

UNIVERSITY OF TWENTE.

School of Management and Governance

Programme Handbook

Master of Science
in
Business Administration

2011 - 2012

Postal address

P. O. Box 217
7500 AE Enschede
The Netherlands

tel: 053 - 489 3440

<http://www.utwente.nl/education/smg>

Visiting address

Drienerlolaan 5
7522 NB Enschede
The Netherlands

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This handbook is produced for your guidance only. Nothing in this handbook shall replace rules and regulations of the School of M&G / University of Twente.

1. Introduction

Welcome to University of Twente! This Handbook provides useful information to the current students of the Master of Science (MSc) Programme in Business Administration at the University of Twente (UT). It complements information provided in the Study Guide 2011-2012 published by the School of Management and Governance. The information provided in this handbook is accurate as of July 2011 and therefore may change as time progresses. Students are therefore requested to regularly consult appropriate university websites for up-to-date information. Please also note that nothing in this Handbook shall replace official rules and regulations of the School of M&G / University of Twente.

Our MSc programme is legally recognised by the Dutch Ministry of Education, Culture and Science (it administers a national system of regulation and quality assurance), based on accreditation awarded by the Netherlands-Flemish Accreditation Organisation (NVAO). The Programme is offered by the School of Management and Governance (SMG; in Dutch popularly known as the *MB*) which has about 2,600 students and 350 staff spread across 11 academic departments. The School also offers the Bachelor degree programme in (International) Business Administration as well as several other BSc & MSc programmes in Business & Information Technology, Industrial Engineering and Management, Public Administration, European Studies, and Health Sciences. In addition, the School provides facilities for interested research students to pursue PhD research in all these areas.

2. Programme administration

The Programme is administered by a team of individuals. Although many colleagues and professional staff work in the background and contribute towards the success of the

Programme, the exhibit below provides information of those with whom you will have the most interactions.

Programme Director	Professor Rez Kabir Office: LAA117 ☎ 053 - 489 3510 💻 prodiba@mb.utwente.nl
Programme Coordinator	Cynthia Souren Office: RA2351 ☎ 053 - 489 3483 💻 c.p.l.souren@utwente.nl
Study Adviser	Charlotte Röring Office: RA2414 ☎ 053 - 489 3181 💻 c.g.m.roring@utwente.nl

Contact information for all academic and supporting staff is available on the SMG Study Guide as well as the web pages of different departments.

3. University of Twente

The University of Twente (UT) is a young entrepreneurial research university with the motto: *High tech, Human touch*. Its aim is to excel in the field of new technologies and their impact on society and humanity by providing high quality research & education. The University wants to distinguish itself with innovative knowledge and solutions. By combining high tech with a human touch, UT strives to introduce scientific innovations, to educate people that can make a difference, and to offer solutions to problems present in the world around us. The unique combination of engineering, natural, behavioural and social sciences has repeatedly proven its value and has given the University a distinct and valued position among the Dutch universities.

UT wants to be the place that attracts and stimulates talented people, and sets high standards for students and staff. The university aims to conduct research in relevant disciplines with the highest possible standards of excellence. As the only real campus university in the Netherlands, UT aims to provide what is needed to excel: an open, international culture with outstanding education and research facilities, in the vicinity of attractive living, sports and leisure facilities, with direct access to an economic infrastructure via the *Kennispark* business incubator.

4. Programme objectives

The objective of the MSc programme in Business Administration is to provide a broad and in-depth education in business and management that has high academic standards and exposure to real-life business practice. We aim to deliver students with the state-of-the-art knowledge, skills and attitude in business administration as well as in one of the specialisation areas. Our graduates are expected to attain qualifications for a senior executive level position in a company and/or for further study in a Research Master or PhD programme.

5. Learning outcomes

The intended learning outcomes of the Programme cover three distinct elements: core knowledge, academic competences and generic competences. These are chosen to meet high academic standards that correspond with national and international requirements.

