

The **Student Satisfaction** (T1, 2019) aggregate is 4.4

The **Staff Satisfaction** (T1, 2019) aggregate is 4.7

The most recent grade distributions (T1, 2019) indicate a 94% progression rate (24% above target) and appropriate outcomes –





The Master of Business Administration conducts trimester **Student Feedback Surveys** (SFUs) and the last nine have indicated high levels of student satisfaction and appreciation (the most recent being T1, 2019) –

Survey Questions		Master of Business Administration								
		T2 16	T3 16	T1 17	T2 17	T3 17	T1 18	T2 18	T3 18	T1 19
Q1	The subject provided useful knowledge and skills	4.20	4.44	4.27	4.24	4.35	4.40	4.27	4.37	4.37
Q2	The learning outcomes were achievable	4.00	4.36	4.15	4.17	4.27	4.37	4.19	4.28	4.28
Q3	The subject workload was manageable	3.90	4.21	4.09	4.08	4.18	4.25	4.15	4.25	4.35
Q4	The subject helped to develop relevant professional skills such as problem solving and critical thinking	3.90	4.40	4.11	4.12	4.25	4.31	4.19	4.27	4.27
Q5	The lecturer was well prepared for each class	4.20	4.59	4.17	4.29	4.42	4.44	4.37	4.42	4.42
Q6	The lecturer provided useful feedback	4.10	4.44	4.19	4.17	4.31	4.33	4.26	4.32	4.50
Q7	The lecturer had a good knowledge of the subject matter	4.30	4.58	4.30	4.38	4.43	4.48	4.41	4.48	4.48
Q8	The lecturer used e-learning resources eg smartboard moodle in a way that aided learning in the subject	4.10	4.51	4.27	4.29	4.31	4.37	4.30	4.40	4.40
Q9	The lecturer was available to discuss learning problems outside of class time	4.00	4.26	4.13	4.12	4.20	4.20	4.11	4.21	4.25
Q10	The assessment requirements were clearly explained	4.00	4.51	4.17	4.22	4.28	4.38	4.26	4.34	4.35
Q11	Overall the teaching in the subject was of a high quality	4.10	4.41	4.09	4.18	4.26	4.32	4.23	4.31	4.36
		4.07	4.43	4.17	4.21	4.30	4.35	4.25	4.33	4.36

The Master of Business Administration conducts trimester staff surveys and the last nine have indicated high levels of staff satisfaction (the most recent being T1, 2019) –

	Survey Questions	T2 2016	T3 2016	T1 2017	T2 2017	T3 2017	T1 2018	T2 2018	T3 2018	T1 2019
Q1	You are provided with the tools and resources to do your job well	4.10	4.00	4.87	4.63	4.81	4.83	4.62	4.54	4.40
Q2	Your job requirements are clearly communicated and goals and strategies are clearly defined	4.20	4.40	4.80	4.68	4.75	4.83	4.71	4.69	4.67
Q3	You feel encouraged to come up with new and better ways of doing things	4.10	4.20	4.73	4.53	4.50	4.61	4.67	4.54	4.73
Q4	Your supervisor visibly demonstrates a commitment to quality	4.10	4.20	4.87	4.79	4.69	4.72	4.71	4.77	4.87
Q5	You are satisfied with the level of involvement in decisions that directly affect your work?	3.90	4.20	4.53	4.37	4.63	4.56	4.62	4.69	4.60
Q6	UBSS does a good job of keeping employees informed about matters affecting your work?	4.00	4.30	4.93	4.79	4.81	4.89	4.62	4.77	4.80
Q7	Overall, you are satisfied with your job?	4.20	4.50	4.87	4.79	4.88	4.94	4.76	4.85	4.87
	Average	4.09	4.26	4.80	4.65	4.72	4.77	4.67	4.69	4.70

These internal surveys are further validated by the SES (QILT) surveys conducted by DET in which the UBSS Master of Business Administration (postgraduate) distinguished itself in the most recent series (2018, published in April 2019) with a number of accolades –

## **MASTER OF BUSINESS ADMINISTRATION**

### **Overall Quality of Educational Experience**

**Top 4 NUHEI in Sydney CBD**

**Top 7 NUHEI in New South Wales**

**Top 3 MBA Business School in Australia**

**Top 9 in Australia (NUHEI and Universities)**

### **Teaching Quality**

**Top 3 NUHEI in Sydney CBD**

**Top 2 MBA Business School in Australia**

**Top 6 NUHEI in Australia**



### Learner Engagement

**#1 NUHEI in Sydney CBD**

**#1 NUHEI in New South Wales**

**#1 MBA Business School in Australia**

### Learning Resources

**Top 5 NUHEI in Sydney CBD**

**Top 9 NUHEI in New South Wales**

**Top 13 NUHEI in Australia**

**#5 MBA Business School in Australia**

### Student Support

**#1 NUHEI in Sydney CBD**

**#1 MBA Business School in Sydney CBD**

**Top 2 MBA Business School in New South Wales**

**Top 4 MBA Business School in Australia**

**Top 9 NUHEI in Australia**

### Skills Development

**#2 MBA Business School in Sydney CBD**

**Top 3 NUHEI in Sydney CBD**

**Top 7 NUHEI in New South Wales**

**Top 3 MBA Business School in Australia**

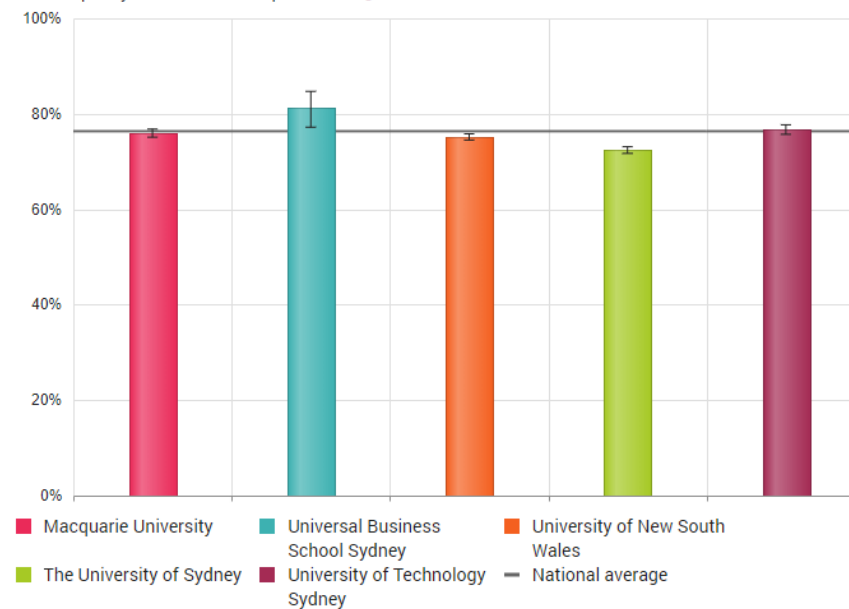
**Top 8 NUHEI in Australia**

*Extract from 'Message from the Executive Dean' #79 (April 2019)*

The UBSS Master of Business Administration, priced at AUD\$31,920, provides a quality option to inferior (and more expensive) University offerings in the Sydney CBD. The same QILT outcomes provide evidence of this favourable comparison –

