

## 1 Presentació del títol

<https://www.barcelonaschoolofmanagement.upf.edu/en/master-of-science-in-management>

## 2 Anàlisi i valoració general del títol

### 2.1 E1: “Qualitat del programa formatiu”.

#### En relació al pla d’estudis

During the academic year 2017-2018 the modifications that had been requested previously have been deployed:

- Adjustment in the minimum and maximum weight of individual component in the assessment systems. We allowed for a wider range of weights for individual components in order to provide more flexibility. This way we can cater to the methodological idiosyncrasy of each course.
- Incorporation of four new subjects from the Master of Science in Marketing:
  - o Relational Marketing (4 ECTS)
  - o Shopper Marketing (Pricing and Promotions) (4 ECTS)
  - o Shopper Marketing (Retail) (4 ECTS)
  - o New Topics in Marketing Management (4 ECTS)

On the other hand, after incorporating a new professor in the teaching faculty, we re-activated the course *Marketing analytics*. Both students with an interest in marketing, and those with an interest in business analytics in previous year had expressed that such a course would improve the set of elective courses. Their appreciation was expressed in the evaluations of the course, which were excellent.

Also, noted that this year we have stopped teaching *Technology Strategy*. Students who took both courses in previous years indicated that its content strongly overlapped with the course *Management of Technology based Organizations*. We believe that this measure allows students to design a more diverse personal course program. So, we decided not to offer this subject this academic year 2018-2019 in order to make a review of its contents. I

Finally, three of the marketing courses we organize were cross-listed with a new MSc. program within the school (MSc. Marketing). This is the case for *Integrated Communications*, *Marketing strategy* and *Consumer behavior*. The subjects are evaluated positively by the participants. If the next years, the number of students enrolled in these subjects increases (as a result of a larger number of inscribed students in both masters), we will separate the students into two groups, creating a group for each of the two masters. Regarding the next academic year, in order to develop the area of operations management, three new electives have been created. They will be activated at different times:

Scheduled for the academic year 2018-2019:

- Practical Data Science for Operations Management (4 ECTS)

Scheduled for the academic year 2019-2020 or further years:

- Logistics and Supply Management (4 ECTS)
- Computer Science for Business Leaders (4 ECTS)

### **En relació al perfil de participant i places**

<b>Indicadors</b>	<b>2014-2016</b>	<b>2015-2017</b>	<b>2016-2017</b>	<b>2017-2018</b>
<b>Places ofertes</b>	70	70	70	60
<b>Nº preinscrits</b>	168	164	216	212
<b>Nº admesos</b>	74	82	76	69
<b>Nº matriculats total</b>	51	44	49	36
<b>Estudiants de nou ingrés</b>	51	44	49	36

The student profile that we target (young graduates with limited work experience) can be considered adequate. The program attracts students from a wide range of nationalities, which is always evaluated favorably by the students.

Despite having similar numbers of pre-inscriptions, and admitted students compared to previous year, the number of admitted students has gone down compared to the year 2016-2017. A number of factors are responsible for this fact. On the one hand, political unrest dissuaded some accepted students from pursuing the master. We see that other schools and programs in the region experienced the same phenomenon. Second, a number of students who expressed an interest in the marketing track were deviated into the new MSc. Marketing. Third, we see that the amount of interest in the IT track is deteriorating over the years. Fourth, the promotion for the program has been starting relatively late.

We evaluate the change in number of registered students as acceptable. However, in future editions we should attempt to increase this number.

### **En relació a la coordinació docent**

<b>INDICADORS DE SATISFACCIÓ</b>	<b>2016-2017</b>	<b>2017-2018</b>
% resposta	85,71%	69,44%
Coordinació docent EX +B (resposta dels <b>alumnes</b> )	85,71%	96,00%
Coordinació docent EX +B (resposta dels <b>professors</b> )	80,00%	60%

Beyond the yearly faculty meeting at the beginning of the academic year, around halfway each term, professors who teach in that term meet to discuss their experiences. They compare student performance, but they also share feedback they received from students. They use this information to adapt their further course program.

