

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 8, 2022 9:30 pm
Browser:	Chrome 104.0.0.0 / Windows
IP Address:	160.9.46.195
Unique ID:	1007381819
Location:	53.8109, -1.637

First Name	Lee Jones
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Email	I.g.jones@leedsbeckett.ac.uk
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2021-22
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1. Are the academic standards on the program appropriate for the award?

The first point I would like to make is that with all of the modules I have overseen as external examiner, the way in which the module leads communicate with students is excellent. This can be demonstrated by seeing the announcements that have been made on Canvass.

The richness of resources that are on all of the modules sites are excellent. I would like to comment on the range of resources e.g. videos, webinars, links to podcasts etc no doubt will meet all preferred learning styles.

I would also like to comment on the methods of assessment for the modules I have overseen as external examiner. Not only are they contemporary, they are also designed in a way that makes students 'future ready' for working in environments.

2. Please comment on the comparability of the academic standards with other higher education institutions.

The academic standards are comparable with those of other higher education institutions that I have worked in.

The topics taught on the courses provide students with the relevant skills for professional employment. I'm not sure to what extent this is already done but I would recommend more industry input such as guest lectures or industry projects to expose students to employer perspectives and ensure that the graduates meet the needs of the employers.

3. Please comment on the comparability of the level of student performance with other higher education institutions.

The performance of the students on the modules that I have responsibility was undoubtedly comparable to that at other institutions. Students at the higher end of the scale clearly engage well with the material and are able to apply this knowledge to their work. Students at the lower end have had difficulties. I wonder if they are simply weaker students, where Covid has then had a great impact on their engagement.

4. Please comment on any instances of good practice.

I note the strength of the teams as collaborative units and the care and attention that they pay to their students and the needs of these students. In assessment feedback and in general conversation.

It is clear that all staff know their students well and the issues that they face within and beyond the classroom. Pacing of teaching and assessments across the year is carefully planned and implemented.

5. Please detail any recommendations.

NA

6. If relevant, please comment on action taken regarding recommendations from any previous report(s).

NA

7. Any additional comments?

I would like to express my gratitude to all academic and administrative staff I have worked with. At all times, I had clear points of contact for administrative and educational matters, and my questions and queries were answered promptly and constructively. I received invitations to board meetings and information about the marking process, as well as module handbooks etc., much in advance. All module leaders prepared the External Examiner area on Canvass very well, with hyperlinks to student work, module leader reports, moderation sheets etc., which allowed me to examine the assessment efficiently and effectively, as well as obtain a feeling for how the teaching went, giving more context to the marks and feedback.

In my view, the PG course I examined has a clear scope and vision: to provide higher education level provision with a strong professional emphasis.

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 9, 2022 9:23 am
Browser: Chrome 105.0.0.0 / Windows
IP Address: 82.31.11.93
Unique ID: 1007539498
Location: 53.0278, -2.1658

First Name Raymond Hackney

Email ray.hackney@gmail.com

Level of Degree Program(s) Postgraduate

Academic Year AY2021-22

1. Are the academic standards on the program appropriate for the award? Yes - the academic standards are highly appropriate for the award

2. Please comment on the comparability of the academic standards with other higher education institutions. The academic standard are comparable with other HE institutions

3. Please comment on the comparability of the level of student performance with other higher education institutions. The level of student performance is exceptionally high and certainly comparable with other quality HE institutions

4. Please comment on any instances of good practice. The opportunity was taken for some assessments to be based on actual organisations rather than just a case analysis

This is extremely good practice and should be encouraged

5. Please detail any recommendations. More attention could usefully be made to the 'moderation' of assessments as this potentially provides a more accurate view of student performance

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). All previous recommendations were professionally considered and applied

7. Any additional comments? The academic year was again very successful for HULT with excellent student outcomes, high academic standards and outstanding managerial administration

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 9, 2022 10:02 am
Browser: Chrome 105.0.0.0 / Windows
IP Address: 86.136.28.162
Unique ID: 1007545694
Location: 56.1471, -3.9224

First Name Konstantinos Gavriilidis

Email kg25@stir.ac.uk

Level of Degree Program(s) Postgraduate

Academic Year AY2021-22

1. Are the academic standards on the program appropriate for the award? I find the academic standards of the program very high and appropriate for the award.

2. Please comment on the comparability of the academic standards with other higher education institutions. The academic standards are comparable to those of other higher education institutions.

3. Please comment on the comparability of the level of student performance with other higher education institutions. The level of student performance is comparable with other higher education institutions.

4. Please comment on any instances of good practice. The curriculum material in all the modules I examined is up to date, practice-oriented, with very interesting assignments. In addition, there was good evidence of feedback to students, and good practice of internal moderation.