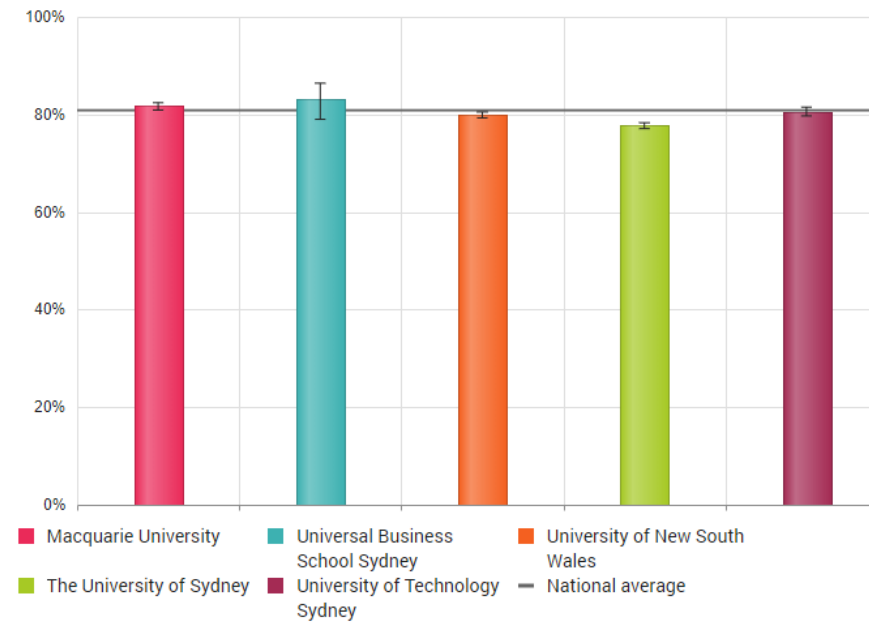
## Student Experience - Postgraduate Coursework

Overall quality of educational experience ⓘ



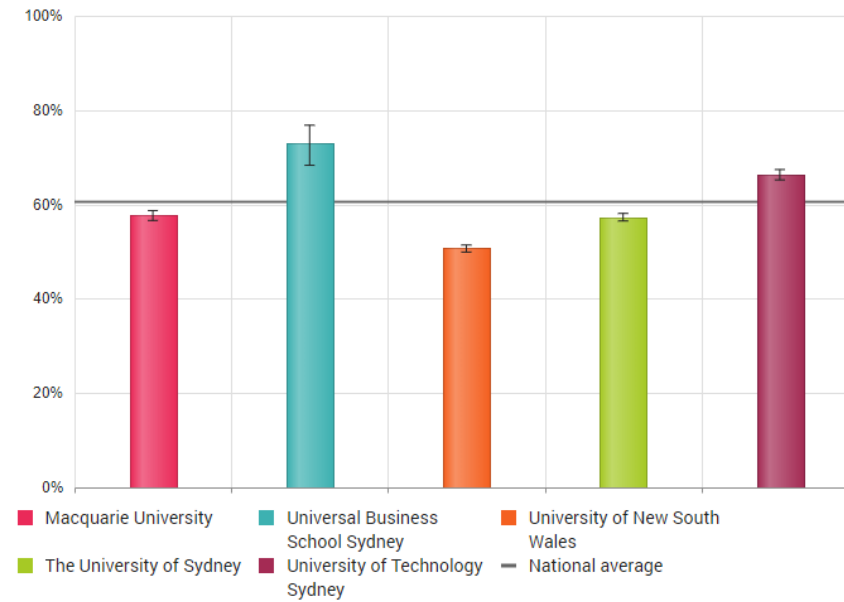
## Student Experience - Postgraduate Coursework

### Teaching quality ⓘ



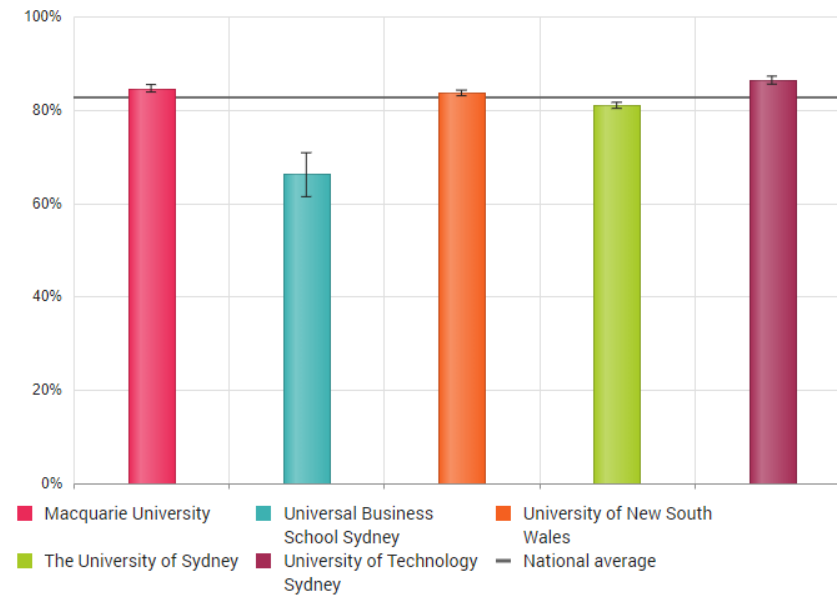
## Student Experience - Postgraduate Coursework

### Learner engagement ⓘ



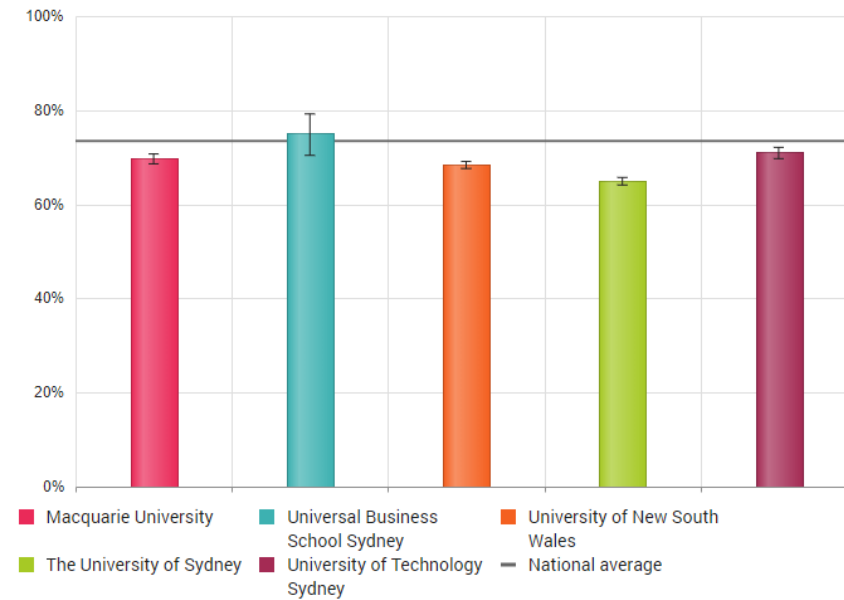
## Student Experience - Postgraduate Coursework