Core knowledge

On completion of the MSc programme, our graduates will be able to demonstrate mastery to the forefront of theoretical and practical knowledge and understanding of:

- advanced issues related to business administration and one of the specialisation areas.

Academic competences

On completion of the MSc programme, our graduates will be able to:

- independently and critically describe, structure and analyse complex organisational problems and processes within the area of specialisation;
- independently apply and/or test current theories, models and methods in the analysis of complex organisational problems and processes within the area of specialisation;
- independently draw and support reasoned conclusions and recommend solutions of complex organisational problems and processes within the area of specialisation;
- independently set up and manage complex projects and processes within the area of specialisation.

Generic competences

On completion of the MSc programme, our graduates will be able to:

- identify and evaluate all relevant external interactions with organisational decisions;
- systematically collect, assess and analyse information from all relevant sources using advanced means;
- demonstrate all relevant effective individual and inter-personal skills;
- give a structured presentation, both orally and in writing, on a topic in business administration to both specialist and non-specialist audiences.

6. Admission requirements

The MSc Business Administration programme is a demanding programme. We have therefore set some requirements to make sure you have the right background to successfully complete the programme. The general admission requirements are: (1) a bachelor degree in business administration (or closely related field), comparable in level and content with our BSc in (International) Business Administration programme, from a university or an accredited academic institution; and (2) sufficient mastery of the English language (for example, academic IELTS, overall band score of at least 6.5). The detailed admission information is mentioned on the website:

<http://www.utwente.nl/master/international/admission>

Graduates from Dutch universities with the BSc Business Administration degree are admitted directly to the MSc Business Administration programme. For other graduates, the admissions board of the MSc programme evaluates the application for admission. If necessary, the board can allow a student to be admitted to the 'pre-master programme'. Application from graduates with a BSc degree awarded by a non-Dutch research university will be assessed on the basis of (in addition to the general requirements): educational background; specific training in scientific research methodology / skills in mathematics and statistics; result from the Graduate Management Admission Test (GMAT); and the applicant's motivation. These admission requirements are specified in detail on the website:

<http://www.utwente.nl/master/international/ba/admission>

7. Academic calendar

The academic calendar of the University is popularly known as *Jaarcirkel* (literal translation: year cycle). It determines the beginning of the academic year, the weeks for lectures, written

examinations, academic holidays, etc. The academic year runs from the beginning of September to the end of June and is divided into two semesters: September – January; February - June. Each semester is further subdivided into two study blocks, commonly known at UT as Quartiles. In principle, each Quartile is ten weeks long, of which eight are devoted to lectures/tutorials and two to examinations. Most courses are completed within the same Quartile. The detailed academic calendar can be seen on the following website:

<http://www.utwente.nl/education/overig>

<http://www.utwente.nl/so/studentservices/en/education>.

Some of the most important dates for 2011-12 are:

<u>Quartile 1</u>	
Teaching	Sep. 5, 2011 – Oct. 28, 2011
Exam	Oct. 31, 2011 – Nov. 11, 2011
<u>Quartile 2</u>	
Teaching	Nov. 14, 2011 – Jan. 20, 2012
Exam	Jan. 23, 2012 – Feb. 3, 2012
<u>Quartile 3</u>	
Teaching	Feb. 6, 2012 – Apr. 5, 2012
Exam	Apr. 10, 2012 – Apr. 20, 2012
<u>Quartile 4</u>	
Teaching	Apr. 23, 2012 – June 22, 2012
Exam	June 25, 2012 – July 6, 2012
Summer Resit of examinations:	Aug. 20, 2012 – Aug. 31, 2012
Main holiday periods:	Dec. 22, 2011 – Jan. 8, 2012
	Feb. 25, 2012 – Mar. 4, 2012
	July 8, 2012 – Aug. 19, 2012

Lectures hours start at a quarter to the hour and end at the half hour. Each academic hour is therefore of 45 minutes duration. There are 15-minute breaks between lecture hours. The first lecture of the day starts at 8.45 am and the last one ends at 5.30 pm. No lecture is scheduled during the lunch break (12:45 – 13:30) and after 17:30. The time-table of lecture hours is:

