



Doctorate External Examiner Reports

Academic Year 2024-25

Form Name:	External Examiner End-of-Year Report
Submission Time:	September 15, 2025 2:34 pm
Browser:	Chrome 137.0.0.0 / Windows
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First Name	Mark Loon
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Level of Degree Program(s)	Doctoral
Academic Year	AY2024-25
1. Are the academic standards on the program appropriate for the award?	Yes, the students have demonstrated that they have met the academic standards for doctoral studies in the units (aka modules/ courses) that I have reviewed.
2. Please comment on the comparability of the academic standards with other higher education institutions.	In my view and experience, the standards demanded by the programme and the standard of work demonstrated by the students are comparable with other higher education institutions.
3. Please comment on the comparability of the level of student performance with other higher education institutions.	In my view and experience, the level of the students' performance in the units that I have reviewed are comparable with other higher education institutions. I would add that I have observed some impressive work by the students in the units that I have reviewed.
4. Please comment on any instances of good practice.	The Hult's DBA programme is unique given its approach in developing and preparing senior executives for the rigours in publishing in well-regarded periodicals. This approach has provided an overarching drive for good practices to emerge: • The units have a strong, coherent structure towards producing high quality research outputs (e.g. academic writing, problem framing) • The units are developed at an appropriate degree of granularity that enables students to develop and hone specific skills at each stage of the research process • The assessments are varied to enable learning outcomes to be achieved whilst enhancing the student experience e.g. team-based, presentations, formative assessments. • Generally, tutors provide detailed and rich feedback (and feedforward) that are encouraging in tone

5. Please detail any recommendations.

Whilst there are many positives that the programme team and faculty can be proud of, there are some instances that they may want to reflect upon for continuous improvement:

- The moderation practices could be more consistent in terms of when moderation takes place and where the comments from the moderation(s) are located in Canvas.
- The text and tone of the moderator should signal the independence of the moderator from the first marker.
- The lead tutor should provide a short debrief of the unit delivered, focusing on key aspects e.g. dropouts, high/ low (fail) marks, issues emerging from moderation, any other key observations.
- Given that one of the aims of the programme is to develop students to publish in high quality journals, the marking of the assessments may need to better reflect the rigours of the review process.

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

NA - this is my first report.

7. Any additional comments?

I would like to thank the administrative team for their support and the transparency in which the external examining process has taken place.

Signature

