



Postgraduate External Examiner Reports

Academic Year 2024-25

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 7, 2025 4:59 pm
Browser:	Firefox 142.0 / Windows
IP Address:	84.70.206.185
Unique ID:	1378371563
Location:	53.522, -2.5029

First Name	Oyetola Emmanuel-Ebikake
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Email	o.emmanuel-ebikake@herts.ac.uk
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2024-25
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1. Are the academic standards on the program appropriate for the award?	YES
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2. Please comment on the comparability of the academic standards with other higher education institutions.	HULT's academic standards are fully comparable with those of other higher education institutions. The curriculum, assessment practices, and faculty qualifications are aligned with the QAA Benchmark standards in Business and management studies, ensuring that students receive a high-quality education consistent with national and international expectations
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3. Please comment on the comparability of the level of student performance with other higher education institutions.	In comparison with other higher education institutions, the academic attainment is much higher which might seem inflated due to the American approach to grading. This has been highlighted to at the Assessment Board, but it seems the structure and processes at HULT place much emphasis on professional Business application, more than academic and theoretical standards, hence, this affects the marking and grading. Some submission which would normally have scored lower marks from a theoretical and academic perspective always score higher at HULT due to a professional focus. This should be reviewed to ensure that academic standards have the right level of impact on assessment grading.
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4. Please comment on any instances of good practice.

The use of real-world case studies in teaching and learning is a clear example of good practice. These case studies enrich the curriculum by bridging theory and practice, enabling students to apply academic concepts to authentic scenarios. This approach not only enhances critical thinking and problem-solving skills but also prepares students effectively for professional contexts and enhance employability.

The integration of pre-class tasks represents an excellent example of good practice. These activities encourage students to engage with key concepts in advance, ensuring they arrive prepared for deeper discussion and active learning during class. This approach fosters independent study skills, maximizes classroom interaction, and enhances overall student engagement and understanding.

5. Please detail any recommendations.

While the institution's strong emphasis on practical skills and employability is commendable, teaching and learning could be further strengthened by integrating more opportunities for theoretical and academic skill development.

It is recommended that the HULT team places greater emphasis on theoretical and academic skill development within the curriculum. Strengthening opportunities for research, critical inquiry, and scholarly work alongside practice-based learning will ensure that students graduate with a balanced skill set, equipping them for both immediate professional success and long-term career progression, as well as further academic study.

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

No previous report

7. Any additional comments?

It would be greatly appreciated if the final report links are sent out earlier, e.g. end of August.

Signature

QEE

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 8, 2025 8:59 am
Browser:	Chrome 140.0.0.0 / Windows
IP Address:	84.247.43.2
Unique ID:	1378506722
Location:	55.867, -4.2621

First Name	Konstantinos Gavriilidis
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Email	kg25@stir.ac.uk
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2024-25
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1. Are the academic standards on the program appropriate for the award?	Based on the modules I reviewed during the year, I find the academic standards of the program very high and appropriate for the award.
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2. Please comment on the comparability of the academic standards with other higher education institutions.	In my opinion, the academic standards at Hult Business School remain very high, and are comparable to those of other higher education institutions.
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3. Please comment on the comparability of the level of student performance with other higher education institutions.	I find the level of student performance to be comparable with other higher education institutions.
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4. Please comment on any instances of good practice.	The curriculum material in all the modules I reviewed is up to date and the assignments were well-thought and practice-oriented. Finally, there was good evidence of feedback to students, and good practice of internal moderation.
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5. Please detail any recommendations.	NA
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6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	NA
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7. Any additional comments?	NA
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Signature	
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Form Name:	External Examiner End-of-Year Report
Submission Time:	September 8, 2025 10:36 am
Browser:	Chrome 140.0.0.0 / Windows
IP Address:	86.133.124.172
Unique ID:	1378518323
Location:	53.3528, -1.4845

First Name	Andy Adcroft
Email	a.adcroft@bbk.ac.uk
Level of Degree Program(s)	Postgraduate
Academic Year	AY2024-25
1. Are the academic standards on the program appropriate for the award?	Yes they are, the materials covered and assessments design work very well for masters level students
2. Please comment on the comparability of the academic standards with other higher education institutions.	The challenges set for students are commensurate with those one would expect to see in UK HE institutions
3. Please comment on the comparability of the level of student performance with other higher education institutions.	Student performance is good, on average Hult students produce work of a really high quality and, given my experience of external examining and teaching at other UK universities, I would say that Hult students perform better.
4. Please comment on any instances of good practice.	The contemporary nature of modules is great to see - on a range of programmes the modules are innovative and state of the art and examine current issues. Also, assessment is frequently innovative and demands students think a little differently than in other university business schools.
5. Please detail any recommendations.	Be absolutely clear in how second marking/moderation has happened and the processes through which disagreements 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?	I remain impressed by the rigorous standards applied in contemporary modules and frequently innovative assessment designs.