Additionally, each specialization track has a dedicated track director. These directors evaluate the complementarity of the courses within the track, and meeting with professors to discuss how overlapping content can be avoided, and how the complementarity can be improved.

Students evaluate this aspect of the program very positively. The coordination between professors is rated satisfactory by 96% of the participants. This is a very positive result, even better than in the edition 2016-2017, when students already indicated a high level of satisfaction.

**Concluding, the design of the program works very well, and students are happy overall. The only issue is to repopulate the program in the following year.**

## 2.2 E4: Professorat.

### En relació a la satisfacció dels alumnes (4.1)

INDICADORS DE SATISFACCIÓ	2016-2017	2017-2018
% resposta	85,71%	69,44%
<b>Qualitat del professorat</b> (bé + excel·lent).	88,10%	100,00%

Satisfaction with the faculty in the program is very high. All students who participated in the program indicated to be perfectly satisfied. This is the result of a tradition of being very selective about the professors to teach in the program. We welcomed a number of new faculty (Mohammad Ghaderi, Helena Ramalhinho, and Timo Sohl). The courses taught by all these professors were all evaluated very positively.

### En relació a la qualificació del professorat (4.1)

ANY ACADEMIC	Número professors categories doctors	de per AQU i	Altres	Associat	Perm 1	TOTAL	% professor acreditat
2017-2018	Doctors		5		15	20	65,00%
	No Doctors		9	3		12	

ANY ACADEMIC	Número realitzades categories doctors	d'hores per AQU i	Altres	Associat	Perm 1	TOTAL	% Horas impartidas de docencia según categoría
2017-2018	Doctors		132,00		497,50	629,50	73,20%
	No Doctors		195,50	35,00		230,50	26,80%

The majority of the members of our faculty have a PhD. Degree. In terms of the amount of teaching hours, we see that large proportion (almost three quarters of the teaching staff) is taught by professors in possession of a Phd. Degree, also note that many doctors (65,00%) are accredited by AQU or ANECA. This is a very satisfactory situation. Since this is Masters of Science program, we believe that it is in the interest of providing students with the academic rigor that these professors can provide. In the following years, we expect that the increased participation of faculty of the Department of Economics and Business from UPF, will increase the ratio of Ph.D. holders in our teaching staff.

**En relació a la dedicació (4.2)**

INDICADORS DE SATISFACCIÓ	2016-2017	2017-2018
% resposta	85,71%	69,44%
<b><i>Dedicació professorat (excel·lent + bé) (ALUMNES)</i></b>	92,86%	100,00%

ANY ACADEMIC	TOTAL HORAS DE DOCENCIA	PDI ETC	TOTAL CREDITOS MATRICULADOS	EETC	E ETC/ PDI ETC
2017-2018	860,00	3,58	2164,00	36,07	10,07

Professors are encouraged to be available for face to face meetings, either before or after classes, or by individual meetings during office hours. Additionally, we attempt to keep the number of students taking each course relatively low, by offering a wide range of electives. As a result, professor has the opportunity to provide individual attention to each student.

The student rate for teacher is within the limits set by the RD and we are convinced that this contributes to the high satisfaction of the students.

**En relació a la satisfacció de professorat amb el suport institucional (4.3)**

INDICADORS DE SATISFACCIÓ (segons professorat)	2016-2017	2017-2018
% resposta	45,45%	22,7%
<b><i>Valoració global</i></b>	86,67%	100%
<b><i>Suport institucional a la innovació docent</i></b>	80,00%	100%

Professors evaluate the institutional support as adequate. As the response rate has been only of the 22% we will propose some measures for improving this rate.