Learning resources ⓘ



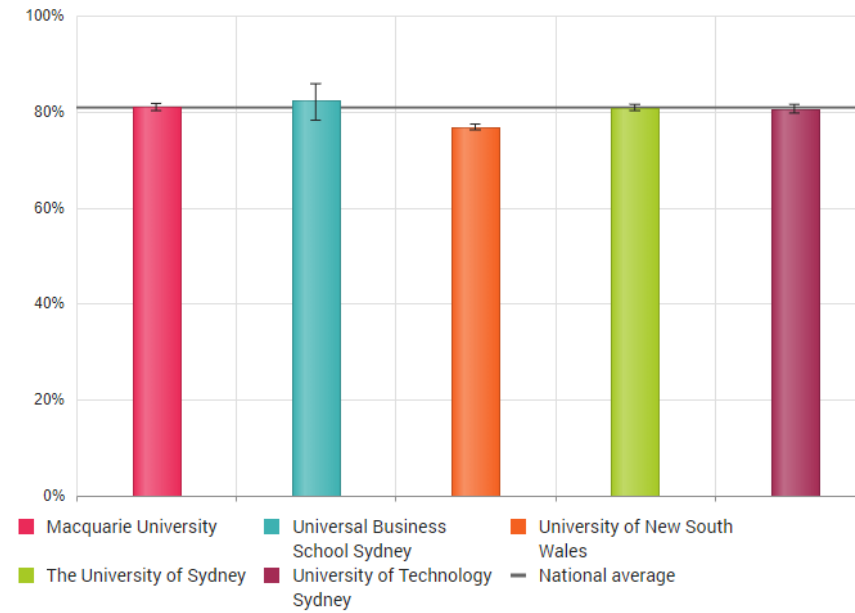
## Student Experience - Postgraduate Coursework

Student support ⓘ



## Student Experience - Postgraduate Coursework

### Skills development ⓘ





The Master of Business Administration is well supported administratively with a Program Director (at Professorial Level), a full time senior postgraduate coordinator, full time administration staff from the Office of the Executive Dean (administration, compliance, eResourcing and learning support), as well as an exemplary teaching team with considerable levels of experience and access to like programs for comparison and benchmarking opportunities. The Program Director (**Professor Ray Hayek**) teaches in the Master of Business Administration Program, as does the Executive Dean (**Professor Greg Whateley**) to further augment quality assurance.

The Master of Business Administration conducted an External Assessment Review (Ellis, 2017) and the recommendations of that review were embedded from T1, 2018. The review was presented to a range of committees at UBSS including the Course Advisory Committee and the UBSS Academic Senate.

TEQSA commissioned two formal reviews of the Master of Business Administration in late 2018.

The scope of the reviews is best captured in the notes to reviewers section –

2. TEQSA has selected relevant information from the application for renewal of course accreditation for your review with regard to the following Standards from Part A of the [\*Higher Education Standards Framework \(Threshold Standards\) 2015\*](#) (HES Framework):
  - a. Student Participation and Attainment Standards (Domain 1)  
1.1.1, 1.3.2, 1.3.3, 1.4.1, 1.4.2, 1.4.3, 1.4.4, 1.5.3  
*Note: the evidence for Section 1.4 will be covered by the evidence for Section 3.1.*
  - b. Learning Environment (Domain 2)  
2.2.3
  - c. Teaching (Domain 3)  
3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.2.1, 3.2.2, 3.2.3, 3.3.1  
plus 3.1.5, 3.2.4 [if relevant]
  - d. Institutional Quality Assurance (Domain 5)  
5.1.3, 5.3.1, 5.3.2, 5.3.3, 5.3.4
  - e. Governance and Accountability (Domain 6)  
6.2.1

The scope is comprehensive.

**A detailed response to the TEQSA External Experts was conducted by Professors Ray Hayek (Program Director, Master of Business Administration) and Greg Whateley (UBSS Executive Dean).**

**The Bolton Review** (September 2018) highlighted a number of areas where the reviewer was not satisfied that UBSS has met the essential standards. **Associate Professor Bolton** (Adjunct – Swinburne University of Technology) provided a snapshot of her suitability to review (as requested by TEQSA) –

- 22 years of experience in designing and delivering postgraduate business, commerce, management and leadership programs with thematic and integrated curricula (1995-2017)
- Experience as curriculum developer and business manager of postgraduate programs with industry partners (Master of Business Management; Master of Business Administration) (1995-2017)
- Scholarly contributions / publications in the area of pedagogy associated with sustainable business practice, including innovation and holistic risk management in volatile, uncertain, complex and ambiguous environments and implications for thematic program design (2004-2017)
- Program coordination and teaching roles across numerous postgraduate business programs in 3 Australian universities, which include general management, intrapreneurship and entrepreneurship scholarship (1995-2017)
- Experience as a senior executive Commonwealth officer in the development of higher education reform , including the exploitation of new technologies and online resources and learning infrastructure across and within higher education providers and other stakeholders.(1990-1995)
- Broad development and delivery experience with Master programs delivered in face to face, online and blended modes (1996-2017)
- VRQA chair and subsequently TEQSA expert adviser concerning NSAs since 2006
- Consulting experience in developing HE courses governance infrastructure and quality assurance processes for high education delivery.

Her summary is efficient (in table form) -

### Conclusions

**Table 1. Summary of assessment of the course material and resources**

*Mark an "x" in the cell if the conclusion applies to the entire Standard, or identify the relevant paragraphs of the Standard as appropriate.*

HES Framework Standard	Satisfied	Not Satisfied
<b>Section 3.1 – Course design &amp; Section 1.5 – Qualifications and Certification</b>		
Standard 3.1.1(a-g)	3.1.1 a	3.1.1 b, c, d, e, f, g
Standard 3.1.2(a-c)		x
Standard 3.1.3		x
Standard 3.1.4	x	
Standard 3.1.5 (if relevant)	NA	
Standard 1.5.3		x
<b>Section 3.3 – Learning resources and educational support</b>		
Standard 3.3.1	x	
<b>Section 1.1 – Admission</b>		
Standard 1.1.1		x
<b>Section 1.3 – Orientation and progression</b>		
Standard 1.3.2(a-c)	x	

HES Framework Standard	Satisfied	Not Satisfied
Standard 1.3.3	x	
<b>Section 1.4 – Learning outcomes and assessment</b>		
Standard 1.4.1		x
Standard 1.4.2(a-d)		x
Standard 1.4.3		x
Standard 1.4.4		x

## Conclusions

**Table 2. Summary of assessment of the internal course approval process**

HES Framework Standard	Satisfied	Not Satisfied
Section 5.1 – Course approval and accreditation		
Standard 5.1.3(b-c)		x
Section 5.3 – Monitoring, review and improvement		

HES Framework Standard	Satisfied	Not Satisfied
Standard 5.3.1	x	
Standard 5.3.2		x
Standard 5.3.3	x	
Standard 5.3.4(a-b)		5.3.4 a- b.

