BRITISH ACCREDITATION COUNCIL INSPECTION REPORT

**INTERIM VISIT AND SUPPLEMENTARY INSPECTION
CHANGE OF MANAGEMENT/STAFFING
(Short Course Provider)**

PROVIDER: GISMA Business School London

ADDRESS: Buchanan House
                                 30 Holborn
                                 London
                                 EC1N 2LX

HEAD OF PROVIDER: Ms Ilana Erlich

ACCREDITATION STATUS: Accredited

DATE OF INSPECTION: 27 May 2020

ACCREDITATION COMMITTEE DECISION AND DATE: Continued accreditation, 1 October 2020

PART A – INTRODUCTION

1.   Background to the provider

GISMA Business School London Limited (GISMA London/the Provider) is a private limited company, which was registered in the United Kingdom (UK) in 2016. It is a subsidiary of the German International School of Management and Administration (GISMA Global), which is based in Germany. GISMA Global has campuses in Berlin, Hannover and Hamburg. The London campus is the fourth campus to be set up and BAC accreditation is only for this campus. GISMA Global is owned by an international higher education group called Global University Systems (GUS).

GISMA London is located in Central London.

The Provider delivers short executive education courses for business professionals, aiming to educate individuals to be responsible members of the global business community. It promotes practice-oriented management education that enables participants to be engaged in life-long learning.

GISMA London is run by the Executive Director, who is based in London. The London campus is supported by managerial and administrative staff from GISMA Global and GUS. These include the Academic Director, the Head of Business Transformation and Accreditation, the Director of Projects and Planning, and two other officers. In addition, central services in areas such as human resources, operations, marketing and international development are provided by GUS.

The GISMA Global Board functions as the Provider's governing body and is chaired by the Chief Executive Officer of GUS. It provides oversight of all GISMA London's academic and strategic matters.

2.   Brief description of the current provision

GISMA London offers a range of short courses in emerging technologies for business, branding and brand management, and cyber- and digital security. The sessions are delivered as modular workshops and are two to six days in length. Delivery is face to face.

In February 2020, a five-day course was held on Emerging Technologies in Business. There were 16 participants on this course. The majority of participants were male. All participants were mid-career professionals over 18 years of age. This course was specially designed in partnership with Moscow State International Relations University in Russia. There was a mix of Russian and Ukrainian participants.

There were no courses running at the time of this inspection.

The courses are scheduled according to demand. The Provider intends to offer short courses every three months from November 2020.

3.   Inspection process

The inspection was conducted remotely over one day by one inspector. Meetings were held with the Executive Director, the Academic Director and the Head of Business Transformation and Accreditation. Associated documentation and the website were scrutinised. A video of the premises was viewed. The information provided was readily accessible and the Provider cooperated fully with the inspection.

4.   Background to the supplementary inspection

In August 2019, GISMA London's Managing Director was replaced by the new Executive Director, who has oversight of all GISMA London's academic affairs and operations.

5. **Inspection history**

Inspection type	Date
Stage 2	1 March 2018
Stage 3	15-16 November 2018

PART B – JUDGEMENTS AND EVIDENCE

The following judgements and comments are based upon evidence seen by the inspector during the inspection and from documentation provided by the institution.

1.   Significant changes since the last inspection

In August 2019, there was a restructure of the Provider's senior management team. GISMA Global's Managing Director, who was previously leading on GISMA London's academic and operations management, was replaced by the new Executive Director. The new Executive Director has oversight of all GISMA London's academic affairs and operations.

There is a recently appointed Head of Business Transformation and Accreditation who oversees academic quality and management. The Acting Academic Director implements and controls the academic and quality standards. This Director will develop the academic strategies for the Provider.

The Acting Academic Director will also be responsible for the delivery of the programmes and overseeing all decisions and activities, such as hiring faculty and admissions. This Director shares responsibility with the Head of Business Transformation and Accreditation for matters concerning overall programme management and career and student services.

2.   Response to actions points in last report

There were no action points identified in the last inspection report.

