Artificial Intelligence formulated this projection for compatibility purposes from the original article published at Global Journals. However, this technology is currently in beta. *Therefore, kindly ignore odd layouts, missed formulae, text, tables, or figures.* 

1	The Impacts of Aligned Teaching on Students' Perceived
2	Engagement in Independent Learning and Satisfaction: An
3	Empirical Investigation in Hong Kong
4	Dimple R. Thadani <sup>1</sup> , Dimple R. Thadani <sup>2</sup> and Theresa Kwong <sup>3</sup>
5	<sup>1</sup> Hong Kong Baptist University
6	Received: 7 December 2012 Accepted: 31 December 2012 Published: 15 January 2013

#### 8 Abstract

In response to the move towards Outcomes-based Education in Hong Kong, our paper aims at 9 investigating the impacts of the Outcomes-based Teaching and Learning approach (OBTL) on 10 students? satisfaction and perceived engagement in independent learning in the context of 11 higher education. Building upon the principle of "constructive alignment", we propose a 12 theoretical model to examine the impacts of constructively aligned teaching and learning that 13 is conceptualized as the constructive alignment Index in our paper. An empirical study of 14 undergraduate students (n=253) found that the constructive alignment index (CAI) positively 15 predicted students' satisfaction and their perceived engagement in independent learning. 16 Implications for research and practice are discussed. 17

18

19 Index terms—outcomes-based teaching and learning, OBTL, outcomes-based education, OBE, constructive 20 alignment, satisfaction, independent learning.

#### <sup>21</sup> 1 Introduction

he adoption of outcomes-based education (OBE) (Spady, 1994) has become a global trend to enhance teaching 22 and learning (Botha, 2002;Killen, 2004;Ross & Davies, 1999). With the use of OBE, an approach in which the 23 24 design of the curriculum is driven by the learning outcomes that students should display at the end of the courses 25 and programmes (Davis et al., 2007;Harden, Crosby, & Davis, 1999), quality of teaching and learning could be assured by the continuous assessment of learning outcomes achieved by students (Hill, 2007). As a result, quality 26 assurance agencies have utilized the framework for programme outcomes assessment in the higher education in 27 different Asia-pacific and western countries, including Australia (Barrie, Ginns, & M, 2005; Treleaven & Voola, 28 2008), the USA (Borrego & Cutler, 2010), the UK (Rust, 2002), Vietnam (Tran, Nguyen, & Nguyen, 2010), and 29 Singapore (Davis et al., 2007). As a world city aiming to develop itself into a regional education hub, Hong Kong 30 cannot be immune from such worldwide movement. Indeed, Hong Kong's higher education sector can be regarded 31 as an interesting context for inquiry, reflected by its changing landscape, growing international recognition and 32 blend of Asian and Western cultures in affecting teaching and learning (Ho, 2005). Since 2012, Hong Kong 33 has been preparing for an education reform with a prominent feature to embrace Outcomes-based Teaching and 34 35 Learning (OBTL), a form of OBE framework building upon the concept of constructive alignment ??Biggs & 36 Tang, 2003, 2007, in the higher education curricula. 37 Constructive alignment (CA) is indeed a pedagogical approach that is embedded in the constructivist theory ??Biggs & Tang, 2003, 2007, emphasizing the alignment between the intended learning outcomes (ILOs), teaching 38

38 ??Biggs & Tang, 2003, 2007, emphasizing the alignment between the intended learning outcomes (ILOs), teaching 39 and learning activities (TLAs) and assessment tasks ??ATs]. It is believed that courses designed upon CA will 40 enhance student-centered learning by encouraging students to take an active and independent role in constructing 41 their own knowledge (Tran et al., 2010;Wang et al., 2011). Thus, independent learning is an essential outcome 42 element in OBTL as students, with the help of effective teaching and learning activities, are encouraged to explore

43 the intended outcomes beyond information, conception and understanding ??Biggs & Tang, 2007).

#### 4 CONSTRUCTIVE ALIGNMENT AND STUDENTS' SATISFACTION

In particular, Biggs and Tang (2007) stated that instructors adopting the CA approach should [1] clearly describe the ILOs in class, [2] create a learning environment and TLAs conducive to the ILOs which allow students to construct their knowledge to achieves the outcomes, and [3] establish assessment on how well students' could achieve the corresponding ILOs. These three components of constructively aligned teaching constitute important pillars in OBTL.