**Table 3. Summary of assessment of the staffing**

HES Framework Standard	Satisfied	Not Satisfied
Section 3.2 – Staffing		
Standard 3.2.1		x
Standard 3.2.2	x	
Standard 3.2.3(a-c)	x	
Standard 3.2.4 (if relevant)	x	
Standard 3.2.5	x	

## Conclusions

**Table 4. Summary of assessment of the monitoring of subgroups**

HES Framework Standard	Satisfied	Not Satisfied
Section 2.2 – Diversity and equity		
Standard 2.2.3		x

**Table 5. Summary of assessment of business planning and safeguards**

HES Framework Standard	Satisfied	Not Satisfied
Section 6.2 – Corporate monitoring and accountability		
Standard 6.2.1(i)		x

Each alleged deficiency was highlighted and the Master of Business Administration team have considered the review and have either noted and embedded the suggestion/s or rejected the suggestion/s.

**Bolton (2018) has taken a reasonable and balanced approach to the task of review**



**The Lawley Review** (September 2018) also highlighted a number of areas where the reviewer was not satisfied that UBSS has met the essential standards.

*Professor Lawley* (University of the Sunshine Coast) provided a snapshot of her suitability to review (as requested by TEQSA) –

- Over 20 years' experience in Faculty level management roles (including Acting Head of School, Associate Dean, SubDean Academic) incorporating responsibility for the design and delivery of courses in Business/Management/Marketing at two Universities (USQ and USC) at both undergraduate and postgraduate levels in multiple modes (face to face, distance, online).
- Member of University Academic Boards (over 4 years – both USC and USQ),
- Member of Faculty and University Learning and Teaching Committees (over 4 years)
- Prior to establishment of TEQSA involved in 7 assessment panels for the Queensland Office of Higher Education between 2004 and 2011 (4 of these as Panel Chair), covering a range of business courses at UG and PG and including online delivery.
- TEQSA (from 2013)– engaged as an expert for 15 accreditations/reaccreditations covering a range of business programs at both UG/PG

Her summary is efficient (in table form) -

## Conclusions

**Table 1. Summary of assessment of the course material and resources**

*Mark an "x" in the cell if the conclusion applies to the entire Standard, or identify the relevant paragraphs of the Standard as appropriate.*

HES Framework Standard	Satisfied	Not Satisfied
<b>Section 3.1 – Course design &amp; Section 1.5 – Qualifications and Certification</b>		
Standard 3.1.1(a-g)		a,b,c,d,e,f,g
Standard 3.1.2(a-c)		a b c
Standard 3.1.3		x
Standard 3.1.4	Not relevant	Not relevant
Standard 3.1.5 (if relevant)	Not relevant	Not relevant
Standard 1.5.3		x
<b>Section 3.3 – Learning resources and educational support</b>		
Standard 3.3.1		x

HES Framework Standard	Satisfied	Not Satisfied
<b>Section 1.1 – Admission</b>		
Standard 1.1.1		x
<b>Section 1.3 – Orientation and progression</b>		
Standard 1.3.2(a-c)	b c	a
Standard 1.3.3		x
<b>Section 1.4 – Learning outcomes and assessment</b>		
Standard 1.4.1		x
Standard 1.4.2(a-d)		a b c d
Standard 1.4.3		x
Standard 1.4.4		x

## Conclusions

**Table 2. Summary of assessment of the internal course approval process**

HES Framework Standard	Satisfied	Not Satisfied
Section 5.1 – Course approval and accreditation		
Standard 5.1.3(b-c)		5.1.3b, c
Section 5.3 – Monitoring, review and improvement		
Standard 5.3.1		x
Standard 5.3.2		x
Standard 5.3.3		x
Standard 5.3.4(a-b)		x

## Conclusions

**Table 3. Summary of assessment of the staffing**

HES Framework Standard	Satisfied	Not Satisfied
<b>Section 3.2 – Staffing</b>		
Standard 3.2.1		x
Standard 3.2.2		x
Standard 3.2.3(a-c)		3.2.3 a, b, c
Standard 3.2.4 (if relevant)		na
Standard 3.2.5		x

## Conclusions

**Table 4. Summary of assessment of the monitoring of subgroups**

HES Framework Standard	Satisfied	Not Satisfied
Section 2.2 – Diversity and equity		
Standard 2.2.3		x

## Conclusions

**Table 5. Summary of assessment of business planning and safeguards**

HES Framework Standard	Satisfied	Not Satisfied
Section 6.2 – Corporate monitoring and accountability		
Standard 6.2.1(i)		X

Lawley (2019) is off track and quite unreasonable in most of her assertions. This absolute condemnation of the UBSS MBA program questions *her* credibility - given the enormous success of the program. Further, Lawley represents a University that scored below the national average on all domains in the most recent QILT postgraduate outcomes. It is difficult to take her commentary seriously.

Given the discrepancy (or differences/contractions of/in opinion) between the two experts and the quite unreasonable approach by Lawley our decision has been to consider only the elements that *both* experts deem in need of development or further explanation.

This provides a valuable focus and is best summarised as –

**3.1.1 b, c, d, e, f, g; 3.1.2 a, b, c; 3.1.3; 3.2.1**

**1.5.3; 1.1.1; 1.4.1; 1.4.2 a, b, c, d; 1.4.3; 1.4.4**

**5.1.3 b, c; 5.3.2; 5.3.4 a-b**

**2.2.3**

**6.2.1 (i)**

We deal with each in turn -

Standard	Commentary by Expert/s	Recommendation	Response/ Action/ Satisfied	Internal follow up notes
<b>3. SUMMARY OF COURSE MATERIAL AND RESOURCES</b>				
3.1.1b,c,d,e,f,g	<p>The program structure is ambiguous; the subjects comprising the Graduate Certificate and Graduate Diploma are represented differently in materials provided as are compulsory requirements for completion.</p> <p>There are no course LOs specified as a basis for subject LOs and this has implications for course design, assessment, entry requirements, exit pathways, articulation and employment pathways</p>	<p>Clarify Program Structure</p> <p>Specify Learning Outcomes</p>	<p>The program structure is provided in Appendix #1. There is little ambiguity.</p> <p>The course Learning Outcomes are provided within refreshed constructive alignment Domain 3.1.3</p>	



