

Review for Educational Oversight: report of the monitoring visit of ESCP Europe-Business School, September 2013

Section 1: Outcome of the monitoring visit

1 From the evidence provided in the annual return and at the monitoring visit, the review team concludes that ESCP Europe-Business School (the School) has made acceptable progress with implementing the action plan from the October 2012 [Review for Educational Oversight](#).

Section 2: Changes since the last QAA review

2 The Master in Marketing & Creativity is now fully validated in France. A new programme, Master in Energy Management, is being introduced in London. All other programmes are running as last year. Student numbers have increased to 335, predominately from the European Union. There have been no significant changes in faculty membership.

Section 3: Findings from the monitoring visit

3 The 2012 review report identified six features of good practice, three advisable and three desirable recommendations. Overall the School has made acceptable progress in addressing the action plan, however, the level of progress is variable between them. This is due to the complexities of international decision making, resulting in target dates that were too ambitious. The School continually monitors the action plan, but this is not currently reflected in a revised plan and new target evaluation dates.

4 The School's responsiveness to student feedback continues to be a feature of good practice and students endorsed its effectiveness. The School deals with issues raised by students promptly and students continue to feel supported in their studies. All academic staff receive student feedback on each module, and this is made available to programme directors and faculty management as part of the staff appraisal procedure.

5 The School has sustained the other good practice identified in the 2012 review report. The three-hour teaching blocks are consistently applied across all campuses and students are positive about this method of delivery. The School continues to support internships and maintains effective processes to monitor feedback and identify any issues. Bespoke training has been provided to academic staff on a one-to-one basis to enhance the use of online learning. Students and staff comment very favourably on the improvement and usefulness of the electronic learning resources and the range of information and features available, such as past examination papers, discussion boards and case studies. Published information continues to be of high quality.

6 The School has made acceptable progress in implementing the quality management framework that was identified as good practice for the Master in Management, across all London-based provision. Staff confirmed that the School will be appointing external examiners and establishing course boards for the London elements of the French validated Master in European Business and the Master in Marketing & Creativity. The policy will be reported to the International Board of Studies in October 2013 and will be implemented in November 2013.

7 The School has made acceptable progress on the advisable recommendations, all relating to assessment. The external examiners for Master in Management receive both coursework and examination papers. The process will be extended to the Master in European Management and the Master in Marketing & Creativity as soon as external examiners are appointed in November 2013. The School implemented an internal moderation process in September 2013. A standardised coursework assignment feedback form was introduced in September 2013 that applies to all programmes delivered at the London campus. No coursework assessment had taken place at the time of the monitoring visit and hence the effectiveness of assessment feedback and internal moderation could not be determined.

8 The School has made good progress to implement the desirable recommendation to extend peer observation across all staff. It introduced a peer observation process in September 2013. A small number of observations have been undertaken with others being scheduled to take place according to staff availability at the London campus.

9 The School has not yet formalised support for the professional development of staff as educators. The School has in place an induction programme and mentors for new staff and provides support for subject-specific development. There is, however, little evidence to indicate a strategic approach to pedagogy-based training informed through formal processes such as teaching observations, appraisal and student feedback.

Section 4: Progress in working with the external reference points to meet UK expectations for higher education

10 The European MSc in Management (Master in Management) programme complies fully with the UK Quality Code for Higher Education (the Quality Code). The monitoring and quality assurance arrangements for this programme are being progressively disseminated to other London-based programmes and courses as outlined in paragraph 6.

11 The London Staff Quality Handbook has been revised and compared informally with the Quality Code, but would benefit from further work on alignment. The Handbook makes reference to the Quality Code and includes information on student assessment, internal and external moderation, academic appeals and admissions. However, references to some London ESCP processes require further development, including monitoring and review, student feedback mechanisms, and the requirement for external examiners to consider coursework assignments in addition to examination papers prior to receipt by students.

Section 5: Background to the monitoring visit

12 The monitoring visit serves as a short check on the provider's continuing management of academic standards and quality of provision. It focuses on progress since the previous review. In addition, it provides an opportunity for QAA to advise the provider of any matters that have the potential to be of particular interest in the next monitoring visit or review.

13 The monitoring visit was carried out by Dr John Hurley (Coordinator) and Dr Colin Fryer (Reviewer) on 26 September 2013.