However, whether courses with constructively aligned ILOs, TLAs, and ATs would encourage students to take 49 an independent and active role in learning in Hong Kong remains a question rarely answered. Recognizing that 50 one of the main objective for OBTL is to enhance student-centered learning through constructive alignment 51 with which students are expected to be more self-directed and confident in learning independently (Tran et al., 52 2010; Wang et al., 2011), the evaluation of whether and how CA could promote independent learning in the local 53 Chinese context is hence imperative. The purpose of this study is to explore the relationship between the adoption 54 of CA and students' perceived engagement in independent learning. The impact on students' satisfaction with 55 courses will also be investigated. 56

This empirical study is expected to make contributions to both education researchers and practitioners. On the research side, we propose a theoretical model to enhance our understanding of constructive alignment, an underpinning concept of OBTL, and its impacts in the context of higher education in Hong Kong. On the practical side, the result of this study informs and reinforces educators of the benefits of implementing OBTL.

#### 61 **2** II.

# G2 3 Constructive Alignment and Perceived Engagement in Inde G3 pendent Learning

There is general consensus in the education literature that the goal of education is to enable students to learn 64 independently (Gow & Kember, 1990). Although independent learning is not a new concept, there seems to 65 lack a universal understanding towards its meaning (Broad, 2006). However, in looking at the literature on 66 independent learning (Broad, 2006;Hanks, 1986;Lewis, 1978;Souto & Turner, 2000;Williamson, 1995), it becomes 67 apparent that alternative terms are used to describe the same idea -empowerment of students in their learning 68 not only in a specific context but beyond. In other words, students are able to learn for themselves not only in a 69 course but in a broader context. Williamson (1995) stated that this could be achieved by encouraging acceptance 70 of responsibility and involvement of students in their studies. Perceived engagement in independent learning by 71 students is measured in this study as a proxy. 72 Aforementioned, OBTL is an education approach in which student-centered learning is emphasized (Tran et 73

74 al., 2010; Wang et al., 2011). Instructors who adopted the CA approach actively involve students in learning and it is found to be effective in 75 promoting learning, particularly in achieving higher order outcomes ??Hoddinott, 2000; ??cMahon & Thakore, 76 2006; ??orris, 2008; ??aylor & Canfield, 2007). Within an aligned system, students would therefore be able to 77 see that the teaching/learning environment and assessment tasks are closely related to what they are supposed 78 to be learning. As a result, interpretation and reasoning would be made easier. Comprehension of prior learning 79 and the associations amongst learning tasks would be made more systematically which favor constructivism to be 80 taken place. It is believed that students are more willing to take the responsibility and be active in the learning 81 process. So the higher the alignment between ILOs, TLA, and TAs, the higher the engagement in independent 82 learning will be perceived by students. Thus, in this study, we propose that: H1: Constructive alignment Index 83 is positively associated with perceived engagement in independent learning III. 84

# <sup>85</sup> 4 Constructive Alignment and Students' Satisfaction

The enhancement of students' satisfaction through improvements in aspects of teaching and learning have been 86 well documented (Anderson, Banks, & Leary, 2002; Helms, Alvis, & Willis, 2005; Yazici, 2004). when actual 87 performance meets or exceeds their expectations (Elliott & Shin, 1999;Zeithmal, Berry, & Parasuraman, 1993). 88 Forrester and Parkinson (2004)'s study found that the gap existed between students' expectation and actual needs 89 may influence their satisfaction on a distant learning course. Thus, we believe that under a constructively aligned 90 teaching and learning environment, students [1] should be very clear as to what they have to learn, [2] should see 91 the teaching actively engages them in learning that is appropriate to achieving what they are supposed to learn, 92 and [3] should see assessment as addressing what they are supposed to have learned. More importantly, students 93 94 receive formative feedback which allows them to evaluate their own performance in a continuous timeframe. As 95 a result, we believe that within a constructively aligned teaching and learning environment, the gap between 96 students' expectation and actual performance would be narrowed. Students' level of satisfaction is likely to 97 be higher. In addition, constructively aligned courses/programme curricula are designed to include materials, strategies, and approaches which are interesting, motivating and 98 The rest of the paper is structured as follows. First, we outline the contextual and theoretical background, 99

The rest of the paper is structured as follows. First, we outline the contextual and theoretical background, and propose a theoretical model. Then, we describe our research methodology including the survey and data collection procedures. Next, we present and discuss the findings of our empirical study. Finally, we conclude the paper by discussing the implications for both research and practice, and suggestions for future research.