3.   Response to recommended areas for improvement in last report

It is recommended that the tutor appraisal system is brought fully into operation and includes regular classroom observation.

All documentation in relation to the tutor observation and appraisal system has been put in place. However, changes to the management team have delayed its full implementation. The Academic Director will take responsibility for conducting regular classroom observations of teaching and learning from November 2020. The outcomes of observations will then be used to inform the appraisal process.

Feedback from participants and other stakeholders should be analysed and published in the Provider's self-assessment report.

After each course, feedback from participants and lecturers is collected and evaluated by the Academic Programme Committee. The feedback is published and shared with partner institutions.

It is recommended that a report is made available on the evaluation of training courses, previous targets, as well as staff and student feedback analysis.

During the change in GISMA London's leadership team, the development of a report on the evaluation of training courses, previous targets and staff and student feedback analysis has been put on hold while the development strategy for GISMA London's programmes is being developed.

4.   Compliance with BAC accreditation requirements
4.1   Management, Staffing and Administration (supplementary inspection)

The numbers below refer to the standards as presented in the short course provider scheme document and main full inspection report.

1.   The provider is effectively managed

1.1	The management structure is clearly defined, documented and understood, including the role and extent of authority of any owners, trustees or governing body.	☒ Yes ☐ No
1.2	The head of the provider and other senior managers are suitably qualified and experienced, understand their specific responsibilities and are effective in carrying them out.	☒ Yes ☐ No
1.3	There are clear channels of communication between the management and staff and those working at the delivery venue/s.	☒ Yes ☐ No

This standard is judged to be: ☒ Met   ☐ Partially Met   ☐ Not Met

Comments

The strong and effective management structure and team ensures the smooth running of the Provider.

The appointment of the new Executive Director and Head of Business Transformation and Accreditation has enhanced the Provider's provision and created the capacity and strategy for the delivery of more courses in London.

Senior staff are well qualified and experienced and are effective in carrying out their roles and responsibilities. Programme development, sales and marketing benefit from the experience of long-serving staff members who have a good understanding of their responsibilities and duties.

There are clear channels of communication and reporting lines. The Provider's governing body leads on strategy and provides effective oversight of monthly updates on student progression, marketing and financial information.

2. The administration of the provider is effective

2.1	Administrators are suitably qualified or experienced and understand their specific responsibilities and duties.	☒ Yes ☐ No
2.2	The size of the administrative team is sufficient to ensure the effective day-to-day running of the provider.	☒ Yes ☐ No
2.3	The administrative support available to the management is clearly defined, documented and understood.	☒ Yes ☐ No
2.4	Policies, procedures and systems are well documented and effectively disseminated across the provider.	☒ Yes ☐ No
2.5	Data collection and collation systems are effective.	☒ Yes ☐ No

This standard is judged to be: ☒ Met   ☐ Partially Met   ☐ Not Met

Comments

The level of administrative support is appropriate for the size of the Provider. Effective administrative support is also provided by GUS in the marketing and administration of courses.

Day-to-day administration is effectively monitored. Administrative staff record their tasks and deadlines and managers track their progress. This enables the Provider to respond to participants' concerns promptly.

Administrative meetings are held frequently. Managers keep clear and detailed records and action plans that ensure the smooth and effective running of courses.

Policies and procedures are well documented and effectively disseminated on a shared drive, to which all staff have access.

Data on participant satisfaction is effectively collected and collated.

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3.   **The provider employs appropriate managerial and administrative staff**

3.1	There are appropriate policies and effective procedures for the recruitment and continuing employment of suitably qualified and experienced staff.	☒ Yes ☐ No
3.2	Experience and qualifications claimed are verified before employment.	☒ Yes ☐ No
3.3	There is an effective system for regularly reviewing the performance of staff.	☒ Yes ☐ No

This standard is judged to be: ☒ Met   ☐ Partially Met   ☐ Not Met

Comments

The Provider has detailed and appropriate staff recruitment policies and systems in place. Experience and qualifications claimed are verified appropriately and the human resources management system effectively tracks qualifications and is used well to record the verification of experience. The Provider has a clearly structured appraisal system in place for all full and part-time staff.