3.1.2a,b,c	<p>Although some subjects demonstrate current knowledge and scholarship relevant to the discipline, e.g. economics and certain accounting subjects, in many instances this is not achieved.</p> <p>Neither do many subjects demonstrate that emerging concepts are informed by recent scholarship or advances in practice given a high reliance on text book teaching and little evidence of additional materials relevant to critical analysis characteristic of advanced knowledge and inquiry required at AQF level 9 (and reflected in assessment).</p>	<p>Relevant current knowledge and scholarship within subjects needs to be clear</p> <p>Text book focus to be enhanced</p>	<p>CPA endorsed the content and current knowledge of the CORE and Accounting Stream – providing an unconditional five year accreditation from November, 2018.</p> <p>CMI (pending) have endorsed the content and current knowledge of the CORE and Entrepreneurship stream.</p> <p>CPA endorsed the use of textbooks for CORE and Accounting stream. CMI accreditation (in train) has also endorsed the use of textbooks in place of reading guides.</p>	
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<p>3.1.3</p>	<p>The objective that all subjects are taught at AQF level 9, and the lack of admission criteria concerning existing knowledge of the business discipline and/or experience, presents challenges in relation to the progressive and coherent achievement of expected learning.</p> <p>Subject outlines suggest a strong focus on tests and examinations based on sequential use of textbook materials, regardless of the different disciplines and associated LOs.</p> <p>The lack of acknowledgement of structure and process to foster progressive learning through appropriate acquisition of foundational learning is problematic and the documentation is inconsistent in its representation of pre-requisites.</p>	<p>AQF 9 needs to be examined</p> <p>Focus on tests and textbooks</p> <p>Structure is ambiguous and pre-requisites not evident</p>	<p>All subjects are pitched at AQF9.</p> <p>CPA endorsed the use of textbooks for CORE and Accounting stream. CMI accreditation (in train) has also endorsed the use of textbooks in place of reading guides.</p> <p>Use of tests and exams applauded by both CPA and CMI.</p> <p>The structure is clear and evident See Appendix #1.</p>	
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1. LEARNING OUTCOMES AND ASSESSMENT				
1.5.3	Despite the claims of teaching all subjects at Level 9, a number of subjects appear to have LOs that do not require a demonstration of analysis, critique or judgement in application, appropriate to higher level cognitive challenges. This is perhaps a consequence of attempts to provide foundational knowledge in AQF Level 9 subjects.	AQF 9 not appropriate for all subjects	A closer look at the AQF9 suggests that UBSS is meeting the threshold standards.	
1.1.1	Given the lack of clarity as to why UG and PG IELTS entry score appear to be the same, and the apparent confusion about the benchmarking with other MBA programs, that actually require a higher IELTS entry score, more clarification is sought about the decision to ask for an IELTS score of 6.0 for MBA entry into a program intended to be taught at	IELTS 6 appropriateness	IELTS 6 is deemed appropriate. The majority of MBA students are on shore – and have completed an Australian Bachelor's Degree at a recognised institution.	

	AQF level 9 across all subjects.			
1.4.1	There are no course LOs provided and no evidence of external benchmarking on MBA course design.	Missing Learning Outcomes  Benchmarking of course design missing	See refreshed constructive alignment  Benchmarking has been achieved through accreditation with CPA, CA and IPA and in train with IML and CMI.  A significant number of staff teach in like awards at like institutions. This is a strength for UBSS – and often a deficiency for Universities.	
1.4.2a,b,c,d	There are no course LOs provided for each nested course that address specific and generic knowledge, skills and their application required for each nested course.	Learning Outcomes for nested courses needed	See refreshed constructive alignment Domain 3.1.3	
1.4.3	As no comprehensive Course LOs are provided the design of Subject LOs and their relationship to assessment, as a basis for grading, is compromised in appropriately demonstrating student attainment. The	Need for comprehensive Learning Outcomes	See refreshed constructive alignment Domain 3.1.3	

	inconsistent approach to the design of LOs also suggests the need for further review.			
1.4.4	As the documentation that purports to align course and subject LOs is not comprehensive, it is not possible to ascertain that this is the case.	Match Learning Outcomes of course and subjects	See refreshed constructive alignment Domain 3.1.3	

5.1 INTERNAL COURSE APPROVAL PROCESS AND ACCREDITATION				
5.1.3b.c	The level of evidence of overarching academy scrutiny of the course, independently of the staff, is inadequately detailed in governance documentation to identify key issues and limitations of the submission. Some of these are critical concerning course design, course and subject LOs and assessment concerns, with implications for future resourcing required to achieve Course and subject LOs.	Evidence of independent academic scrutiny	CPA has reviewed and accredited the MBA Core and Accounting Stream.  CMI is reviewing and is likely to accredit the Entrepreneurship stream.  UBSS considers these endorsements as superior to peer review	
5.3.2	Although review and external benchmarking processes occurred (meeting the minimum standard of 5.3.1) the quality of this process did not meet standard 5.3.2 in that the detail of findings is not transparent, the extent	Benchmarking outcomes to be evident and outcome applications less ambiguous	The benchmarking outcomes and application of learnings is evident in REQ02689	

	<p>to which these have been discussed and implemented is not clear, and the status of review is ambiguous given the reported conduct of further reviews and the ambiguous status of the existing program.</p> <p>There are no AS minutes that sign off on a program design assessed as complete and meeting TEQSA standards. Rather the status is unclear, and non-specifically subject to ongoing changes throughout 2018.</p>	Evidence of consideration by AS	<p>The UBSS Academic Senate is updated on a regular basis as to the status of all programs. The sub-committee (Course Advisory Committee) is the mechanism for discussion and support. A CAC report is presented at all Academic Senate meetings.</p>	
5.3.4a	<p>Although the development of Benchmarking initiatives seems extensive, and KPIs are set around number of reviews undertaken, the evidence of analysis of data does not appear strategic and consistent towards quality improvement around issues raised as problematic such as completion rates, the skewing of marks and the</p>	Evidence of data analysis needs to be more prominent	<p>A comprehensive data analysis is undertaken on a regular basis the most recent (inclusive of end of 2018 data) was provided to TEQSA as REQ02693</p>	

	possible relationship to entry criteria and course design.			
5.3.4b	Although initiatives are occurring concerning factors that are related to assessment such as aspects of student satisfaction and progression rates, at this stage the review of Assessment standards and guidelines appears to rely heavily on an external review that raises issues but which provides incomplete detail concerning its recommendations and suggestions. The minutes of AS and CAC provide little detail or insight as to how these policies are informing assessment practices, including the development of more focussed benchmarking. As detailed above, the subject outlines provided do not demonstrate that external advice has been	Evidence of external advice and analysis required	CPA has reviewed and accredited the MBA Core and Accounting Stream.  CMI is reviewing and is likely to accredit the Entrepreneurship stream.  UBSS considers these detailed analyses and endorsements as superior to peer review	



	incorporated at this stage into assessment practices.			
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2.2 DIVERSITY MONITORING OF SUBGROUPS				
2.2.3	There is no evidence provided in relation to policies on monitoring or data collection.	Monitoring of and collection of data needs to be more evident	Regular data mining is undertaken by UBSS – the latest version provided to TEQSA as REQ02693	

6				
6.2.1 (i)	<p>As noted above a more detailed breakdown of delivery and costs would be useful in relation to the scenarios presented for teach out, to allow comparison with existing costs shown in the P&amp;L. Second, updated scenarios on the basis of 2018 numbers are stated as being available, but not accessible here. Third, this detail would provide a more comprehensive input into a Business Continuity Plan if other related risks are considered such as ongoing IT provision, alternative premises (if lease costs are reduced), reduction in student services etc.</p>	<p>Teach out costing needs to be detailed</p> <p>Updated 2018 numbers need to be provided</p> <p>Risk Assessment needs to be detailed and provided</p>	<p>A more detailed 'teach out' paper is provided as a hypothetical option should the unthinkable occur – see Appendix #2.</p> <p>T2, 2018 MBA enrolment was 715 full time students; T1, 2019 MBA enrolment is 750 full time students.</p> <p>A comprehensive Risk Register is maintained by UBSS – the most recent version was provided to TEQS in REQ02682</p>	