Student satisfaction is typically based on "a cognitive process in which students compare their prior 103 expectations of their educational experience to those actually experienced from attending a university or a 104 course" (Elliott & Shin, 1999). Student satisfaction results requiring students to actively engage. In such 105 a highly interactive environment, students would enjoy their learning, and be more motivated to achieve the 106 intended learning outcomes. It is very likely that students' satisfaction towards their learning in the course. 107 The more aligned the system is, the higher the students satisfaction would be. Thus, we propose that: H2: 108 Constructive Alignment Index is positively associated with students' satisfaction. 109 IV. 110

# **111 5 The Proposed Research Model**

# 112 6 Methodology

This section provides the details of data collection procedures, measurement, common method bias test and data analysis. ??Biggs & Tang, 2007. The second-order construct, the Constructive Alignment index, was reflectively measured by the three first-order constructs: ILOs, TLAs, and ATs.

# <sup>116</sup> 7 c) Common Method Variance

Due to the fact that the data was collected from a single source (i.e. Self-report questionnaire), there is a potential 117 for the occurrence of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). A Harman's one-118 factor test (Harman, 1967; Podsakoff & Organ, 1986) was performed with SPSS 16 to determine the extent to the 119 120 method variance in the current data. All 20 variables in the inventory were subjected to an exploratory factor analysis (principle components factor analysis with no rotation). According to this test, if a single factor emerges 121 from the factor analysis which accounts for most of the variance (>50%), common method variance is deemed 122 present. Results suggested that no single factor explained more than 50% of the variance, indicating the common 123 method bias were not likely to be presented in the current study. 124

# 125 8 d) Data Analysis

Data analysis was performed in a holistic manner using partial least square (PLS) path modeling. PLS is a component-based structural equation modeling technique that is commonly used in behavioral research. SmartPLS version 2.0.M.3 was used in the current study. PLS technique was chosen because of its high ability in modeling latent constructs under conditions of nonnormality and in small to medium sized samples well (Chin, 1998 of their development. In our analysis, the path weighing scheme was used. Tests of significant of all paths were performed using the bootstrap resampling procedures with 500 iterations.

<sup>131</sup> were performed using the bootstrap resampling procedures with 500 iterations. <sup>132</sup> VI.

# 133 9 Results

Following the two-stage analytical approach, we first examined the measurement model and then assessed the structural model.

# <sup>136</sup> 10 a) Measurement Model

To access the internal consistency, convergent validity and discriminant validity of the measurements, the constructs' composite reliability [CR] and the average variance extracted [AVE] were calculated using PLS.

# <sup>139</sup> 11 b) Convergent Validity

Convergent validity is an approach to evaluate a measure based upon how well the measure conforms with theoretical expectation ??De Vaus, 1996). Table 2a shows that all coefficients of the constructive alignment index (CAI) are significant at 0.001 level, which means that ILOs, TLAs, and ATs are good representatives of CAI. Table 2b presents information about the loadings of the measures of our research model. All items have significant path loadings (p < 0.001) at 0.700 or above on their respective constructs in the model.

Table 2a and 2b also demonstrate that all our constructs fulfill the recommended levels concerning composite 145 reliability [CR] and average variance extracted ??AVE]. As shown in Table 2a and 1b, all items are higher than 146 the cut-off of 0.50 for AVE as recommended by (Fornell & Larcker, 1981), ranging from 0.517 to 0.661. Similarly, 147 the values for CR are very good, ranging from 0.857 to 0.923, well above the reliability value of 0.70, which 148 is the suggested benchmark for acceptable reliability (Chin, 1998) ??Kinnear & Taylor, 1996). Discriminant 149 150 validity was confirmed with the squared root of the average variance extracted (AVE) for each construct higher 151 than the correlations between it and all other constructs (Fornell & Larcker, 1981). Table 3 shows that each 152 construct shares greater variance with its own block of measures than with the other constructs representing a different block of measure. In addition, as we can find that no pair of measures have correlations exceeding the 153 criterion of 0.9 as suggested by (Hair, Anderson, Tatham, & Black, 1998), which implies that no multicollinearity 154 existed among these constructs. Using SmartPLS (Version 2.0 M3), the structural model and hypotheses 155 were assessed by examining path coefficients and their significance levels (Chin, 1998). The proposed model 156

conceptualized three firstorder constructs (ILOs, TLAs, and ATs) modeled as reflective indicators of the secondorder constructionstructive alignment index. Because SmartPLS does not directly permit the representation of second-order latent constructs, it was necessary to separately test the first order-constructs that formed the second-order constructs. We then used the computed first-order factor scores obtained from the test as manifest indicators of the second-order construct.

