

PROGRAMME REVIEW PROCEDURE

Revised procedure
March 2014

1 Introduction

- 1.1 London Business School has an established process for the periodic review of its academic programmes. This document describes the School's degree programme review process, previously modified in May 2009, which is updated here to reflect the guidance provided in the recent revision of the UK Quality Code for Higher Education chapter on setting and maintaining academic standards (chapter A) and on programme monitoring and review (chapter B8) published in October 2013.
- 1.2 That academic programmes should be subject to programme review in the manner to be described at least once every six years, unless there is a rational to anticipate or delay the review, in which case approval shall be sought from Deans and Directors Teaching Committee.

2 Purpose of Programme Review

- 2.1 To ensure that the overall design of the programme reflects the School's vision to have a profound impact on the way the world does business and builds on the distinctive strengths and advantages of London Business School.
- 2.2 To ensure that appropriate monitoring is carried out of all aspects of a given academic programme, including all curricular elements (including course content, course length, course sequence and methods of delivery), and co-curricular and extra-curricular elements (including experiential elements, career services support and alumni relations).
- 2.3 All aspects of our programmes should be chosen to realise our commitment to providing our students with the global business capabilities required for success and leadership in today's interdependent and complex global economy.
- 2.4 Our programmes should be undertaken in the context of the competitive market for business education, and with due regard for benchmark data from peer schools, best practice and UK Quality Assurance requirements.
- 2.5 To ensure that programmes address new areas of interest and are relevant to the business community.
- 2.6 To ensure that the curriculum is up-to-date and reflects new research findings and new case materials and allows for the showcasing of faculty research.

- 2.7 To ensure that programmes continue to be fit for purpose with regard to stated career aspirations and placement expectations.
- 2.8 To ensure that the standard and quality of awards made to students of the School are in line with the School's aspirations for excellence and meet the requirements of external agencies such as the QAA and the School's accrediting bodies.
- 2.9 To ensure that the programme remains aligned with the relevant FHEQ qualification descriptor and the Subject Benchmark Statement.
- 2.10 Measures relating to enhancement will continue to be employed outside of the formal periodic review process through annual monitoring, which is described in the guidance on "Annual Programme Monitoring."

3 Stages of Academic Programme Review

- 3.1 The procedures of academic programme review comprise three stages:
 - (a) Stage 1: Internal Review Group;
 - (b) Stage 2: Final Review Group;
 - (c) Stage 3: Implementation Committee.

4 Stage 1: Internal Review Group

- 4.1 The Internal Review Group will be responsible for overseeing the first stage of the review process and will be appointed by the Deputy Dean of Programmes (Master's level degrees) or Deputy Dean of Faculty (PhD Programme).
- 4.2 An Executive Director, PhD Chair, Programme Director or individual of similar standing within the school will serve as the Internal Review Group Chair and will be responsible for preparing a briefing document assessing the programme and reviewing the curriculum in conjunction with the Internal Review Group.
- 4.3 The Internal Review Group will consist of the Chair, at least two additional Faculty members, one or more student representatives, a Quality Assurance representative, and any other internal stakeholders as deemed appropriate by the Internal Review Group Chair.
- 4.4 The briefing document prepared by the Internal Review Group will be presented to the Final Review Group (see below) and should represent a

comprehensive analysis of the programme without making recommendations for enhancements or changes. It should contain the following:

- The programme specification
- Highlights of outputs from the previous review
- A summary of findings regarding programme performance since the previous review, including evaluations.
- A comprehensive data analysis of the programme against competitors
- A review against current market demands and trends
- An overview of feedback received from a broad consultation of internal and external stakeholders, including students, alumni, staff and faculty.
- Reference to External Examiners' reports
- Reference to information provided to students in the form of handbooks and the prospectus
- The national Subject Benchmark Statement and the FHEQ
- A review of any existing collaborative provision
- A list of considerations for the Final Review Group to decide upon.

4.5 The Internal Review Group will present their report to Faculty Board upon completion. This report will also be submitted to the Executive Committee and Management Board for their information.