Despite this, **we can say that the teaching staff that imparts teaching at the Master's Degree is sufficient and appropriate, in accordance with the characteristics of the degree and the number of students. Students evaluate them very positively.**

## 2.3 E6: “Qualitat dels resultats dels programes formatius”.

### En relació a la satisfacció activitats formatives (6.1 i 6.2)

INDICADORS DE SATISFACCIÓ	2016-2017	2017-2018
% resposta	85,71%	69,44%
Intenció de repetir estudis (EIL). <i>Recomanaria enquesta final.</i>	83,33%	92,00%

INDICADORS DE SATISFACCIÓ per cada assignatura (EX+B) (versió presencial)	2016-2017		2017-2018	
	% resposta	% satisfacció	% resposta	% satisfacció
Consumer Behaviour	81,82%	100,00%	56,25%	100,00%
Technology & IT sector	66,67%	75,00%	66,67%	100,00%
Marketing Strategy	70,00%	71,43%	50,00%	100,00%
Analytic Tools for Strategic Decision Making	82,14%	73,91%	58,82%	100,00%
E-Business Technology and Management	92,31%	83,33%	22,22%	100,00%
Operations Management	96,15%	80,00%	40,74%	100,00%
Management of Technology based Organizations	81,82%	100,00%	85,71%	100,00%
Marketing	67,35%	90,91%	77,78%	100,00%
Managerial Accounting	83,67%	100,00%	72,22%	100,00%
Business Plan	94,74%	52,78%	80,00%	100,00%
Organizational Behaviour	73,47%	88,89%	61,11%	100,00%
Master Thesis	75,51%	100,00%	100,00%	100,00%
Negotiations	93,75%	100,00%	100,00%	100,00%
Integrated Communications	83,33%	100,00%	15,79%	100,00%
How to start your own company	86,96%	85,00%	91,67%	100,00%
Ethics and Sustainability Leadership	85,71%	100,00%	30%	100,00%
Pricing and Revenue Optimization	94,74%	94,44%	43,48%	100,00%
Business Strategy and Entrepreneurship	88,46%	60,87%	91,7%	100,00%
Technology Strategy	50,00%	100,00%	66,7%	100,00%
Marketing Analytics			40,00%	100,00%
Corporate Finance	73,47%	100,00%	72,22%	96,15%
Financing for Start-ups	90,91%	65,00%	89,47%	94,12%
Marketing Research	100,00%	75,00%	80,95%	94,12%
Applied Statistics	71,43%	60,00%	63,89%	86,96%
Quantitative Methods	94,12%	100,00%	68,18%	86,67%
Benchmarking and Management Control	94,44%	88,24%	90,00%	83,33%
Internet Marketing	86,67%	84,62%	35,29%	83,33%

Overall, students evaluated the course content of all courses very positively. For the majority of the courses, 90% or more of the students indicate to be satisfied by the delivery of the course. Generally, satisfaction levels are even higher compared to the year before, when they were already very good.

This high degree of satisfaction is likely due to the fact that the master program has existed for several years. We have been very selective in terms of inviting professors to teach in the program and replaced teaching staff when it is necessary. At this point, the teaching team is very strong.

### **En relació als resultats acadèmics (6.3)**

	2014-2016	2015-2017	2016-2017	2017-2018
<b>Taxa de rendiment</b>	98%	98%	100%	99,63%
<b>Taxa d'abandonament</b>	2%	0%	0%	0%
<b>Taxa de graduació</b>	98%	98%	100%	94,44%
<b>Taxa d'eficiència</b>	100%	100%	100%	100%