1 st lecture hour:	08:45 - 09:30
2 nd lecture hour:	09:45 - 10:30
3 rd lecture hour:	10:45 - 11:30
4 th lecture hour:	11:45 - 12:30
5 th <i>lecture hour = lunch break:</i>	12:45 - 13:30
6 th lecture hour:	13:45 - 14:30
7 th lecture hour:	14:45 - 15:30
8 th lecture hour:	15:45 - 16:30
9 th lecture hour:	16:45 - 17:30

See the website for detailed information: <http://www.utwente.nl/so/studentservices/en/education>.

8. Programme information

The MSc Business Administration programme is a full-time programme of one year duration. A student can start either in September or in February. The Programme follows the European Credit Transfer System (ECTS), developed by the European Union, thus allowing easy comparison of the study loads of courses within Europe. All courses in the Programme carry a total of 60 European Credits (EC), whereby one EC generally represents 28 hours of study. Over the course of one year, a student is therefore expected to commit 1680 (= 60 x 28) hours to study. In every Quartile, several courses equivalent to 15 ECs are scheduled. Most courses carry a value of 5 ECs, i.e. 140 hours of study. This includes attendance at lectures, tutorials, project work, preparing assignments, writing reports, individual study, examinations, etc. Of course, the actual time required to successfully complete a course will vary from student to student.

Our programme offers students an opportunity to specialise on areas that they find interesting and want to learn further. The specialisations tracks are: Financial Management , Human Resource Management , Information Management, Innovation and Entrepreneurship, International Management, and Service Management.

An overview of the MSc programme of 2011-2012 is presented below. The standard programme consists of four generic and two track-specific courses. Under certain conditions a 3rd track-specific course is allowed. These conditions can vary per track and per semester. You have to check if you are eligible to take certain courses. For example, before you can take a Master Class, it is important that you have taken two track-specific courses and earned at least 20ECs. For any confusion or consultation, you can contact the study adviser. Last minute changes can always take place; therefore UT websites should regularly be checked for confirmation. The course schedule of each quartile/semester/year is published at: <http://my.utwente.nl>.

Many information is also available on the website of the MSc Programme. It is useful to view the website on a regular basis as new announcements are announced here:

<http://www.utwente.nl/smg/education/education-ma/ba/>

The MSc BA programme has two types of flexible options:

1. four generic courses allowing you to spread your courses over the year if necessary.
2. track-specific courses allowing you to further differentiate (specialise) within your track.

When choosing a flexible option, please consult the study adviser.

For the first type of flexible options, the possibilities are as follows:

Course	Flexible Options	Remarks
Human Resource Management and Organizational Development Q1 (194120100)	Leadership, Organizational Change and Consultancy Q4 (194105050)	and vice versa
Organization Technology and Innovation Management Q2 (201000088)	Management and Organization of Technological Innovation Q3 (191810840)	and vice versa
Dynamics of Strategy Q2 (201000068)	Business Development in a Network Perspective Q1 (194108040) Marketing of Product Innovation and Services Q4 (201100055)	and vice versa

Please note that within each track, other combinations of track-specific courses are allowed, and following extra track courses is even encouraged for ambitious students (here an explicit agreement with the track coordinator is needed!). Students with relevant qualifications are allowed to enter to the Double degree Master 'Innovation Management and Entrepreneurship' (TU Berlin). See the following website for more information:

http://www.utwente.nl/smg/education/education-ma/ba/studyprogramme/double_degree_programmes

For students following the 5/6 year graduate programme in Innovation and Entrepreneurship at Twente Graduate School, four track-specific course are obligatory, and the double diploma with TU Berlin is preferred. You can consult the TGS website (www.utwente.nl/tgs) and also contact Prof. Dr. ir. Petra C. de Weerd-Nederhof about this possibility.