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4.   **Publicity material, both printed and electronic, gives a comprehensive, up-to-date and accurate description of the provider and its programmes**

4.1	Text and images provide an accurate depiction of the provider's location, premises, facilities and the range and nature of resources and services offered.	☒ Yes ☐ No
4.2	Information on the courses available is comprehensive, accurate and up to date.	☒ Yes ☐ No

This standard is judged to be: ☒ Met   ☐ Partially Met   ☐ Not Met

Comments

The website provides comprehensive and accurate information on studying in London and provides details of forthcoming courses. The website does not include details of British Accreditation Council (BAC) accreditation.

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5.   **The provider takes reasonable care to recruit and enrol suitable participants for its courses**

5.1	Entry requirements for each course, including those relating to language ability, are set at an appropriate level and clearly stated in the course descriptions seen by prospective participants.	☒ Yes ☐ No ☐ NA
5.2	A formal application process ensures that participants meet the entry requirements and any claimed qualifications are verified.	☒ Yes ☐ No ☐ NA
5.3	The provider replies to all application enquiries promptly and appropriately and briefs all stakeholders properly on the nature and requirements of its programmes.	☒ Yes ☐ No ☐ NA
5.4	Any overseas recruitment agents are properly selected, briefed, monitored and evaluated.	☐ Yes ☐ No ☒ NA

This standard is judged to be: ☒ Met   ☐ Partially Met   ☐ Not Met

Comments

Entry requirements are set at an appropriate level for the professional participants on the short courses. To ensure the participation of those for whom English is not a first language, an interpreter is present at all course sessions.

As part of the enrolment process, all participants, including those attending courses run under partnership agreements, have individual recruitment meetings with a GISMA student adviser. This ensures that all participants are clear about the nature and requirements of their courses.

6.	**There is an appropriate policy on participant attendance and effective procedures and systems to enforce it**	
6.1	There is an appropriate, clear and published policy on participant attendance and punctuality.	☒ Yes ☐ No
6.2	Accurate and secure records of attendance and punctuality at each session are kept for all participants, collated centrally and reviewed.	☒ Yes ☐ No ☐ NA
6.3	Participant absences are followed up promptly and appropriate action taken.	☒ Yes ☐ No ☐ NA

This standard is judged to be:　　　　　　　　☒ Met　　　☐ Partially Met　　　☐ Not Met

Comments

There is a clear policy on attendance and punctuality.

Accurate records of attendance are maintained, which allow the Provider to issue certificates as confirmation of attendance.

Although participants are in small groups of mature, mid-career professionals and accompanied by their own group Coordinators, who attend all sessions, the Provider has appropriate systems for monitoring participant attendance and to ensure that appropriate actions are taken in the event of an absence.

7.	**The provider regularly obtains and records feedback from participants and other stakeholders and takes appropriate action where necessary**	
7.1	The provider has effective mechanisms for obtaining feedback from participants and other stakeholders (such as staff, partner providers and employers) on all aspects of the provider's provision, including formal participant representation where appropriate.	☒ Yes ☐ No
7.2	Feedback is obtained, recorded and analysed on a regular basis.	☒ Yes ☐ No
7.3	The feedback is reviewed by management and action is taken where necessary.	☒ Yes ☐ No
7.4	There is a mechanism for reporting on the provider's response to the feedback to the participant body.	☒ Yes ☐ No ☐ NA

This standard is judged to be:　　　　　　　　☒ Met　　　☐ Partially Met　　　☐ Not Met

Comments

The Provider obtains feedback from all participants and tutors, which is reviewed by the Academic Programme Committee and is shared with the partner institutions.

Data on participant satisfaction is effectively collected through questionnaires. This is reviewed by the Academic Programme Committee and used in the management, planning and marketing of courses.

The Provider responds promptly to the concerns of participants during the course. Where possible, the Provider will resolve the issue before the end of the course.