Signature

A handwritten signature in black ink, consisting of a stylized 'A' or 'K' shape with a horizontal line extending to the right.

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 8, 2025 11:42 am
Browser:	Safari 18.6 / OS X
IP Address:	84.71.40.41
Unique ID:	1378526922
Location:	52.3958, -1.4796

First Name	Neil Lambert
Email	et21721@bristol.ac.uk
Level of Degree Program(s)	Postgraduate
Academic Year	AY2024-25
1. Are the academic standards on the program appropriate for the award?	Based on the course materials, samples of student work reviewed and the assessment procedures applied, the academic standards on the programme are certainly appropriate for the level of award and align with sector standards and subject benchmarks.
2. Please comment on the comparability of the academic standards with other higher education institutions.	The academic standards align with sector standards and subject benchmarks and reflect the standards of other leading business schools I have observed.
3. Please comment on the comparability of the level of student performance with other higher education institutions.	The quality of the student work matches that of other leading business schools that I have observed, reflecting both the high quality of teaching, support and course materials provided and the high levels of student work, dedication and application, with some exceptional student work at the higher end.
4. Please comment on any instances of good practice.	The use of real-world 'authentic' assessments based on current business needs, opportunities or challenges were a common feature across many of the courses reviewed, promoting student exposure to many important practical concerns and associated professional development considerations.
5. Please detail any recommendations.	No recommendations made on this occasion.
6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	Not applicable.
7. Any additional comments?	Not applicable.

Signature

Neup

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 9, 2025 10:09 am
Browser:	Chrome 140.0.0.0 / Windows
IP Address:	82.31.11.93
Unique ID:	1378885983
Location:	53.0278, -2.1658

First Name	Prof Ray Hackney
Email	ray.hackney@gmail.com
Level of Degree Program(s)	Postgraduate
Academic Year	AY2024-25
1. Are the academic standards on the program appropriate for the award?	The academic standards are notable achieved and appropriate for the awarded grades
2. Please comment on the comparability of the academic standards with other higher education institutions.	The academic standards are comparable with those achieved within other HE institutions
3. Please comment on the comparability of the level of student performance with other higher education institutions.	Students performance is exceptionally good and again comparable with other HE institutions
4. Please comment on any instances of good practice.	The adoption of 'real' business examples for problem solving is extremely useful for learning rather than relying extensively of simple 'case study' material The library resources are also exceptionally good
5. Please detail any recommendations.	Attention should remain on ensuring adequate 'moderation' of sample grades as this supports the validity and appropriateness of academic standards
6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	It is welcome that awarded grades are consistently maintained and appropriate to the level required for a Masters program
7. Any additional comments?	Just to note the high quality of all elements within the courses which are well researched, formulated, delivered and assessed

Signature

R A Hackney

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 9, 2025 11:21 am
Browser:	Chrome 140.0.0.0 / Windows
IP Address:	185.241.167.6
Unique ID:	1378894508
Location:	51.5291, 0.0527

First Name	Sayed Elhoushy
Email	s.elhoushy@qmul.ac.uk
Level of Degree Program(s)	Doctoral
Academic Year	AY2024-25
1. Are the academic standards on the program appropriate for the award?	Yes, the academic standards of the programme are appropriate for the award.
2. Please comment on the comparability of the academic standards with other higher education institutions.	The academic standards of the master's in international marketing are comparable with those of similar programmes at other higher education institutions in the UK. The curriculum, assessment methods, and intended LOs are consistent with sector norms and reflect academic and professional benchmarks.
3. Please comment on the comparability of the level of student performance with other higher education institutions.	The level of student performance is generally comparable with that observed at other higher education institutions. Notably, however, the proportion of high-performing students (A and B grades) is relatively high. This is maybe due to the use of multiple assessments and a variety of assignment types, which allow students to demonstrate their knowledge and skills across different formats and contexts.

4. Please comment on any instances of good practice.

I have observed some good practices, including:

Integration of contemporary issues: Sustainability is addressed in a timely and meaningful way through a standalone module (Sustainable Brands and Products). Assignments encourage critical thinking about sustainable business practices.