Innovation & Entrepreneurship (INN&ENT) track, starting September 2011

Quartile	Code	Standard programme	Flexible Options (track specific)	Exam format*	Prior knowledge
1 (& 3)	193160010	Accounting, Finance and Management	194108090 Entrepreneurial Finance	S	
1	194120100	Human Resource Management & Organizational Development	194120140 HRM, Innovation & Entrepreneurship	SA	
1	194117020 or 194108040 <i>Track course</i>	Innovation & Regulation or Business Development in a Network Perspective		S	
2	201000088	Organization, Technology and Innovation Management		SA	
2	201000068	Dynamics of Strategy: Organization and Environment		SA	
2	194108030 or 201100054 <i>Track course</i>	Principles of Entrepreneurship or Supply Chain Management and Innovation		A	
3	194120120	Master Class Innovation and Entrepreneurship		A	Recommended: 2 track courses + 20 EC
3&4	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Innovation & Entrepreneurship (INN&ENT) track , starting February 2012

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
3	191810840	Management and Organization of Technological Innovation		A	
3 (& 1)	193160010	Accounting, Finance & Management		S	
3	194111500 <i>Track course</i>	Innovation & Technology Dynamics		SA	
4	201100055	Marketing of Product Innovation and Services			
4	194105050	Leadership, Organizational Change and Consultancy		A	
4	201000156 <i>Track course</i>	International Entrepreneurship		SA	
1	194120120	Master Class Innovation & Entrepreneurship		A	Recommended: 2 track courses + 20 EC
1&2	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

(*) Exam format: S = Written exam; A = Assignment / Exercise; T = Interim test; P = Presentation.

International Management (INT) track, starting September '11

Quartile	Code	Standard programme	Flexible Options (track specific)	Exam Format	Prior knowledge
1	193160010	Accounting, Finance & Management		S	
1	194120100	Human Resource Management & Organizational Development		SA	
1	191880710 <i>Track course</i>	International Management		S	
2	201000088	Organization, Technology and Innovation Management		SA	
2	201000068	Dynamics of Strategy: Organization and Environment		SA	
2	191880720 <i>Track course</i>	Management in Emerging Economies		SA	
3	191880750	Master Class International Management		A	Recommended: 2 track courses + 20 EC
3 & 4	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

International Management (INT) track, starting February '12

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
3	191810840	Management and Organization of Technological Innovation		A	
3	193160010	Accounting, Finance and Management		S	
3	191880710 <i>Track course</i>	International Management		S	
4	201100055	Marketing of Product Innovation and Services			
4	194105050	Leadership, Organizational Change and Consultancy		A	
4	201000156 <i>Track course</i>	International Entrepreneurship		SA	
1	191880750	Master Class International Management		A	Recommended: 2 track courses + 20 EC
1 & 2	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Note that International Management is always obligatory in this track. The track course Management in Emerging Economies (191880720, Q2) can be substituted for the track course International Entrepreneurship (201000156, Q4).

Financial Management (FIN) track, starting September 2011

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
1	193160010	Accounting, Finance and Management		S	
1	210000087 <i>Track course</i>	Entrepreneurial Finance		SA	
1	194120100	Human Resource Management & Organizational Development	193190000 Managing Service Organizations	SA	
2	201000088	Organization Technology and Innovation management		SA	
2	194110070 <i>Track course</i>	Corporate Finance for BA		TS	
2	201000068	Dynamics of Strategy: Organization and Environment		SA	
3	194110080	Master Class Financial Management		TAP	Recommended: 2 track courses + 20 EC
3 & 4	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Financial Management (FIN) track, starting February 2012

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
3	193160010	Accounting, Finance and Management		S	
3	201000234 <i>Track course</i>	Risk Management for BA		SPA	
3	191810840	Management & Organization of Technological Innovation		A	
4	191861641 <i>Track course</i>	Financial Accounting		S	
4	194105050	Leadership, Organizational Change and Consultancy	194105070 Information Systems for the Financial Services Industry	A	
4	201100055	Marketing of Product Innovation and Services			
1	194110080	Master Class Financial Management		TAP	Recommended: 2 track courses + 20 EC
1 & 2	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Information Management (INF) track, starting September 2011

