



# Postgraduate External Examiner Reports

Academic Year 2022-23

Form Name:	External Examiner End-of-Year Report
Submission Time:	October 17, 2023 2:17 pm
Browser:	Chrome 118.0.0.0 / Windows
IP Address:	82.31.11.93
Unique ID:	1153154936
Location:	52.9875, -2.1803

<b>First Name</b>	Raymond Hackney
<b>Email</b>	ray.hackney@gmail.com
<b>Level of Degree Program(s)</b>	Postgraduate
<b>Academic Year</b>	AY2022-23
<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes - the standard of the programmes observed is high and appropriate for Masters level
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	The academic standards for all assessed programmes is comparable with other HE institutions
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	Successive student performance remains exceptionally high and again comparable with other HE Institutions
<b>4. Please comment on any instances of good practice.</b>	The adoption of real world organisational examples rather than simple 'case' analysis is an excellent initiative and should be extended to all programmes
<b>5. Please detail any recommendations.</b>	The extent of assignment 'difficulty' could usefully be reviewed where the majority of student outcomes are exceptionally high
<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	All recommendations from previous years (eg more moderation, etc) have been enacted professionally
<b>7. Any additional comments?</b>	The 'administration' within HULT should be flagged as an outstanding professional approach to programme management

**Signature**

*R A Hackney*

Form Name:	External Examiner End-of-Year Report
Submission Time:	October 17, 2023 2:29 pm
Browser:	Chrome 118.0.0.0 / OS X
IP Address:	137.205.72.46
Unique ID:	1153162393
Location:	52.4064, -1.5082

<b>First Name</b>	Patrick Tissington
<b>Email</b>	pat.tissington@warwick.ac.uk
<b>Level of Degree Program(s)</b>	Postgraduate
<b>Academic Year</b>	AY2022-23
<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes - the academic standards are at the level appropriate for masters level.
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	Standards are comparable and in recent years I have seen a steady increase in the visibility of important quality processes such as second marking which is now in line with other institutions. I have commented before about the lack of consistency between modules with the same code being studied in different centres and whilst there has been a little movement towards consistency, there are still very significant variations in syllabus and assessment which mean it is not possible to compare the different instances.
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	Students perform at the level I would expect for this type of programme.
<b>4. Please comment on any instances of good practice.</b>	I would like to highlight the Authentic Leadership III: personal influence module in San Francisco where Cari Guittard set some great assignments which the students obviously engaged with. The recorded feedback given by Thomas Sullivan gave the opportunity for very personal and detailed feedback.
<b>5. Please detail any recommendations.</b>	Modules that have the same title and code must be consistently assessed. The questions do not need to be the same as it makes sense for the individual lecturers to flex the content a little towards their own interests and expertise. But at the very least the structure of the assessments must be the same - ie the number of and marks awarded for each piece of work..
<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	NR
<b>7. Any additional comments?</b>	No further comments

Signature

Pat T...

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Form Name:	External Examiner End-of-Year Report
Submission Time:	October 17, 2023 9:40 pm
Browser:	Chrome 118.0.0.0 / Windows
IP Address:	86.136.25.74
Unique ID:	1153356785
Location:	55.9552, -3.2

<b>First Name</b>	Konstantinos Gavrilidis
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<b>Email</b>	kg25@stir.ac.uk
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<b>Level of Degree Program(s)</b>	Postgraduate
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<b>Academic Year</b>	AY2022-23
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<b>1. Are the academic standards on the program appropriate for the award?</b>	Based on the modules that I reviewed, I find the academic standards of the program very high and appropriate for the award.
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<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	I genuinely believe that the academic standards are equally high, or higher, to those of other higher education institutions.
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<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	The level of student performance is comparable with other higher education institutions.
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<b>4. Please comment on any instances of good practice.</b>	The curriculum material in all the modules I examined is up to date. In addition, 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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<b>5. Please detail any recommendations.</b>	NA
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<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	Modules offered across different locations seemed to be more aligned this year.
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<b>7. Any additional comments?</b>	NA
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Form Name:	External Examiner End-of-Year Report
Submission Time:	October 17, 2023 10:06 pm
Browser:	Safari 17.0 / OS X
IP Address:	201.206.95.223
Unique ID:	1153367546
Location:	9.9888, -84.1256