Real-world relevance: The program effectively incorporates real-world, industry-relevant assignments. For example, the Luxury Marketing group project on experiential retail engages students with current practices in the luxury sector.

Personalised feedback: Detailed, individualised feedback supports student development, as seen in e.g., Entrepreneurial Marketing. This approach helps students identify strengths and areas for improvement.

On another note, the admin team did an excellent job in onboarding external examiners who are new to the system and provided clear guidance.

5. Please detail any recommendations.

While the use of multiple smaller assessments (A1, A2, A3) is positive, stronger alignment between these components would improve coherence and cumulative learning. In particular, clarifying how A2 builds on A1 and how feedback from A1 informs and enhances A2 would help students understand how to incorporate guidance effectively and benefit fully from the formative feedback provided.

The programme would benefit from guidance on the ethical and effective use of AI tools for students, tutors, and external examiners. This should include clarity on acceptable use, attribution, and transparency, as well as strategies for assessment design that mitigate risks of misuse while encouraging innovative, responsible engagement with AI technologies.

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

N/A. First year as EX with Hult.

Signature

Sayed Elhoushy

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 9, 2025 7:07 pm
Browser:	Safari 18.6 / OS X
IP Address:	104.28.94.55
Unique ID:	1379050619
Location:	9.9395, -84.0905

First Name	Luis Timms
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Email	lmutimms@gmail.com
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2024-25
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1. Are the academic standards on the program appropriate for the award?	Yes.
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2. Please comment on the comparability of the academic standards with other higher education institutions.	Traditionally, Hult's academic standards have been on par or above those at other international higher education institutions. This continues to be the case.
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3. Please comment on the comparability of the level of student performance with other higher education institutions.	Mediocre students are the same everywhere and are not worth elaborating on. On the other hand, top performers at Hult are truly world-class students who stand out among their peers globally. What is remarkable is the proportion of top students that one finds in Hult classroom. I would say this is a key differentiator for the school and critical variable in the Hult student experience. Kudos to the admissions team.
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4. Please comment on any instances of good practice.	Academic innovation to bring relevant local content into the global education value proposition is a good practice that has only gotten better over the years at Hult. There is a critical balance between global coordination of learning objectives and content across locations versus local knowledge and practical application of such knowledge. Hult achieves this better than any other school I know. Global coordination of a "universal" course on one hand vs City Seminars on the other is a good example.
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5. Please detail any recommendations.	Hult has come a long way coordinating the learning objectives and the academic level for courses delivered at multiple locations with different faculty. The next challenge I would recommend dedicating resources to is further coordination to achieve even more homogeneous assessments across locations vis-a-vis student effort and student experience across locations. Not that there is anything wrong with the current system, but it could be even better.
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6. If relevant, please comment on action taken regarding recommendations from any previous report(s).

In previous reports, I made recommendations regarding academic referencing, and coordination of learning objectives and outcomes across locations. I am very happy to see that these recommendations have been implemented and that the results are positive. This is a great motivation for me as an external examiner.

7. Any additional comments?

I've said it before and I'll say it again. It is truly a pleasure to serve as external examiner at Hult. Not all institutions take this process as seriously as Hult does and certainly not all institutions maximize the opportunity of turning this exercise into a continuous improvement process.

Signature

A handwritten signature in black ink, appearing to be 'J. Smith', written over a horizontal line.

First Name	Samantha Sandilands
Email	s.sandilands@rave.ac.uk
Level of Degree Program(s)	Postgraduate
Academic Year	AY2024-25

1. Are the academic standards on the program appropriate for the award?	Absolutely - I have been impressed with the student work throughout the academic year and seen some good examples of exemplary academic standards. There may need to be a conversation in the school regarding referencing as there were some instances of high grading with few (or no) references, which for a Level 7 qualification I would not expect to see. Additionally, some overuse of AI perhaps could be addressed (although this is of course a sector-wide challenge). Overall, however, the assessment types have been appropriate and marks awarded have been largely fair.
2. Please comment on the comparability of the academic standards with other higher education institutions.	Academic standards are absolutely comparable with that of others that I have worked with both currently and in the past. Materials are mostly available to students to support them with learning and with their assessments, and the work set is fair and at an appropriate level.
3. Please comment on the comparability of the level of student performance with other higher education institutions.	Grading has been appropriate and consistent in comparison with other higher education institutions. I have been pleased to see that students perform well overall and produce very good work generally. There have been no particular issues with significant drops in performance overall and no particular modules where performance is particularly variable which demonstrates consistency in delivery, performance and grading.
4. Please comment on any instances of good practice.	I am always impressed by the variety and creativity involved in assessment types and briefs. It is great to see this commitment from lecturers to being creative and allowing students to work in this way (beyond just essays/presentations). The work from the students demonstrates the success of this approach as they are often equally creative and apply theory very well.