5. Please detail any recommendations. The modules offered across different locations could have the same assessment structure.

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). N/A

7. Any additional comments? N/A

Signature



Form Name:	External Examiner End-of-Year Report
Submission Time:	September 9, 2022 10:04 am
Browser:	Chrome 105.0.0.0 / Windows
IP Address:	86.169.25.164
Unique ID:	1007545944
Location:	51.7219, 0.4811

First Name	James MacAskill
Email	james.macaskill@m4siz.com
Level of Degree Program(s)	Both
Academic Year	AY2021-22
1. Are the academic standards on the program appropriate for the award?	Yes
2. Please comment on the comparability of the academic standards with other higher education institutions.	Broadly similar, Hult's focus on application across the courses examined, is commendable to the building of employability skills and the application of knowledge.
3. Please comment on the comparability of the level of student performance with other higher education institutions.	Students' work is comparable in level. However, I would continue to encourage skills of evidence-based writing in assessments and reporting.
4. Please comment on any instances of good practice.	As mentioned above, Hult's focus on application means that students are developing practical and communication skills alongside conventional theory. The revised curriculum that is rolling out in the UK is well prepared and builds on Hult's review of performance and curriculum over the years within a UK context.
5. Please detail any recommendations.	<p>Build on the application of knowledge and understanding of best practices, alongside a continued focus on evidence-based writing.</p> <p>Across US and UK campuses, the equivalency of assessment should be obvious to the external examiner and similar course titles must have the same learning outcomes and assessment criteria in rubrics. Preferably moving closer to the UK standards approach while still giving some adaptability to US tutors.</p> <p>Further refinement of the transparency of fudge points and the use of class participation grading points. While not in themselves necessarily poor practice, they should reflect actual contributions of students to co-learning spaces and peer learning opportunities, or they appear opaque grade adjustments.</p> <p>Comments should be formulated into feedforward and feedback across all courses, with some policy guidance in this regard and in the use of Rubrics to support grading.</p>

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). N/a

7. Any additional comments?

I am encouraged by the progress Hult in the UK is making in academic standards and bringing fresh approaches to enlivening the curriculum and developing meaningful syllabi and curricula. Learning resources are always of a high level and highlight recent and current issues being dealt with in the economy. The quality of course delivery and student support remains high, particularly on the UK campus

I once more congratulate the lecturers, the support staff, and the senior managers for their continued support to the externals and their student body.

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 9, 2022 10:18 am
Browser: Chrome 104.0.5112.102 / OS X
IP Address: 137.205.102.247
Unique ID: 1007548140
Location: 52.3275, -1.5526

First Name Patrick Tissington

Email p.tissington@warwick.ac.uk

Level of Degree Program(s) Postgraduate

Academic Year AY2021-22

1. Are the academic standards on the program appropriate for the award? Yes - some very good work across the modules I assessed.

2. Please comment on the comparability of the academic standards with other higher education institutions. In general the standards are appropriate but, as raised in the Exam Board, I have some concerns about specific modules. I hope to hear how these issues are being addressed

3. Please comment on the comparability of the level of student performance with other higher education institutions. Students were performing at the level appropriate for the courses they were studying.

4. Please comment on any instances of good practice. The module Crisis management, mitigation and response stood out as a fantastic innovation in that it combined practice and theory in a valuable way.

5. Please detail any recommendations. I made recommendations in the Exam Board especially concerning assessment that should be responded to.

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). I am not aware of any. Indeed I think this might be an issue for Hult to think about as I rarely hear back about progress on issues raised in the Exam Board.

7. Any additional comments? Not at this time.

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 9, 2022 11:06 am
Browser: Chrome 105.0.0.0 / Windows
IP Address: 31.121.18.139
Unique ID: 1007556721
Location: 51.5245, -0.0255

First Name Richard George

Email Richard.george2016@gmail.com

Level of Degree Program(s) Both

Academic Year AY2021-22

1. Are the academic standards on the program appropriate for the award? Yes, the academic standards are suited for the award

2. Please comment on the comparability of the academic standards with other higher education institutions. the standards are high, if not higher, compared tyo other universities and international business schools

3. Please comment on the comparability of the level of student performance with other higher education institutions. Compared to other HE institutions, HULT students performed very well

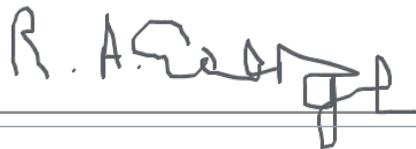
4. Please comment on any instances of good practice. Excellent range of assessment methods employed - individual student quizzes, individual class participation, group and indiviudal assignments. Very good use of up-to-date business-applied case studies.