Quartile	Code	Standard programme	Flexible Options (track specific)	Exam format	Prior knowledge
1	193160010	Accounting, Finance and Management		S	
1	194120100	Human Resource Management and Organizational Development		SA	
1	192350200 <i>Track course</i>	E-Strategizing		A	
2	201000088	Organization Technology and Innovation Management		SA	
2	201000068	Dynamics of Strategy: organization and environment		SA	
2	193160060 <i>Track course</i>	Information Services		S	
3	194105060	Master Class Information Management		A	Recommended: 2 track courses + 20 EC
3 & 4	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Information Management (INF) track, starting February 2012

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
3	191810840	Management and Organization of Technological Innovation		A	
3	193160010	Accounting, Finance and Management		S	
3	192340101 <i>Track course</i>	Implementation of IT in Organizations		A	
4	201100055	Marketing of Product Innovation and Services	192376000 Business Case Development		
4	194105050	Leadership, Organizational Change and Consultancy		A	
4	194105070 <i>Track course</i>	Information Systems for the Financial Services Industry		S	
1	194105060	Master Class Information Management		A	Recommended: 2 track courses + 20 EC
1 & 2	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Human Resource Management (HRM) track, starting September 2011

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
1	193160010	Accounting, Finance and Management		S	
1	194120100	Human Resource Management and Organizational Development		SA	
1	194120140 <i>Track course</i>	HRM Innovation and Entrepreneurship		A	
2	201000088	Organization Technology and Innovation Management		SA	
2	201000068	Dynamics of Strategy: organization and environment		SA	
2	194120090 <i>Track course</i>	Managing Human Resource Flows		SA	
3	194115060	Master Class HRM		A	Recommended: 2 track courses + 20 EC
3 & 4	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Human Resource Management (HRM) track, starting February 2012

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
3	191810840	Management and organization of Technological Innovation		A	
3	193160010	Accounting, Finance and Management		S	
3	194120130 <i>Track course</i>	Transformation of the HR Function with IT		A	
4	201100055	Marketing of Product Innovation and Services			
4	194105050	Leadership, Organizational Change and Consultancy		A	
4	193140040 <i>Track course</i>	Design of Work Systems & Employment Relations		A	
1	194115060	Master Class HRM		A	Recommended: 2 track courses + 20 EC
1 & 2	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Service Management (SM) track, starting September 2011

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	Prior knowledge
1	193160010	Accounting, Finance & Management		S	
1	194120100	Human Resource Management and Organizational Development		SA	
1	193190000 <i>Track course</i>	Managing Service Organizations		A	
2	201000088	Organization Technology and Innovation Management		SA	
2	201000068	Dynamics of Strategy: organization and environment		SA	
2	194115030 <i>Track course</i>	Professional Service Provision		A	
3	194119050	Master Class Service Management		A	Recommended: 2 track courses + 20 EC
3 & 4	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

Service Management (SM) track, starting February 2012

Quartile	Code	Standard Programme	Flexible Options (track specific)	Exam format	
3	191810840	Management and Organization of Technological Innovation		A	
3	193160010	Accounting, Finance and Management		S	
3	192340101 <i>Track course</i>	Implementation of IT in Organizations		A	
4	201100055	Marketing of Product Innovation and Services			
4	194105050	Leadership, Organizational Change and Consultancy		A	
4	194105070 <i>Track course</i>	Information Systems for the Financial Services Industry		S	
1	194119050	Master Class Service Management		A	Recommended: 2 track courses + 20 EC
1 & 2	194100040	Master thesis Business Administration			Obligatory prior knowledge: 20 EC

9. Education & examination related information

A student must enrol via the University's Central Student Administration (CSA). Once you complete the enrolment procedure, CSA sends you a confirmation, together with your student card. You can then avail facilities/support provided by different student service centres, which are united in the Student & Education Service Centre (S&O). Location: Vrijhof, Room 239 B; Tel. 053 - 489 2124.