5. Please detail any recommendations.

As listed in previous EE reports, my recommendations include consideration of discussion boards as an appropriate tool for graded work (due to the potential for editing based on other students' work), handling overuse of AI (including detection), and considering the suitability of high grading with few (or no) references.

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

N/A - this is my first year as an EE.

7. Any additional comments?

All included above.

Signature

A handwritten signature in black ink, appearing to be "J. Smith", is centered below the signature label. The signature is written in a cursive, flowing style.

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 10, 2025 4:49 pm
Browser:	Chrome 139.0.0.0 / Windows
IP Address:	2.221.34.216
Unique ID:	1379377083
Location:	51.477, -0.523

First Name	Kaye Foscett
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Email	k.foscett@btinternet.com
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2024-25
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1. Are the academic standards on the program appropriate for the award?	The academic standards are appropriate for the award.
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2. Please comment on the comparability of the academic standards with other higher education institutions.	The academic standards are of a high quality and comparable with other quality higher educational institutions.
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3. Please comment on the comparability of the level of student performance with other higher education institutions.	Overall student performance is good and comparable with other quality higher educational institutions.
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4. Please comment on any instances of good practice.	Good practice is evident in all of the courses reviewed. Staff ensure students have a full range of academic support to gain a high standard of knowledge of the topics under review. Topics which are contemporary in todays ever changing business environment.
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6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	Academic rigour regarding citations and referencing was mentioned in previous reports. It is clear that action has been taken by professors, to encourage students to become more diligent in their attention to this requirement in their submitted assignments.
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Signature	
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Form Name:	External Examiner End-of-Year Report
Submission Time:	September 11, 2025 9:10 am
Browser:	Chrome 140.0.0.0 / Windows
IP Address:	154.56.242.54
Unique ID:	1379647803
Location:	51.5088, -0.093

First Name	Mark Hooper
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Email	cex212@coventry.ac.uk
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2024-25
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1. Are the academic standards on the program appropriate for the award?	Fully compatible with the awards being studied.
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2. Please comment on the comparability of the academic standards with other higher education institutions.	I have extensive teaching practice in Hong Kong, China, Poland, UAE and Grand Ecole's in France delivering Masters level Business operations subjects. I have experience as a Chief external examiner at Manchester Metropolitan University and have held external examiner positions at Kingston, Surrey, Bradford, Plymouth, Birmingham, UEL, UWS and UWTSD all within the fields of operations management. Given this wide ranging view I can clearly state that the academic standards delivered by Hult are fully comparable in the global education field.
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3. Please comment on the comparability of the level of student performance with other higher education institutions.	The courses I have examined during this year and based on my experience at other institutions of HE, show a high level of student attainment. This is particularly evident at the higher mark levels.
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4. Please comment on any instances of good practice.	I see three main areas of good practice: 1. Assessment design: Designs are wide, varied and concurrent with organisational issues and problems. 2. Course design and content: Content is wide ranging within the given subject being delivered and is fun to engage with. This engagement is evident in the students assessment efforts. 3. Feedback to students: The feedback I have seen closes the learning loop allowing students to improve their performance in future modules.
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5. Please detail any recommendations.

I would continue to support Hults' efforts to integrate guidelines for AI into assessments. This I know is a challenge for all HE providers and will be for many years.

I would further support efforts for continued dialogue between campuses to carry on the good practices that I have seen this year.

To sum this all up, a good year all-round.

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

I see a willingness to engage with my comments and as an external this is gratifying.

7. Any additional comments?

I would thank all the staff both teaching and administration for the efforts they have demonstrated this year in delivering an excellent student experience.