8.   The provider has effective systems to review its own standards and assess its own performance with a view to continuing improvement

8.1	There are effective systems for monitoring and periodically reviewing all aspects of the provider's performance.	☒ Yes	☐ No
8.2	Reports are compiled which present the results of the provider's reviews and incorporate action plans.	☐ Yes	☒ No
8.3	Action plans are implemented and regularly reviewed.	☒ Yes	☐ No

This standard is judged to be: ☐ Met   ☒ Partially Met   ☐ Not Met

Comments

The Academic Programme Committee meets when a course finishes and thoroughly reviews all aspects of the course performance.

8.2 There is no formal written report on the evaluation of training courses against previous targets or staff and participant feedback analysis due to the recent management change. The report is scheduled for completion in November 2020.

Participant feedback is turned into an action plan for dealing with issues relating to teaching and delivery and premises. This ensures that any areas for improvement are identified and responded to promptly.

4.2   Teaching, Learning and Assessment (spot check)

The standards are judged to be: ☐ Met   ☒ Partially Met   ☐ Not Met

Comments

Teaching and learning are of a high standard. Programme management is effective.

There is appropriate pre-course assessment of participants prior to each course so that the course meets their needs.

The short course curriculum is developed with appropriate stakeholders to take account of contemporary issues and current market and regulatory trends. This helps to ensure that the delivery is tailored to meet the expectations and needs of participants.

Participants benefit from a practical, interactive workshop experience that enables them to broaden their knowledge of the topic and develop a solid understanding of the key principles and how to apply them in the workplace.

Tutors are suitably experienced. However, the appraisal of tutors is not yet taking place because the appraisal system and tutor observations have not yet been implemented due to the recent changes in the management system.

Teaching materials are of a high standard and are regularly updated.

Participants' progression is effectively monitored through course assignments.

4.3   Participant Welfare (spot check)

The standards are judged to be: ☒ Met   ☐ Partially Met   ☐ Not Met

Comments

Participants are able to access appropriate pastoral support through the Provider's Welfare Officer, in addition to a Coordinator, from the partner institution. When required, participants have an interpreter, as well as a Coordinator. Therefore, participants who speak English as an additional language are well supported in their studies through the provision of a course interpreter.

Courses include an effective induction programme, which includes a health and safety presentation. This ensures that all participants have access to an out-of-hours emergency phone number, as well as contact details of the Coordinator accompanying them from their host institution.

The Provider has a good range of effective support mechanisms in place to ensure that all participants are well supported in their studies. These include a practice handbook, which details the support available to participants to address different needs.

4.4   Premises and Facilities (spot check)

The standards are judged to be: ☒ Met   ☐ Partially Met   ☐ Not Met
Comments

GISMA London has secure tenure agreements on its premises.

The premises are maintained in a good state of repair and decoration and have good toilet facilities.

All participants are given a detailed health and safety handbook, as well as an annually updated safety presentation.

Training rooms and other learning areas provide good accommodation in order to facilitate the effective delivery of the courses offered.

There are suitable additional facilities including a separate reception area, communal break areas and private rooms.

4.5   Compliance Declaration

Declaration of compliance has been signed and dated.   ☒ Yes   ☐ No

PART C – SUMMARY OF STRENGTHS AND ACTION POINTS

STRENGTHS

The Provider is well run and has access to the support of a larger organisation when required to enable it to respond effectively to global developments and to market its course internationally.

Senior management is effectively supported by an able and experienced administrative team.

The course curriculum is up to date and reflects contemporary issues, meeting the learning goals and aspirations of the participants.

ACTIONS REQUIRED

The tutor appraisal system must be made fully operational.	☐ High	☒ Medium	☐ Low
8.2 The evaluation of training courses, previous targets and staff and student feedback analysis must be completed and a report produced on the outcomes.	☐ High	☒ Medium	☐ Low

RECOMMENDED AREAS FOR IMPROVEMENT *(to be reviewed at the next inspection)*

The Provider should consider using the British Accreditation Council (BAC) logo on its website and making clear in its publicity material that it is accredited by BAC.

COMPLIANCE WITH STATUTORY REQUIREMENTS – FURTHER COMMENTS, IF APPLICABLE