The Bureau of Educational Affairs (BOZ) is the main point of contact for information about the organisational aspects of courses, such as the time-tables, marks and all other educational support arrangements. Most education-related information is available on the website of Student & Education Service Centre (<http://www.utwente.nl/so/en>). Time-tables, examination results are not available by telephone and e-mail. There is no need to contact course instructors regarding teaching and exam time-tables as these are not administered by them. For urgent reasons, students can contact: Wendy Stockentree; Office: RA 2315; Tel: 053 - 489 4596.

OSIRIS

OSIRIS is the name of the web application that the UT uses to publish all information relevant to students and educational programmes. Via *MyUniversity* you have to log in on OSIRIS using your student number and password. OSIRIS allows you to find course information (use the Education Catalogue to locate the course code) such as course content, name of instructors, required textbooks, etc. You can also use the course code in OSIRIS to access all relevant information about examinations, such as times and locations.

Each year, two separate exam opportunities are offered for a course. A student can only participate in a written exam if (s)he has registered for that exam. It is the responsibility of students that this registration is done before a set date. Registering for exams via OSIRIS is compulsory. Moreover, a separate registration is required for each exam. Otherwise, a student is not entitled to sit on the exam in question. Registration can be done up to eight days before the first Monday of the examination period. Registrations after this date is not accepted. If a student decides not to participate in an exam for which (s)he has registered, the student is obliged to cancel the registration for the exam in question no later than 24 hours before the exam session. If a student fails to appear for an exam for which (s)he registered, and for which (s)he did not withdraw in time (no later than 24 hours prior to the exam), it will be recorded as a 'fail'.

Blackboard

The UT digital learning environment is known as Blackboard. The information on Blackboard is organised by courses. You have to enrol via Blackboard for every course you intend to take (<http://blackboard.utwente.nl>). Detailed information on each course is available on the Blackboard. It is the most important means by which instructors communicate information with their students. The Blackboard website may also include important course-related notices and messages, and the procedure to submit course assignments. One can also use Blackboard sites for communicating with fellow students. All in all, it is important that registration for each course takes place on Blackboard, which is usually open two weeks before the start of the Quartile.

Assessment

Most courses have assessment in the form of coursework/assignment/test during each Quartile and a written examination at the end of the Quartile. The results of final examinations are published via OSIRIS within 20 working days. For each course, a student receives a mark out of 10; the pass mark is 6. A student who does not receive 6 on a course after the main examination may be permitted to take a resit examination in the following quartile. There is no limit on the number of courses for which a resit may be taken, but each course may be re-sat only once.

When a student also fails in the resit exam, and then want to receive a third exam opportunity, the student is obliged to submit an application to the Examination Board. Participating in an exam for the third attempt without having obtained the prior permission of the Examination Board will result in exclusion of exam work from assessment! A special form "Request for third attempt" has to be used for application. This form and an explanation about this rule and the procedure to be followed can be found on the webpage of the Examination Board. The standard procedure entails that the application has to be sent to the study adviser by e-mail no later than four weeks before the start of the Quartile in which the course of the third attempt is scheduled.

It is important for students to perform satisfactorily. They must obtain a minimum of 20 ECs before they can start their Master thesis.

Study adviser

Throughout the study period, students' academic progress are being closely monitored by a study adviser. They should always be contacted for any query on study planning & progress

and graduation. They can also help you if you have any inquiry with regard to education and examination regulations, submitting applications to the Examination Board, and any other question or problem related to study. There is a standard consulting hour on Tuesdays: 12:30-13:30. It is also possible to make an appointment with the study adviser via the secretary (RA 2402; Tel: 053 - 489 3200).

Education Board

The Dutch Law on Higher Education requires the establishment of an Education Board (OLC) for each education programme or groups of programmes. The task of the Board is to give advice to the Dean and the Programme Director on any matter pertaining to the programme and the manner in which the programme is implemented (i.e. teaching and exam regulations, curriculum). The Board is made up of academic staff members and students from different years. Business administration students are thus closely involved in shaping the policy of the Programme.