**Professor Greg Whateley**

**Professor Ray Hayek**

**May 2019**

## APPENDIX #1

The **Master of Business Administration** structure is evident in the MBA brochure available in both hard copy and online. All students are required to complete the **CORE**

### Core Subjects (8) – All Students

Subject Code	Subject Name	Credit Points
MCR002	Organisational Behavior	5
MCR003	Management Attributes and Skills	5
MCR007	Project Management	5
MCR008	Corporate Strategy	5
MCR001	Economics	5
MCR004A	Accounting Systems and Processes	5
MCR006	Financial Management	5
MCR009	Business Law	5

Students, then, make a choice between either **STREAM**

### Entrepreneur Stream Subjects (8)

Subject Code	Subject Name	Credit Points
MCR005	Clients and Markets	5
MCR010	Innovation and Commercialisation	5
MCR011	Strategic Business Simulation	5
MCR012	Entrepreneurship Research Report	5
MHR001	Managing Workplace Relations	5
MHR002	Leading Innovation and Change	5
MKT001	Brand Development	5
MKT002	Marketing New Products	5

OR

### Accounting Stream Subjects (8)

Subject Code	Subject Name	Credit Points
MAC001A	Financial Accounting and Reporting	5
MAC002	Accounting Information System	5
MAC003	Management Accounting	5
MAC004	Quantitative Methods	5
MAC005	Audit and Assurance	5
MAC006	Advanced Financial Accounting and Reporting	5
MAC007	Strategic Management Accounting	5
MAC008	Taxation Law	5

There is no cross over between streams at any time.

The **Graduate Certificate** requires students to complete any four subjects from those available (all 24 subjects are available each trimester)

## Graduate Certificate in Business

This postgraduate qualification serves as an entry point to studies in general management, particularly for those who do not hold formal tertiary qualifications, but are able to demonstrate a substantial record of relevant professional experience.

This postgraduate course requires completion of any 4 subjects from the subject list. A sample set is:

- Economics
- Organisational Behaviour
- Managerial Attributes and Skills
- Financial Accounting and Reporting

The design and sequence is straight forward and unambiguous. The sequence is readily available to all students - provided to all students - <https://www.ubss.edu.au/media/1391/mba-brochure.pdf>

## **APPENDIX #2**



### **A hypothetical Course Teach Out and Transition Plan**

Master of Business Administration  
Graduate Diploma of Business Management,  
Graduate Certificate of Business Management

## Course Teach Out and Transition Plan

Master of Business Administration, Graduate Diploma of Business Management, and Graduate Certificate of Business Management

### 1.0 Introduction

This document presents UBSS response to an expert query around a possible (hypothetical\_ approach to a teach out of the Master of Business Administration (with nested Graduate Diploma and Graduate Certificate

UBSS trusts that the additional information supplied herein is sufficient advice.

### 2.0 Teach Out and Transition Arrangements

#### *(a) Overview of key elements*

This teach out and transition plan for the three courses ensures that students in the courses can complete their study with a minimum of disruption and disadvantage.

Key elements in these arrangements are as follows -

- 1 UBSS would not offer any student a place in any of the three higher education courses (i.e. Master of Business Administration (MBA); Graduate Diploma of Business Management (GDBM); and Graduate Certificate of Business Management (GCBM)), once a teach out had been decided upon.
- 2 UBSS would continue to maintain the high student learning experience in all courses, throughout the 'teach out' period.
- 3 Currently enrolled students electing to exit early from their course with the award of one of the nested early exit qualifications offered in the program would be permitted to do so if eligible.

Current enrolment of continuing students would be notified in writing of the following options -

1. Students may continue in their enrolled course and enrol in up to three (3) subjects at a time;
2. To continue in their enrolled course on the agreement that if at the conclusion of the specified teach out time ending it appears unlikely that they will be able to complete their course students would authorise UBSS to transfer their enrolment to enable them to continue studies in one of the following alternate equivalent courses.
3. To request to be transferred as soon as possible and no later than at the conclusion of the 'teach out' with the award of course credit for comparable studies that they have successfully completed to an equivalent provider.
4. To continue in their enrolled MBA course with the intention to exit early from one of the nested courses in the program if eligible to do so by the end of the specified teach out period. Students

electing to exit early or change to a lower level course are made aware that this may impact their student visa. For further details refer to <http://www.border.gov.au/Trav/Stud/More/Changing-courses>; or

5. To withdraw from their course and receive a refund of any unspent pre-paid tuition and course material fees. Students be made aware that withdrawal from their course without an enrolment in a replacing alternate course will result in a cancellation of their COE and may impact their student visa entitlements.

### ***(b) Maintenance of student learning experience in all courses through the teach out***

The Master of Business Administration (MBA), Master of Business Management (MBM), Graduate Diploma of Business Management (GDBM), Graduate Certificate of Business Management (GCBM), will remain unchanged from the currently delivered courses for the duration of the teach out, including the subject content and assessments, teaching staff, and delivery mode.

### ***(c) Transfer and/or refund arrangements***

As indicated at Item (a) above UBSS' course transfer, (course tuition protection arrangements for students unable to complete by Semester 2, 2018), and associated course transfer and tuition fee refund arrangements apply to the 'teach out' arrangements for all four courses currently being delivered, as applicable.

UBSS' academic team will liaise with each individual enrolled student in these courses to discuss and document their course progression options (refer to Item (a) above) and preferences, which UBSS would then help facilitate for the student in a manner that is consistent with School policy and minimises disadvantage, disruption and inconvenience for the student. Students enrolled in the courses who UBSS identify will not be able to be taught-out in the approved teach out period will be proactively contacted in person within 3 working days of notice of the commencement of the 'teach out'.

**Course transfer:** Enrolled students unable to complete their course within the 'teach out' period will be able to elect to transfer into another course. At this time UBSS has not yet specified the transition options, however, UBSS will explore appropriate alternate transition options in discussion with any impacted students as needed and appropriate. There are ample options available in the Sydney CBD. Students electing to transfer into matched qualifications with another provider will be entitled to apply for credit for comparable studies completed to date. Students choosing to transfer to UBSS recommended providers and matched courses will be entitled to full credit transfer for successfully completed studies as per the provider's agreed credit transfer arrangements.

**Tuition fee refund:** Students electing to either (a) not complete their courses and withdraw from their studies with UBSS or to (b) transfer to a comparable course with another Australian higher education provider will be entitled to a refund of all unspent tuition fees as per UBSS' tuition assurance arrangements and/or refund policy, as applicable. Full details about UBSS' tuition refund arrangements are set out the School's refund policy and associated Refund Procedure. This information is readily available on the UBSS website.



**Tuition protection:** Tuition Assurance protects the interests of current and intending students of UBSS courses that lead to an accredited award in that it ensures students are given a suitable alternative course or have their unspent course money refunded if UBSS cannot provide the course for which the student has paid. UBSS conforms to the requirements of the Tuition Protection Assurance for domestic students established under the HESA and Tuition Protection Service (TPS) requirements established for overseas students through the ESOS (Education Service for Overseas Students) Assurance Fund established under section 45 of the ESOS Act 2000. UBSS is a member of the Australian Council for Private Education and Training (ACPET). For further information about APIC's tuition protection arrangement for domestic students refer to [Higher Education Statement of Tuition Assurance](#). For further information about the Australian Government Tuition Protection Scheme (TPS) for international students refer to [tps.gov.au/StaticContent/Get/StudentInformation](https://tps.gov.au/StaticContent/Get/StudentInformation).