<b>First Name</b>	Luis Timms
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<b>Email</b>	luismario.umanatimms@gmail.com
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<b>Level of Degree Program(s)</b>	Postgraduate
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<b>Academic Year</b>	AY2022-23
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<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes.
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<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	Hult academic standards are on par with other internationally accredited higher education institutions.
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<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	Over the years, Hult IBS has stood out among its peers on internationalization and the high level of student performance. This year is no exception.
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<b>4. Please comment on any instances of good practice.</b>	The global coordination of learning objectives, assessment criteria, and business challenges to ensure students learn how to apply theory to real-world practice are, in my view, clear examples of international best practice at Hult.
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<b>5. Please detail any recommendations.</b>	1. Please continue to work on the format and level of feedback given to students. You are now going from good to great!
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<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	Feedback given to students is more homogeneous and of higher quality now than in previous years. This is a remarkable improvement and a clear commitment from the academic admin team. Well done!
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<b>7. Any additional comments?</b>	As an external examiner, it is rewarding to see a school that takes feedback and recommendations seriously and works toward continuous improvement.
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<b>Signature</b>	
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Form Name:	External Examiner End-of-Year Report
Submission Time:	October 18, 2023 9:03 am
Browser:	Chrome 118.0.0.0 / Windows
IP Address:	86.185.29.3
Unique ID:	1153546461
Location:	51.2589, -0.5566

<b>First Name</b>	Andy Adcroft
<b>Email</b>	a.adcroft@surrey.ac.uk
<b>Level of Degree Program(s)</b>	Postgraduate
<b>Academic Year</b>	AY2022-23
<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes. Across all of the modules I have looked at the standards are clearly set at masters level with high expectations for the work of students.
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	I would hold Hult standards in comparison with my own institution (University of Surrey) and with the other institution (Aston University) of which I am an external examiner.
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	Broadly speaking, the performance of Hult students is similar to students elsewhere. At the top of end of performance where students are excelling my judgement would be that Hult students are performing at a higher level than students at comparable institutions.
<b>4. Please comment on any instances of good practice.</b>	<p>The quality, quantity and usefulness of feedback has seen a step up this year compared to previous years and many people delivering the programmes should be congratulated for this. The use of video assessment and other novel approaches again seems to have taken a step up this year.</p> <p>More generally, assessment design in the modules I have seen is really good and linked closely to learning outcomes and this feeds forward into the grading of work and quality and constructiveness of feedback.</p>
<b>5. Please detail any recommendations.</b>	At times it would be useful to have a little more detail around the discussions between internal markers that lead to the final marks being awarded - it is not always clear how these happen or what happens when there may be a difference in judgement between markers.
<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	N/A
<b>7. Any additional comments?</b>	The sector as a whole is feeling under pressure from generative AI and it would be interesting to see how Hult are addressing some of these issues especially in the area of assessment design and academic integrity.

Signature

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Form Name:	External Examiner End-of-Year Report
Submission Time:	October 18, 2023 1:30 pm
Browser:	Chrome 118.0.0.0 / Windows
IP Address:	2.123.7.203
Unique ID:	1153591307
Location:	51.5999, -0.5497

<b>First Name</b>	Kaye Foscett
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<b>Email</b>	k.foscett@btinternet.com
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<b>Level of Degree Program(s)</b>	Postgraduate
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<b>Academic Year</b>	AY2022-23
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<b>1. Are the academic standards on the program appropriate for the award?</b>	The academic standards are high and appropriate for the award.
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<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	Standards are high and are comparable with other quality higher education institutions.
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<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	Student performance is good and comparable with other higher education institutions.
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<b>4. Please comment on any instances of good practice.</b>	Teaching staff offer excellent support to all students. Assignments are well developed and contemporary in their design. Internal moderation is evident in all modules.
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<b>5. Please detail any recommendations.</b>	It may be appropriate to consider addressing more issues from the 'third sector' of the economy or society. For example, non-profit-making organizations, such as charities, voluntary and community groups.
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<b>7. Any additional comments?</b>	Overall, a well balanced group of modules on the programme which enable students to be made aware of, and to apply their skills to the various emerging developments in the business environment.
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<b>Signature</b>	
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Form Name:	External Examiner End-of-Year Report
Submission Time:	October 19, 2023 1:47 am
Browser:	Chrome 118.0.0.0 / Windows
IP Address:	133.155.195.244
Unique ID:	1153871872
Location:	34.6886, 135.1959