4.6 The Internal Review Group Report will then be presented to the Final Review Group, who will use the report to begin their discussions in order to determine the appropriate changes and enhancements to recommend for approval by Management Board.

5 Stage 2: Final Review Group

5.1 The Final Review Group will convene after the Internal Review Group report is complete and that group is dissolved and will normally comprise the Deputy Dean (Programmes) [or Deputy Dean (Faculty) in the case of the PhD programme review] as Chair and at least two other members of Faculty. It should also include a representative of the student body and at least two External Advisors (or one for a PhD review) along with any other internal stakeholders as deemed appropriate by the Deputy Dean (Programmes) and the Head of Quality Assurance or their designated representative. In the case of degree programmes, this should normally include representatives from across the breadth of the School's departments involved with the programme being reviewed, including, but not exclusively so; Accounts, Advancement, Career Services, Marketing and Recruitment and Admissions.

5.2 Of the External Advisors appointed, one should be from a peer academic institution and have experience in both academic and administrative duties. In the case of a Degree Programme review, a second external reviewer should

be from industry in order to provide insight with regards to market needs, careers or employment.

- 5.3 The Final Review Group will generally meet 3 times, including 2 shorter initial and interim meetings and 1 longer final meeting that may extend to more than 1 day. Further meetings of the Final Review Group and any subgroups may be convened as required at the request of the Chair. The External Advisors are only required to attend the final longer meeting, but are encouraged to participate in the earlier meetings in person or via phone or video-link. The final meeting will include time for interviews with Faculty, staff and students wishing to contribute their views into the process.
- 5.4 The Chair of the Final Review Group (or their delegated representative) will produce a final report for consideration by Management Board based on the discussions and agreement of the Final Review Group. Management Board will need to approve the report before implementation of the recommended enhancements can begin.
- 5.5 If Management Board is not satisfied with the report's recommendations, they may request the Final Review Group to conduct further consultation with Faculty or other stakeholders, to provide more information or to revise the recommendations before final approval is granted.
- 5.6 The report will be prefaced by an executive summary, identifying the main recommendations for changes to the programme. The report should include the following items:
- Executive summary
 - Overview of the main characteristics of the programmes
 - Conclusion on innovation and good practice
 - Conclusions on quality and standards
 - Continuing currency and validity of the programme
 - Recommendations to remedy shortcomings or for changes to aid future enhancement
 - Suggested revisions to the Programme Specification
 - Summary of recommendations
 - Next steps
- 5.7 Should the changes recommended to a programme under review be so significant as to be judged to alter the essence of the learning outcomes and student experience, Management Board may require the revised programme to be reviewed as a new offering, in which case New Programme Approval would need to be sought and the appropriate process and guidance followed for that.

6 Stage 3: Implementation Committee

- 6.1 Following approval of the Final Review Group's report and recommendations by Management Board, the Final Review Group will be dissolved and an Implementation Committee set up to oversee implementation of the approved programme enhancements.
- 6.2 The Implementation Committee will be chaired by the Deputy Dean, Executive Director, Programme Director, PhD Chair or individual of similar standing within the school and shall also include at least two Faculty members, student representation, a Quality Assurance representative and any other internal stakeholders as deemed appropriate by the Chair.
- 6.3 The Implementation Committee should aim to complete implementation of the majority of recommended changes within twelve months of approval or to advise Management Board as to which recommendations may take longer and provide a time-frame for their implementation.
- 6.4 The Implementation Committee should report on its progress to Management Board when implementation is complete or one year from Final Review Group Report approval, whichever comes first as well as upon completion of further implementation, if any recommendations should remain outstanding at this point.
- 6.5 Should, for any reason, a recommendation not be implemented, the Review Implementation Committee must report to Management Board stating the reasons for this and to seek approval for this omission.
- 6.6 The Implementation Committee is responsible for informing any affected departments and stakeholders within the school with regards to implementation plans and to consult with those affected and inform the wider school body through communications (digital and/or print) as well as presentations at appropriate committees, such as the Degree Programmes Office Team meeting and the School meeting.