It is anticipated that a small number of students enrolled in the courses may not be able to be taught-out in the approved 'teach out' period, and that some of these instances may trigger a Provider Default scenario. The Executive Dean will notify in writing the TPS director, Secretary and students who are known to not be able to complete the course in the TEQSA approved course teach out period of UBSS' provider default in connection under section 46B of the ESOS Act. (Refer to: Notification requirements as per <https://tps.gov.au/StaticContent/Get/ProviderInformation>).

Note: UBSS is aware that under section 46B the School must also issue these notifications within 3 business days of the default occurring and that the notices must be in writing and meet the requirements of section 46B. UBSS is aware that under section 46D of the ESOS Act, our School has 14 days after the day of the designated 'touch out' time (the provider obligation period) to satisfy our tuition protection obligations to the student as set out in the section. UBSS is aware that if the School fails to discharge our obligations to the student under section 46D, it is an offence under section 46E of the ESOS Act.

### 3.0 Communication plan to enrolled students, international agents, other key external stakeholders

Communication Strategy(ies)	Target Student Audience	Status
UBSS academic team will prepare a FAQ webpage in the portal that explains the teach out and addresses key questions students may have, including transition arrangements & options.	All students currently enrolled in course	Notional
UBSS Marketing team to update UBSS' public website to make clear wherever the MBA, GDBM, and GCBM course is mentioned that the course is no longer accredited and in teach out and is not open to new student admissions.	UBSS public website All prospective and current students of UBSS' courses	Notional
Executive Dean to issue email to all enrolled students in the MBA, GDBM, and GCBM courses to inform them that the course has ceased to be accredited and has entered teach out and that the Program Director will be contacting all students individually and information session will be held to discuss plans for completion and any concerns that they may have about completing their course in a timely manner.	All students currently enrolled in course	Notional
GCA to email UBSS Agent Network to notify them that the MBA, GDBM, and GCBM courses are in teach-out and that no new admissions are permitted and to inform them to cease marketing of these courses.	UBSS Agent Network	Notional
The MBA Program Director will issue a personalised invitation to information sessions to arrange a time to meet to discuss plans for completion, any concerns that they may have about completing their course, and their options if they are unlikely to be able to complete.	All students currently enrolled in course	Notional

### **(a) Communication to enrolled students**

#### Proposed template of email to be sent to enrolled students

Date

Dear <student> personalised

I write in further to the emails you have received and the information sessions that have been conducted this week about the arrangements for enrolled students of the MBA program which is in teach out to -

- ensure you have a full list of all the options available to you; and
- provide you with a copy of the FAQs which have been updated in response to common questions raised at the information sessions.

As you are aware this program has entered teach out for enrolled students as the accreditation of all the courses in this program will end on (*Notional Date*). These courses are the Master of Business Administration (MBA), Graduate Diploma of Business Management (GDBM), and Graduate Certificate of Business Management (GCBM).

#### **Options for students who know they will complete before or by the end of Trimester (Notional)**

If you know that you will complete before or by the end of Notional Date as your COE course end date falls before Notional Date and you are on-track to complete your course by your CoE end date you do not need to do anything additional to the usual. UBSS will continue to monitor your course progress and we will contact you if we identify that you may be at risk of not completing your course by your COE end date.

#### **Options for students who know they are unlikely to complete or who are unsure that they will complete by the end of Semester (Notional)**

If you know you are unlikely to complete or are unsure whether you will complete by the end of Notional Date it is important that you promptly arrange a time to meet with your Program Director to discuss the options, confirm your preferred option and arrange a personalised learning plan:

The following options are available to you -

1. To continue in your enrolled course and enrol in up to three (3) units with the intention to complete your course by Notional Date (this option may be combined with option 2 below); or
2. To continue in your enrolled course on the agreement that if at the conclusion of the notional date it appears unlikely that you will be able to complete your course by notional date that you authorise UBSS to transfer your enrolment to enable you to continue your Masters' degree studies in an alternate equivalent course.
3. To request to be transferred as soon as possible and no later than at the conclusion of notional date with the award of course credit for comparable studies that you have successfully completed.
4. To continue in your enrolled MBA course with the intention to exit early from one of the nested courses in the program if eligible to do so by the end of the notional date. Students electing to exit early or change to a lower level course should be aware that this may impact your student visa. For further details refer to <http://www.border.gov.au/Trav/Stud/More/Changing-courses>; or
5. To withdraw from your course and receive a refund of any unspent pre-paid tuition and course material fees. Students should be aware that withdrawal from your course without an enrolment in a replacing alternate course will result in a cancellation of your COE and may impact your student visa entitlements.

We thank you for your understanding and cooperation.

Kind regards  
Professor Greg Whateley  
Executive Dean, UBSS

***(b) Communication to students - Invitation to information sessions***

**Information session template**

Notional Date

Information Session - Teach Out - MBA, GradDipBM and GradCertBM

Dear <Students> personalised,

This email is in relation to the MBA, GradDipBM and GradCertBM no longer being accredited and the Teach Out process.

UBSS will be holding an information session this notional date (delete day not occurring) on campus from 2pm /3pm in <insert location>.

If you have any questions, please come along to the session for more information.

Kind Regards,

Professor Greg Whateley  
Executive Dean, UBSS

## **(c) Website Changes**

### **TEXT FOR WEBPAGE**

#### **Notice to Students**

#### **Teach-out Arrangements for the MBA, GradDipBM and GradCertBM**

Accreditation of the current MBA, GradDipBM and GradCertBM awards will cease as of notional date. These awards are now in teach-out. No enrolments will be accepted into these courses.

Students currently enrolled in the MBA, GradDipBM and GradCertBM who will successfully complete their studies prior to notional date need take no further action and will graduate with their MBA, GradDipBM or GradCertBM qualification. You will graduate and be awarded a nationally recognised qualification.

#### **What does Teach-out mean to you?**

Teach-out means that –

1. Where you can successfully complete your studies by notional date, you will graduate and be awarded the nationally recognised qualification you are currently enrolled in.
2. Where you are unable to successfully complete your studies by notional date, UBSS will provide assistance and support so that you can enrol in an alternative university or college/school for your final units where you can graduate and be awarded the comparable nationally recognised qualification.
3. Where you choose to move an alternative university or college now or any time during your studies with UBSS, we will provide assistance and support so that you can enrol in an alternative university or college.

#### **What does this mean for Current Students?**

Most current students will not be affected by the notional end date for the current MBA, GradDipBM and GradCertBM award courses.

However, to complete the program by notional date, some students may need to enrol in additional units of study.

Some students will need to transfer to another college/school or university to complete their studies because they are unable to finish their studies with UBSS by notional date.

#### **We are here to help you?**

All currently enrolled students will have already received notification of the teach-out of the current MBA, GradDipBM and GradCertBM courses.