This model (please refer to Fig 1 ??) accounts for 58.9 percent in perceived engagement in independent learning and 71.6 percent of variance in students' satisfaction. All hypothesized paths (H1 and H2) in the research model were found statistically significant. As such, the findings support the proposed research model, and demonstrate how the CAI plays a role in impacting students' satisfaction and perceived engagement in independent learning. Figure 2 summarizes the model-testing results with overall explanatory powers, and estimated path coefficients (all significant paths are indicated with asterisks). Supporting hypothesis 1 and 2, the secondorder factor,

constructive alignment index, had significant positive direct effect on perceived engagement in independent learning (=0.767, t=24.503) as well as students' satisfaction (=0.846, t=48.674).

# 170 12 Conclusion and Discussion

This study has its genesis from exploring the role of constructive alignment in impacting students' satisfaction 171 and perceived engagement in independent learning. Constructive alignment is conceptualized as the alignment 172 between ILOs, TLAs, and ATs through which students are able to construct knowledge on their own. The 173 research model is developed based on extant literature. Constructive alignment index is explained in terms of three 174 elements -ILOs, TLAs and ATs. The measurement model is confirmed with adequate convergent and discriminant 175 validity of all measures, and the structural model explains 58.9 percent in perceived engagement in independent 176 learning and 71.6 percent of variance in students' satisfaction. All path coefficients are found statistically 177 significant in the research model. The results show that the OBTL approach positively increases students' 178 satisfaction and perceived engagement in independent learning, illustrating the benefits of the implementation of 179 the OBTL pedagogy. 180

# <sup>181</sup> **13 VIII.**

#### 182 14 Contributions

While the urge to implement Outcomes-based Education is apparent, there is little empirical research available 183 in the educational literature to address the process of alignment and its impacts in the Asian Chinese context. 184 Although there are some investigations on the impacts of adoption of CA in the educational literature (Souto and 185 Turner 2000; ??illiam 1995; ??anks 1996; ??ewis 1987;Broad 2006), there is a significant gap in highlighting how 186 student's perceived engagement of independent learning is impacted through constructive alignment and the role 187 of constructive alignment in the process. This study offers empirical evidence to help scholars understand the 188 constructive alignment process and its impacts on students' satisfaction and engagement in independent learning. 189 Apart from theoretical contributions, the results of this study also provide some insights for education 190 practitioners. In particular, a lot of front line teachers, who have been teaching for years, are very used to 191 the traditional teacher-centred teaching method. They might not be very confident or convinced with the new 192 alignment pedagogy. The results of our study not only enhance their understanding on the constructive alignment 193 concept but also inform and reinforce teachers of the possible benefits of adopting CA and implementing OBTL. 194 IX. 195

# <sup>196</sup> 15 Limitations and Future Research

In interpreting the results of this study, one must pay attention to a few limitations. First, to keep the model 197 parsimonious, the proposed model only focuses on the impacts of CA adoption on two outcomesstudent's 198 satisfaction and perceived engagement in independent learning. Future studies should continue to enrich the 199 existing model by adding more learning outcomes (e.g. teamwork, creativity, etc...). Second, because of the 200 cross-sectional nature of the study, spurious case-effect inferences may be presented. A longitudinal design is 201 needed in future to avoid the problem and to validate the inferences. Particularly, it would be interesting 202 203 to examine the change of engagement level of independent learning across semesters. Third, the measure of 204 engagement in independent learning was by students' perception. Objective data could be collected to increase 205 the robustness of the study. Fourth, the study represents mostly students in higher education context which only 206 includes one Faculty at a local university that offer degree courses. In future studies, researchers could extend the sample by including students who take subdegree or higher diploma courses. 207

Considering that this study has raised some interesting questions, it is believed that the current study triggers additional theorizing and empirical investigation constructive alignment in the higher education context. Future research should continue along this line by investigating the underlying social and psychological process embedded

211 within the model.