<b>Curs 2017-2018</b>	<b>PA X</b>	<b>Sus p</b>	<b>Apr</b>	<b>Not</b>	<b>Exc</b>	<b>%</b>
Benchmarking and Management Control / Benchmarking y Control de Gestión de la Empresa	19		2	6	11	100%
How to start your own company / Cómo crear una nueva compañía	11		1	6	4	100%
Consumer Behaviour / Comportamiento de los clientes	13		2	9	2	100%
Organizational Behaviour / Comportamiento organizativo	36		4	17	15	100%
Applied Statistics / Estadística Aplicada	36			13	23	100%
Marketing Strategy / Estrategia de márketing	4		1	3		100%
Business Strategy and Entrepreneurship / Estrategia de Negocio y Emprendeduría	10		1	8	1	100%
Ethics and Sustainability Leadership / Ética y Liderazgo Sostenible	20		2	13	5	100%
Financing for Start-ups / Financiación para las start ups	18		4	13	1	100%
Corporate Finance / Finanzas Corporativas	36		8	15	13	100%
Management of Technology based Organizations / Gestion para empresas intensivas en tecnología	7		1	1	5	100%
Marketing Analytics / Herramientas analíticas de marketing	15		1	6	8	100%
Integrated Communications / Comunicaciones integradas	4			3	1	100%
Technology & IT sector / Los sectores de la tecnología y el IT	8		3	4	1	100%
Marketing/ Marketing	36		1	25	10	100%
Internet Marketing / Marketing en Internet	16		4	9	3	100%
Marketing Research / Investigación de marketing	16		1	6	9	100%
Quantitative Methods / Métodos cuantitativos en la gestión	23		1	13	9	100%
Negotiations / Negociaciones	22			14	8	100%
New Business Ideas and Business Plan	15		1	9	5	100%
Operations Management / Gestión de operaciones	27		2	12	13	100%
Pricing and Revenue Optimization / Optimización de ingresos y gestión de precios	21		6	13	2	100%
E-Business Technology and Management / Tecnologías para la gestión del negocio en Internet	9			7	2	100%
Decision Making / Toma de Decisiones	11		5	5	1	100%
Master Thesis / Trabajo Final de Máster	36		3	18	15	100%

Prácticas Externas	2			1	1	100%
Managerial Accounting / Contabilidad de Gestión	36	2	5	20	9	94%

Grades are generally high. In the academic year 2017-2018, two students failed to complete the master. They will return to resit the courses that they failed in the year before.

We are satisfied with the all the rates because they are close to planned rates included in the “memòria de verificació”.

In the last couple of years, no students abandoned the master, and the large majority successfully completes the program. This is a satisfying state of affairs.

For the master’s theses, we follow up students’ progress closely. As a result, the quality of the delivered work is improving along the years. Many students now develop business plans in the context of the master thesis. Often, students have the intention to start a business based on the plans they developed in this context.

#### **En relació al resultats d’inserció (6.4)**

	2014-2016	2015-2017
Taxa d’ocupació	92%	100%
Taxa de adequació (funcions)	92%	100%

We are satisfied with the employability ratios.

**In summary, the results and academic indicators of the master's degree are consistent with the objectives set. The formative and evaluation activities are consistent with the academic profile of the degree. Both participants and employers are satisfied with the educational experience and the skills achievement.**

**Student employability rates are positive and encourage us to continue working.**

### 3 Pla de millora del MASTER en Ciències Empresarials

#### 3.1 Valoració de les propostes de millora anteriors.

El 100% de les accions de millora que es van proposar s'han finalitzat amb un assoliment que es considera satisfactori d'acord amb els objectius plantejats.

Estandar	Procedencia	Objectius a assolir	Accions proposades	Terminis	Responsable	Estat actual	Valoració de les accions realitzades
E1	Informe seguiment 2016-2017	Adjustment of evaluation components to meet those specified in the memory.	We have informed professors to adjust the proportion of the various dimensions making up the final grade to those specified in the memory.	September 2017	The program director	Solved	The adjustment was implemented for all courses
E1 I E4	Informe seguiment 2016-2017	Mid-term meetings	We have decided to organize mid-term meeting with the faculty that are teaching in that term to discuss performance of individual students, in order to streamline grading practices.	2017-2018	The program director	Solved	Meeting was moderately useful. We will continue them for now.
E1	Informe seguiment 2016-2017	Earlier start of business plan thesis	We will start an earlier individual follow-up of the students that write a business plan for the master thesis to make sure they start their activities in the context of the thesis earlier.	November 2017	The program director, Professors of the thesis advising course	solved	Students indeed started earlier with their business plans. The quality was improved.