5. Please detail any recommendations. No

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). N/A

7. Any additional comments? Overall, a high standard of student assessment feedback, a good distribution of grades and excellent range of assessment methods to support high quality classes at Hult International Business School.

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 9, 2022 11:34 am
Browser: Firefox 104.0 / OS X
IP Address: 82.37.236.43
Unique ID: 1007562686
Location: 51.5242, -0.3976

First Name Michael Talalay

Email talalaym@regents.ac.uk

Level of Degree Program(s) Both

Academic Year AY2021-22

1. Are the academic standards on the program appropriate for the award? Yes they are.

2. Please comment on the comparability of the academic standards with other higher education institutions. In line with comparable institutions. Within Hult, the academic standard does vary from satisfactory to excellent.

3. Please comment on the comparability of the level of student performance with other higher education institutions. They are comparable to other institutions with the same extensive numbers of students for whom English is not their first language.

4. Please comment on any instances of good practice. ECN202 (Economic Theory and Application) in London should be held up as an exemplar. The syllabus, the assessment structure, and the feedback are all excellent.

5. Please detail any recommendations. In general, I think that the students would benefit from some work on writing skills. This should encompass not only grammar and syntax but also how to structure an essay and develop an argument.

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). My previous suggestions for some of the Boston modules seem to have been taken on board. However, I still think that there is work to be done in Dubai on REG381 (Doing Business in the Middle East)

7. Any additional comments? I always enjoy looking at the courses offered by Hult. Students are getting a very good education.

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 9, 2022 12:04 pm
Browser: Chrome 105.0.0.0 / OS X
IP Address: 92.8.147.187
Unique ID: 1007575050
Location: 51.5597, -0.0528

First Name Ana-Maria Pascal

Email pascala@regents.ac.uk

Level of Degree Program(s) Both

Academic Year AY2021-22

1. Are the academic standards on the program appropriate for the award? Yes, academic standards are appropriate for both the UG and the PG programmes that I looked at. They are in line with external accreditation body's standards for the sector, and maintained through rigorous internal monitoring and review processes (ie moderation, external examining, and a fair and transparent Board processes).

2. Please comment on the comparability of the academic standards with other higher education institutions. The academic standards at Hult are comparable to those at other HE institution I have worked at, or collaborated with.

3. Please comment on the comparability of the level of student performance with other higher education institutions. Student performance at Hult is comparable to that of students at other HE institution - in particular, those at Regent's University. Students excel in assignments with a practical / applied component, i.e. case studies and projects; they struggle with more analytical type of work.

4. Please comment on any instances of good practice. The continued focus on applications of learning to 'the real' world, including contemporary challenges, e.g. climate and poverty, as well as gender issues.
The sheer diversity of the assessment structure, in virtually every module I have looked at - not only this year, but ever, since I became an EE at Hult. This is a strength of the programme.

5. Please detail any recommendations. I'd like tutors to make a conscious effort to include more analytical elements in their teaching and assessment, to stimulate students to engage in intellectual debate, more than they currently do - including (or especially) in essays. I've mentioned something similar in my last end-of-the-year report; part of that was acted upon; there is room for improvement (see below).

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). Last year, I was encouraging tutors "to give more task-specific feedback and include observations about the analytical side of student work. (This is often less developed than the descriptive, factual-based side). This should be aimed at developing students' critical thinking and argumentation skills, which can then be applied in wider contexts." I can definitely see more task-specific feedback, but not so much focus on the analytical side.

I also recommended using the rubric more, and this has clearly been acted upon, with clear benefits. Thank you.

7. Any additional comments?

It is always a pleasure to witness the development of TLA practices at Hult, which are not only maintained at good standards, but continuously monitored, and improved. The healthy debates taking place at Award Boards are a sign of strength at this institution. I haven't seen an equivalent (in depth, openness and honesty) at other institutions. I'd like to congratulate the team - both managers and tutors - for making this happen.

Signature



A handwritten signature in black ink, consisting of a stylized, cursive script. The signature is positioned above a horizontal line.

Form Name: External Examiner End-of-Year Report
Submission Time: September 9, 2022 10:42 pm
Browser: Chrome 105.0.0.0 / Windows
IP Address: 95.147.68.250
Unique ID: 1007901564
Location: 51.3214, -0.5915

First Name Andy Adcroft

Email a.adcroft@surrey.ac.uk

Level of Degree Program(s) Postgraduate

Academic Year AY2021-22

1. Are the academic standards on the program appropriate for the award? Expectations of Hult students are comparable with other institutions I am familiar with.

2. Please comment on the comparability of the academic standards with other higher education institutions. At the moment I am an external examiner at Aston Business School and examine my own students at Surrey Business School - the work from Hult students I have seen is comparable with work at these two institutions.