Figure 1: Figure 1

# <sup>212</sup> 16 References Références References

 $<sup>^{1}</sup>$ © 2013 Global Journals Inc. (US)

 $<sup>^2(</sup>$ ) gThe Impacts of Aligned Teaching on Students' Perceived Engagement in Independent Learning and Satisfaction: An Empirical Investigation in Hong Kong

The Impacts of Aligned Teaching on Students' Perceived Engagement in Independent Learning and Satisfaction: An Empirical Investigation in Hong Kong

			. 0 0 0	
			Sample questions for ILOs, TLAs, and ATs in-	Year
			clude: "I had a clear idea of what I was to	2013
			learn in this course"; "The teaching and learning	
			activities helped me learn	
			what I was supposed to learn in this course"; "I	
			have	
			achieved what I was supposed to learn in this	
			course"	
ILOs	AlignHappent	Student	tsSample questions for satisfaction and perceived	Volum
TLAs	In- H2	Sat-	engagement in independent learning include: "I	XIII
ATs	dev	isfac-	really enjoyed this course" and "I am now able	Issue
1115	Sec-	tion	to work out my own ways to continue to learn	ISSUE
	ond	Por	and evaluate mysolf"	Vorsio
	On	r er-	and evaluate mysen.	T
	OI-	E		1
	der	En-		
		gage-		
		ment		
		in 		
		Inde-		
		pen-		
		dent		
		Learn-		
		$\operatorname{ing}$		
				( ) g
				Globa
				Journ

© 2013 Global Journals Inc. (US)

of Huma Social Science

Figure 2:

# 2a

c) Discriminant ValidityDiscriminant validity involves demonstrating a lack or very low correlation among different constructsConstruct

Figure 3: Table 2a :

	CAI	$\mathbf{SS}$	PEIL
Constructive Alignment Index (CAI)	0.719		
Students' (SS)	Satisfaction611	0.783	
Perceived Engagement			
in Independent Learning	0.607	0.629	0.814
(PEIL)			

Figure 4: Table 3 :

 $\mathbf{2b}$ 

3

Figure 5: Table 2b :