E1	Informe seguiment 2016-2017	Repopulation of marketing track	Stop deviating students away from the MSc. MMK to the new master in marketing, and assuring a substantial number of admitted students in the track (> 5)	Spring 2018	Admissions	Partially solved	We have a larger number of students in the track. We hope the repopulation continues in the upcoming years
E5	autoinforme acreditació curs 2016-2017	Pocos estudiantes han utilizado las sesiones de tutoría personalizadas que se les ha ofrecido para ayudarles a elegir las asignaturas optativas.	Introducir una sesión tutorial para todos los estudiantes.	Curso 2016-2017	Dirección Académica	Solved	We have organized sessions in which professors explain the content of their elective courses, so students can make an informed decision.
E1	autoinforme acreditació curs 2016-2017	El curso <i>"Financing for Start-ups"</i> ha supuesto alguna dificultad para algunos estudiantes.	Añadir sesiones de tutorías llevadas a cabo por un profesor de prácticas que ofrezca una ayuda complementaria a estos estudiantes.	Curso 2016-2017	Dirección Académica	Solved	The course was cancelled and replaced by a more accessible course, adapted to the level of the students in this master
E1	Informe de acreditación		Se debe solicitar la ampliación del número de plazas ofertadas a través de una modificación a la memoria verificada.			Cerrada	Tras unos años en que se solicitó a la DGU un número de plazas superior porque parecía que la demanda estaba creciendo, en los últimos años la demanda ha estado muy cerca de las plazas ofrecidas e incluidas en la memoria (40) y por el momento se descarta la modificación de memoria

<b>E2</b>	Informe de acreditación		La información disponible en la web debe estar más actualizada y dar una mayor información para los estudiantes.			Cerrada	La web se ha mejorado y se mantiene actualizada y con información clara. (el 90% de los estudiantes afirman que el proceso de información y admisión fue claro y puntúan a la web como ex+b en un 85%).
<b>E1</b>	Informe de acreditación		Se considera necesario replantear los complementos formativos, pues son uniformes independientemente del perfil del estudiante que los cursa, lo que no los hace útiles para la homogeneización del perfil de acceso a los masters			Cerrada	Los cursos son asignados a los estudiantes en función de su perfil de entrada. También se ofrecen al resto de estudiantes como optativos para refrescar. Casi todos los estudiantes los realizan porque les parece una muy buena práctica aunque sólo sea requerido y evaluado para unos pocos.

### 3.2 Noves propostes de millora a TÍTOL 2018.

Estàndar	Diagnòstic	Identificación de las causas	Objetivos a alcanzar	Acciones propuestas	Prioridad	Responsable	Plazos	¿Implica modificación?
E1	The information that is provided by candidates is sometimes insufficient to objectively assess the academic merit of each student	Recommendation letters sent by students themselves can sometimes not be checked on their authenticity.	Provide more meaningful recommendation letters	Recommendation letters to be sent directly from professors to BSM (not through the candidates).	HIGH	Admissions	Next year	NO
E1	Student numbers going down	Among others, the IT track is not attracting many students	Increasing the amount of interest in the program	Replace the IT track with a track dedicated to operations management and supply chain management. Doing so allows us to offer currently important content such as Machine learning and big data.	HIGH	Program director	Next year	YES (non-substantial modification)
E1	Student numbers going down	Late start of promoting the program	Increasing the amount of interest in the program	Promoting the program wider and earlier	HIGH	Marketing	Next year	NO
E4	Response rate for professors survey is very low	Some professors don't respond to the email inviting to complete the survey	Improve the response rate in order to get significant information	Notify the professors in advance and study the possibility of extending the response period	HIGH	Quality Department and Program Director	Next year	NO