<b>First Name</b>	Keith Jackson
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<b>Email</b>	kj2@soas.ac.uk
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<b>Level of Degree Program(s)</b>	Postgraduate
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<b>Academic Year</b>	AY2022-23
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<b>1. Are the academic standards on the program appropriate for the award?</b>	Yes.
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<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	Certainly comparable.
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<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	Certainly comparable.
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<b>4. Please comment on any instances of good practice.</b>	Each year I can recognize how both the course materials and (especially) the modes of student assessment are adapted and innovated to reflect changes in the global business and management environments.
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<b>5. Please detail any recommendations.</b>	As an external examiner, it would be informative to speak to students about their respective learning experiences and expectations.
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<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	The responses to my external examiner reports have been consistently prompt and constructive.
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<b>7. Any additional comments?</b>	Keep up the good work!
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Form Name:	External Examiner End-of-Year Report
Submission Time:	October 23, 2023 9:36 am
Browser:	Chrome 118.0.0.0 / OS X
IP Address:	86.165.193.34
Unique ID:	1155143048
Location:	54.0123, -1.195

<b>First Name</b>	Andrew Simpson
<b>Email</b>	andrew.simpson@sheffield.ac.uk
<b>Level of Degree Program(s)</b>	Postgraduate
<b>Academic Year</b>	AY2022-23
<b>1. Are the academic standards on the program appropriate for the award?</b>	The academic standards for the programme are appropriate for the award.
<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	The academic standards on the programme are comparable with other HEIs with which i am familiar.
<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	The student performance on the programme are comparable with other HEIs, with a range of performance based on student ability.
<b>4. Please comment on any instances of good practice.</b>	The course materials are of a high standard and there is good practice in some of the feedback given to students, which is given in a way that will allow students to improve future assignments.
<b>5. Please detail any recommendations.</b>	none
<b>6. If relevant, please comment on action taken regarding recommendations from any previous report(s).</b>	I have previous recommended more alignment between courses taught in multiple locations and i am pleased to see this is happening.
<b>7. Any additional comments?</b>	none

**Signature**



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Form Name:	External Examiner End-of-Year Report
Submission Time:	October 23, 2023 4:13 pm
Browser:	Chrome 118.0.0.0 / Windows
IP Address:	86.156.167.199
Unique ID:	1155250056
Location:	50.2243, -5.2586

<b>First Name</b>	William Ryan
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<b>Email</b>	ryaner@btinternet.com
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<b>Level of Degree Program(s)</b>	Both
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<b>Academic Year</b>	AY2022-23
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<b>1. Are the academic standards on the program appropriate for the award?</b>	The standards of both teaching and student level of assimilation are in my opinion appropriate for the award. As a business degree, the courses and their development tend to be towards the forefront of current industry/ business practice as illustrated with the inclusion of evolving content within the areas of Communication and Collaboration and Business influence and Persuasion.
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<b>2. Please comment on the comparability of the academic standards with other higher education institutions.</b>	The standards of both teaching and student experience are comparable to other institutions with similar courses and electives . These provide specific interest areas that may not be available in other institutions.
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<b>3. Please comment on the comparability of the level of student performance with other higher education institutions.</b>	The standards achieved by Hult students are comparable and could indeed exceed those of other institutions. This is arguably helped by the mix and variety of both teaching content and the interaction of group and individual assessment. Students are seen to be competitive and work well together. Student support and good practice continues to improve with a variety of feedback to students. This could include intext comments , class room feedback , rubric comments and detailed individual subject/tests feedback
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<b>4. Please comment on any instances of good practice.</b>	Good progress and visibility of feedback to both group and individual re work completed. This involves using aspects of the Rubric facilities to assess both class participation and aspects such as positiveness in the approach to questions raised in class and assessing a more proactive approach to class discussion. In keeping with the more qualitative nature of actual business context, there is increasing emphasis on the need for students and staff to focus on explanatory analysis, as in for example, Financial/ Accounting courses.
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<b>5. Please detail any recommendations.</b>	In line with the increasing individual contribution nature of business and the more qualitative aspects of management of performance, I would suggest a continuation of the emphasis on the need for advice/ recommendations based on the numerical results. Some evidence of students having difficulty in moving from the numerical assessment of results to explaining the "Why" / How or What we can do about them, what to do to improve the organisational results.
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**6. If relevant, please comment on action taken regarding recommendations from any previous report(s).**

Good signs of course developments with the inclusion of the more qualitative aspects / courses related to, for example, the need for persuasion/ influence in business context (example, communication and collaboration).

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**7. Any additional comments?**

The School continues to present a well balanced and innovative series of courses that allow engagement for the students with a changing business context.

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**Signature**



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