- 214 [Philadelphia], Philadelphia. Open University Press/McGraw Hill.
- 215 [De Vaus, D. A. ()], Surveys in Social Research De Vaus, D. A. (ed.) 1996. UCL Press.
- 216 [Lewis ()] 'A teacher's reflections on autonomy'. H Lewis . Studies in Higher Education 1978. 3 (2) p. .
- [Chin and Gopal ()] 'Adoption intention in GSS: Relative importance of beliefs'. W W Chin , A Gopal . Database
   1995. 26 (2 & 3) p. .
- [Harden et al. ()] 'AMEE guide No. 14: Outcome-based education: Part 1-An introduction to outcome-based education'. R M Harden , J R Crosby , M H Davis . *Medical Teacher* 1999. 21 p. 1.
- 221 [Elliott and Shin ()] Assessing Student Satisfaction: An Approach To Help In The Development Of Marketing
- Strategy For A University, K Elliott , D Shin . 1999. (Paper presented at the Proceedings of the 1999
   Marketing Management Association)
- 224 [Assessment Evaluation in Higher Education] Assessment & Evaluation in Higher Education, 30 p. .
- [Biggs et al. ()] J Biggs , C Tang , E Wong . The effects of aligned teaching on the quality of learning: The
   Learning Experience Inventory in Courses (LEI-C) (Working Papers), 2013.
- [Davis et al. ()] 'Case studies in outcome-based education'. M H Davis , Z Amin , J P Grande , A E O Neill , W
   Pawlina , T R Viggiano . *Medical Teacher* 2007. 29 p. .
- 229 [Hanks ()] Collins dictionary of the English language London, P Hanks . 1986. Collins.
- [Podsakoff et al. ()] 'Common method biases in behavioral research: A critical review of the literature and
   recommended remedies'. P M Podsakoff , S B Mackenzie , J.-Y Lee , N P Podsakoff . Journal of Applied
   Psychology 2003. 88 p. .
- [Borrego and Cutler ()] 'Constructive alignment of interdisiplinary graduate curriculum in engineering and
   science: An analysis of successful IGERT proposals'. M Borrego, S Cutler. Journal of Engineering Education
   2010. 99 (4) p. .
- [Wang et al. ()] 'Does outcomes based teaching and learning make a difference in student's learning approach'.
- X Wang , Y Siu , S Cheung , E Wong , T Kwong , K T Tan . Lecture Notes of Computer Science 2011. 6837
   p. .
- [Fornell and Larcker ()] 'Evaluating structural equation models with unobservable variables and measurement
   error'. C Fornell , D Larcker . Journal of Marketing Research 1981. 18 (1) p. .
- [Hill ()] A Hill . Continuous curriculum assessment and improvement: a case study. New Directions for Teaching
   and Learning, 2007. 112 p. .
- [Williamson ()] 'Independent learning and the use of resources: VCE Australian studies'. K Williamson .
   Australian Journal of Education 1995. 39 (1) p. .
- [Treleaven and Voola ()] 'Integrating the Development of Graduate Attributes through Constructive Alignment'.
   L Treleaven , R Voola . Journal of Marketing Education 2008. 30 (2) p. 160.
- [Broad ()] 'Interpretations of independent learning in further education'. J Broad . Journal of Further and Higher
   Education 2006. 30 (2) p. .
- [Kinnear Taylor ()] Marketing Research an Applied Approach, T Kinnear, J Taylor (ed.) (USA) 1996. McGraw Hill. (Fifth ed.)
- 251 [Harman ()] Modern Factor Analysis, H Harman . 1967. Chicago, IL: University of Chicago Press.
- [Hair et al. (ed.) ()] Multivariate Data Analysis, J F Hair , R Anderson , R Tatham . & Black, W. (ed.) 1998.
   Upper Saddle River, NJ: Prentice-Hall.
- [Ross and Davies ()] 'Outcome-based education: Part 4-outcome-based learning and the electronic curriculum
   at Birmingham medical school'. N Ross , D Davies . *Medical Teacher* 1999. 21 (1) p. .
- 256 [Spady ()] Outcomes Based Education: Critical Issues and Answers, W Spady . 1994. Arlington, Virginia.
- [Botha ()] 'Outcomes-based education and educational reform in South Africa'. R J Botha . International Journal
   of Leadership in Education 2002. 5 (4) p. .
- 259 [Killen ()] Outcomes-Based Education: Principles and Possibilities, R Killen . 2004. (Unpublished Manuscript)
- [Helms et al. ()] 'Planning and implementing shared teaching: An MBA team-teaching case study'. M M Helms
   J M Alvis , M Willis . Journal of Education for Business 2005. 81 (1) p. .
- [Podsakoff and Organ ()] 'Selfreports in organizational research: Problems and prospects'. P M Podsakoff , D W
   Organ . Journal of Management 1986. 12 (4) p. .
- [Ringle and Wende ()] SmartPLS 2.0 (M3) beta, C M Ringle, S Wende . http://www.smartpls.de 2005.
- [Yazici ()] 'Student perceptions of collaborative learning in operations management classes'. H J Yazici . Journal
   of Education for Business 2004. 80 (2) p. .
- 267 [Biggs Tang (ed.) ()] Teaching for Quality Learning at University, J Biggs, C Tang (ed.) 2011. (Forth ed.)

#### 16 REFERENCES RÉFÉRENCES REFERENCES

[Biggs, J., Tang, C. (ed.) ()] Teaching for Quality Learning at University (Second Edition ed.). Philadelphia:
 The Society for Research into Higher Education and, Biggs, J., & Tang, C. (ed.) 2003. Open University Press.

[Biggs Tang (ed.) ()] Teaching for Quality Learning at University (Third Edition, J Biggs, C Tang (ed.)
 (Philadelphia) 2007. Open University Press.

[Souto and Turner ()] 'The development of independent study and modern languages learning in non-specialist degree courses: a case study'. C Souto, K Turner. Journal of Further and Higher Education 2000. 24 (3) p. .

[Rust ()] 'The impact of assessment on student learning: How can the research literature practically help to
inform the development of departmental assessment strategies and learnercentred assessment practices'. C
Rust . Active Learning in Higher Education, 2002. 3 p. .

[Chin ()] 'The partial least squares approach for structural equation modeling'. W W Chin . Modern Methods
 for Business Research, G A Marcoulides, & N Mahwah (ed.) 1998. Lawrence Erlbaum Associates.

- [Ho ()] 'The Way to Build World-Class Universities'. L S Ho . Education Reform and the Quest for Excellence,
  L S Ho, P P Morris & Y, Chung (ed.) (Hong Kong) 2005. University of Hong Kong Press. p. .
- 281 [Tran et al. ()] N D Tran , T T Nguyen , M T N Nguyen . The standard of quality for HEIs, (Vietnam) 2010.
- [Zeithmal et al. ()] V A Zeithmal , L L Berry , A Parasuraman . The Nature and Determinants of Customer,
   1993.