#### **For further information please contact:**

**Sydney:** Professor Ray Hayek – ray.hayek@ubss.edu.au

## **TEXT ON WEBPAGE**

### **Notice to Students Teach-out Arrangements for the MBA**

The MBA is now in teach-out.

Accreditation of the MBA will cease as of **notional date**.

Applications for entry to the MBA are now **permanently closed**. No new enrolments will be accepted into this course.

#### **Current students**

All currently enrolled students will have already received notification of the teach-out of the MBA.

Currently enrolled students will again be contacted via email and invited to individual information and planning sessions regarding teach-out of these awards.

Students enrolled in the MBA who will complete their studies prior to notional date need take no further action and will graduate with a nationally recognised MBA.

**For further information please contact:**

**Sydney:** Professor Ray Hayek – ray.hayek@ubss.edu.au

## **TEXT FOR WEBPAGE**

### **Notice to Students Teach-out Arrangements for the GradDipBM**

The GradDipBM is now in teach-out.

Accreditation of the GradDipBM will cease as of **notional date**.

Applications for entry to the GradDipBM are now **permanently closed**. No new enrolments will be accepted into this course.

#### **Current students**

All currently enrolled students will have already received notification of the teach-out of the GradDipBM.

Currently enrolled students will again be contacted via email and invited to individual information and planning sessions regarding teach-out of these awards.

Students enrolled in the GradDipBM who will complete their studies prior to notional date need take no further action and will graduate with a nationally recognised GradDipBM.

#### **For further information please contact:**

**Sydney:** Professor Ray Hayek – [ray.hayek@ubss.edu.au](mailto:ray.hayek@ubss.edu.au)

## **TEXT ON WEBPAGE**

### **Notice to Students Teach-out Arrangements for the GradCertBM**

The GradCertBM is now in teach-out.

Accreditation of the GradCertBM will cease as of **notional date**.

Applications for entry to the GradCertBM are now **permanently closed**. No new enrolments will be accepted into this course.

#### **Current students**

All currently enrolled students will have already received notification of the teach-out of the GradCertBM.

Currently enrolled students will again be contacted via email and invited to individual information and planning sessions regarding teach-out of these awards.

Students enrolled in the GradCertBM who will complete their studies prior to notional date need take no further action and will graduate with a nationally recognised GradCertBM.

#### **For further information please contact:**

**Sydney:** Professor Ray Hayek – [ray.hayek@ubss.edu.au](mailto:ray.hayek@ubss.edu.au)



## **(d) Website FAQ's**

### **MBA, GradDipBM, and GradCertBM Teach-out**

#### **Common Questions**

The teach-out of the current MBA, MBM, GradDipBM, and GradCertBM in no way affects any other UBSS courses.

- **I am enrolled in a course that is being taught-out. Will my course still be recognised after notional date?**

Yes, your MBA, GradDipBM, or GradCertBM issued prior to notional date will continue to be nationally recognised qualifications, even after the course is taught out and no longer offered.

- **Will the teach-out affect the CRICOS registration of the MBA, GradDipBM, and GradCertBM?**

The MBA, GradDipBM, and GradCertBM will remain CRICOS registered up to notional date. Any UBSS MBA, GradDipBM, and GradCertBM qualification issued up to notional date will still be considered to have been CRICOS registered at the time you completed the course. Teach-out does not change the fact that your course was CRICOS registered when you completed it and graduated from the course.

- **Which UBSS courses are in teach-out?**

As of notional date, the following UBSS courses commenced teach-out to enrolled students as the accreditation of the courses will end on notional date. No new students are able to commence studies in these courses.

- Master of Business Administration (MBA)
- Graduate Diploma of Business Management (GradDipBM)
- Graduate Certificate in Business Management (GradCertBM)

All other UBSS courses are continuing to accept new enrolments and will continue to be taught beyond notional date. The teach-out of the current MBA, GradDipBM, and GradCertBM in no way affects any other UBSS courses.

- **I am enrolled in a course that is being taught-out. Will my course still be recognised after notional date?**

Yes, your MBA, GradDipBM, or GradCertBM issued prior to notional date will continue to be nationally recognised AQF qualifications, even after the course is taught out and no longer offered.

- **Will the teach-out affect the CRICOS registration of the MBA, GradDipBM, and GradCertBM?**

The MBA, GradDipBM, and GradCertBM will remain CRICOS registered up to notional date. Any UBSS MBA, GradDipBM, and GradCertBM qualification issued up to notional date will still be considered to have been CRICOS registered at the time you completed the course. Teach-out does not change the fact that your course was CRICOS registered when you completed it and graduated from the course.

- **My course is being taught out. What do I need to do?**

All current students enrolled in the MBA, GradDipBM, or GradCertBM will have received an email advising you of your options. Many current students in fact will not be affected by the notional end date for the current MBA, GradDipBM and GradCertBM award courses.

Students currently enrolled in the MBA, GradDipBM and GradCertBM who will successfully complete their

studies by the end notional date need take no further action.

- **Options**

Students currently enrolled in the MBA, GradDipBM and GradCertBM who are not likely to complete by the end notional date have a number of options -

1. To continue in your enrolled course and enrol in up to three (3) units with the intention to complete your course by notional date (this option may be combined with option 2 below); or
2. To continue in your enrolled course on the agreement that if at the conclusion of notional date, if it appears unlikely that you will be able to complete your course by notional date that you authorise UBSS to transfer your enrolment to enable you to continue your Masters' degree studies from notional date in an alternate equivalent course.
3. To request to be transferred as soon as possible and no later than at the conclusion of notional date with the award of course credit for comparable studies that you have successfully completed. .
4. To continue in your enrolled MBA course with the intention to exit early from one of the nested courses in the program if eligible to do so by the end of notional date, which concludes on notional date. Students electing to exit early or change to a lower level course should be aware that this may impact your student visa. For further details refer to <http://www.border.gov.au/Trav/Stud/More/Changing-courses>; or
5. To withdraw from your course and receive a refund of any unspent pre-paid tuition and course material fees. Students should be aware that withdrawal from your course without an enrolment in a replacing alternate course will result in a cancellation of your COE and may impact your student visa entitlements.

A number of these options may result in you being entitled to a refund. Details of the School's refund policy can be found on the UBSS website – behind policies.

- **I have more questions. Who can I talk to about my options?**

For further information about your options, please contact your Program Director.

<sup>1</sup> Notes

- UBSS will continue to maintain your quality learning experience in all courses through the teach out period
- Student transferring courses will be liable for all course tuition and other fees incurred for studies in the alternate course. Course tuition and other fees for the alternate course offered by UBSS are the same as your current course. Course tuition and other fees for alternate courses delivered by other higher education may be higher than UBSS' postgraduate course fees.
- If you transfer into an equivalent alternate course the volume of course credit awarded in the alternate course for comparable studies completed to date will vary depending on the alternate course you have chosen. UBSS' administrative fees for course changes do not apply for students enrolled in this MBA program changing courses.
- UBSS Credit Arrangements and Recognition of Prior Learning Policy and Refund Policy and related procedures apply to the options above, as applicable - see UBSS
- UBSS conforms to the requirements of the Tuition Protection Service (TPS) established by the Australian Government for overseas students. For further details refer to UBSS website.