Signature

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Form Name:	External Examiner End-of-Year Report
Submission Time:	September 14, 2025 3:26 pm
Browser:	Chrome 140.0.0.0 / Windows
IP Address:	95.146.188.199
Unique ID:	1380504623
Location:	50.8539, -0.984

First Name	William Ryan
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Email	ryaner@btinternet.com
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2024-25
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1. Are the academic standards on the program appropriate for the award?	Yes, I do believe the standards on the programmes reviewed are appropriate for the award. The courses reviewed were both challenging and rewarding for the students and provided a range of general and specific interests for the overall academic and practice experience..
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2. Please comment on the comparability of the academic standards with other higher education institutions.	Compared to other institutions, I would suggest that the HULT programmes are at least equal to and more often, ahead of that which is provided at other institutions in terms of both up to date content and quality of teaching.
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3. Please comment on the comparability of the level of student performance with other higher education institutions.	The up to date nature of the content and the professionalism of the teaching staff compares very well and could exceed that offered and experienced in other institutions, all contributing to a high student performance level.
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4. Please comment on any instances of good practice.	The range of assessment and importantly, student Feedback, both personal and in the use of Rubrics is very high with a constant expectation of value adding comments expected by the students and provided by the teaching staff. For example, assessment ranges over case studies, in class tests, quizzes, , individual examination, group assignments and presentations and graded personal reflections.
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5. Please detail any recommendations.	As noted in previous term reports, I would suggest that internal moderation continues to improve in terms of being evidentially visible in adding some comment to the agreement or not for moderation that takes place. This continues to improve but is not yet consistent across campuses/ subject areas.
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6. If relevant, please comment on action taken regarding recommendations from any previous report(s).

Continued good signs as to the introduction of courses around current business challenges, something that Hult is noted for..

In the Finance/ Accounting areas, it is good to see increasing acknowledgement and attention to the element of "analysis" as in the meaning and ramifications of the numerical aspects coming out of the focused areas.

7. Any additional comments?

In my opinion, the school continues to show signs of it being ahead of many institutions in the gathering of professional/ practiced reaching staff and offering a high standard of theory and practice to the students.

Signature

A handwritten signature in black ink, appearing to be 'WMB' followed by a stylized flourish.

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 17, 2025 1:34 pm
Browser:	Chrome 140.0.0.0 / Windows
IP Address:	148.88.247.87
Unique ID:	1381469479
Location:	54.0479, -2.7977

First Name	Sunil Banga
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Email	s.banga@lancaster.ac.uk
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Level of Degree Program(s)	Postgraduate
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Academic Year	AY2024-25
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1. Are the academic standards on the program appropriate for the award?	Yes
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2. Please comment on the comparability of the academic standards with other higher education institutions.	Academic standards compare favourable to those of other institutions that I'm familiar with.
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3. Please comment on the comparability of the level of student performance with other higher education institutions.	Students have performed really well - they have clearly put a lot of effort and worked hard to produce some impressive outputs.
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4. Please comment on any instances of good practice.	There is ample evidence of good practice in teaching and assessment. The variety of assessment formats is inclusive, there is good feedback on most modules I've examined, the module documentation is thorough and clear, and overall it seems students are being supported well.
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5. Please detail any recommendations.	None
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6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	N/A
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Signature	 _____
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Form Name:	External Examiner End-of-Year Report
Submission Time:	September 21, 2025 4:09 pm
Browser:	Chrome 140.0.0.0 / OS X
IP Address:	81.79.227.123
Unique ID:	1382661921
Location:	55.9409, -3.2939

First Name	Nick Quinn
Email	nick.quinn@glasgow.ac.uk
Level of Degree Program(s)	Postgraduate
Academic Year	AY2024-25
1. Are the academic standards on the program appropriate for the award?	Yes. The standard overall was excellent.
2. Please comment on the comparability of the academic standards with other higher education institutions.	The programme compares well to other programmes that I have experience with
3. Please comment on the comparability of the level of student performance with other higher education institutions.	The student performance is broadly comparable. The grades overall are perhaps a little high, but this could be down to the selection of excellent students. Also, given the high level of experiential courses, I think this lends itself to higher grades - if the quality of the outputs is professional and industry standard, then it should be awarded a high grade.
4. Please comment on any instances of good practice.	As per my reports, there are a number of good practice courses. In particular the courses offered by Professor Louie are very strong indeed..
5. Please detail any recommendations.	My main recommendation would be to audit the level of assessment for each course. This is particularly true of the smaller credit courses which can have the same assessment as the core modules. i.e. 3 pieces of assessment for a 1 credit course is, I think, excessive.
6. If relevant, please comment on action taken regarding recommendations from any previous report(s).	This is a recommendation I made last year and some courses appear to have reduced the assessment burden, but not all.
7. Any additional comments?	It has been a pleasure to act as an external for this programme, and the administration in particular is of a very high standard. Receiving the material well in advance is quite unusual in my experience. The exam boards are also a revelation - to the point and concise. Excellent!

Signature

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