3. Please comment on the comparability of the level of student performance with other higher education institutions. Student performance is good, at the top end of the performance scale, Hult students probably do slightly better than other institutions

4. Please comment on any instances of good practice. Assessment design across all modules and courses is excellent and is frequently innovative - marking schemes are aligned to learning outcomes and this results in accurate marking and constructive feedback

5. Please detail any recommendations. It would be useful to have more explicit evidence of where and how second marking/moderation has taken place and, where it has occurred, how differences between markers are reconciled

6. If relevant, please comment on action taken regarding recommendations from any previous report(s). N/A

7. Any additional comments? N/A

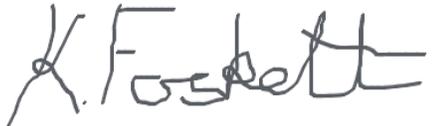
Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 10, 2022 3:31 pm
Browser: Chrome 105.0.0.0 / Windows
IP Address: 5.65.30.91
Unique ID: 1008059362
Location: 51.5368, -0.6718

First Name	Dr Kaye Foskett
Email	k.foskett@btinternet.com
Level of Degree Program(s)	Postgraduate
Academic Year	AY2021-22
1. Are the academic standards on the program appropriate for the award?	The academic standards are appropriate for the award.
2. Please comment on the comparability of the academic standards with other higher education institutions.	The academic standards are high and comparable to other highly ranked educational institutions.
3. Please comment on the comparability of the level of student performance with other higher education institutions.	Students reviewed have performed well and are comparable to students from other similar higher educational institutions.
4. Please comment on any instances of good practice.	Courses I reviewed, are taught by committed highly qualified staff. The professors provide a full range of lecture slides and additional support materials to enrich students learning. Assessments both individual and group, are well designed to enable students to apply their critical thinking skills and subject knowledge to real life challenging contemporary scenarios.
5. Please detail any recommendations.	The only recommendation I suggest is to review the number of assessments on each course so that students are not over assessed.
6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	Previous reports have highlighted the attention to appropriate use of citations and referencing. These have improved and standards appear higher.
7. Any additional comments?	The courses pay attention to changing technologies and provide students with an opportunity to learn, reflect and develop transferable skills for their future careers.

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 12, 2022 10:15 am
Browser: Chrome 105.0.0.0 / OS X
IP Address: 213.122.246.240
Unique ID: 1008505880
Location: 54.8846, -1.3738

First Name	Andrew Simpson
Email	andrew.simpson@sheffield.ac.uk
Level of Degree Program(s)	Postgraduate
Academic Year	AY2021-22
1. Are the academic standards on the program appropriate for the award?	The academic standards are appropriate for the. award
2. Please comment on the comparability of the academic standards with other higher education institutions.	The academic standards are comparable with other. institutions with which i am familiar
3. Please comment on the comparability of the level of student performance with other higher education institutions.	The student performance is comparable to that of other institutions, there is clearly a range of student performance that is distributed as expected.
4. Please comment on any instances of good practice.	There is clear evidence of second marking on the VLE and the full access given to an external to choose which students' work they look at is good practice, which you do not see at many other institutions where selected samples are provided
5. Please detail any recommendations.	none
6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	There is increasing alignment between assessment instruments for. the same courses taught at different locations
7. Any additional comments?	none

Signature



Form Name: External Examiner End-of-Year Report
Submission Time: September 13, 2022 5:39 am
Browser: Chrome 105.0.0.0 / Windows
IP Address: 86.138.97.120
Unique ID: 1008923107
Location: 52.9994, -1.1318

First Name	Charles O'Dean
Email	odeanc@hotmail.com
Level of Degree Program(s)	Both
Academic Year	AY2021-22
1. Are the academic standards on the program appropriate for the award?	Yes, from what I have seen, the academic standards on the program(s) are appropriate for the award.
2. Please comment on the comparability of the academic standards with other higher education institutions.	I consider the academic standards comparable with other UK Higher Education Institutions for this level of study.
3. Please comment on the comparability of the level of student performance with other higher education institutions.	The performance of the students, at this level of study, is in line with my experience with other institutions at the same level of study. I am satisfied that academic performance standards are being maintained.
4. Please comment on any instances of good practice.	These are as follows: <ol style="list-style-type: none">1. The comprehensive modular material to support student learning2. The contemporary content of the modules3. The varied assessment strategy to accommodate the different skills of the students4. The quality of feedback provided to students5. The evidence of internal moderation
5. Please detail any recommendations.	None at this present time.
6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	My comment of having a synchronised modular assessment offering at different campuses is being considered as part of the validation process for the BBA course.
7. Any additional comments?	Only to encourage the team to keep up the sterling effort I have seen thus far.

Signature



Handwritten signature of Charles O'Dean.