Academic members:

Professor Dr. Holger Schiele (Chairman)

Dr. Gert-Jan Hospers

Dr. Rainer Harms

Student members:

Vacant (MSc BA)

Tom van Eerde (BSc BK)

Lisane Zadelhoff (BSc IBA)

Ivar Dorst (*Stress*)

Examination Board

The Dutch Law on Higher Education also requires the establishment of an Examination Board for each education programme or groups of programmes. The School of Management and Governance has one MSc Examination Board that determines whether a student meets the conditions set under the Education and Examination Regulations (*OER*) concerning the knowledge, skills and attitudes required to obtain a degree. The Board ensures that all examinations meet the required quality standards, enforces the rules regarding education and examinations, and deals with cases of fraud. The Board follows the SMG Students' Charter regulations, and if a student needs to deviate from these regulations, (s)he must submit a formal application to the Examination Board. Students should contact the study adviser in this regard. You can find additional information on:

<http://www.utwente.nl/smg/education>.

The members of the MSc Examination Board are:

Professor dr. Jan Kees Looise (Chairman) – Business Administration

Dr. Harry de Boer – Public Administration

Dr. Martin Rosema – European Studies

Dr. Marjan Hummel – Health Sciences

Vacant – Industrial Engineering and Management

Ir. Waling Bandsma – Post-initial programmes

Cheating / Fraud / Plagiarism

There is no need to explain why cheating in examinations is wrong. For the university not to treat cheating as an extremely serious offence would be unfair to its students, and would jeopardise the standard of its degrees. Therefore, a student caught in fraud/cheating, or even

in an attempt to do it, will be severely punished. Fraud/Cheating includes making use of unfair means in any examination or test; assisting another student to make use of such unfair means; copying from notes, published sources or electronic devices; and plagiarism (an attempt to gain undeserved credit by presenting the work of another as one's own, and not putting any effort into group assignments while still gaining from the work undertaken by others).

The use of mobile phones and any other electronic devices is strictly prohibited during test or examination hours (thus also during a visit to the toilet) and will result in suspicion of fraud. Electronic dictionaries are also not permitted. Along with mobile/smart phones, these constitute unauthorised material too. Paper English/foreign language dictionaries may be used with prior approval of course coordinator/lecturer, and will be subject to inspection during the examination by invigilators. If approved by the course instructor, students can use a simple financial calculator (that can't store or process textual information). All forms of calculator instruction manual, operating guide or aide memoire are also prohibited in tests and examinations.

Plagiarism is also considered as a form of cheating because it involves the reproduction of another's work (ideas, data or expressions; printed, electronic or handwritten; drawn on extensively or in brief) without due acknowledgement. It is most likely to take place when students submit a written work/report including thesis. Students are advised to provide adequate acknowledgement of all source materials. But if there is in any doubt at all about the nature of plagiarism, they should consult course coordinator / lecturer / supervisor. You should remember that mere ignorance is not accepted as a defence for plagiarism. The following website provides some general guidance: <http://en.wikipedia.org/wiki/plagiarism>.

An invigilator observing a student using an unfair means, committing fraud, or any attempt of it, will report this to the Examination Board which will then decide what disciplinary measures are to be taken. Notes, devices or any other unauthorised material found in possession of a student during the examination will be immediately confiscated by the invigilator. As a punishment, the Exam Board can decide to exclude a student from taking all exams for a period of up to one year. In cases of serious fraud, the University may definitively terminate the student's registration in the programme at the request of the Examination Board. Students are expected to be fully aware of the university regulations regarding conduct during examinations. These rules can be found in the rules and guidelines of the Examination Board in the SMG students' charter.

10. Interaction with practice

We recognise the importance of providing an exposure to actual business management practice. Guest lectures are occasionally organised to give students a first-hand impression of how modern businesses operate. The final semester of the programme is especially reserved for writing the graduation thesis. When combined with internship in a company, it offers students the chance to learn from business practice.

11. Internationalisation

We recognise the importance of providing an international exposure to broaden your academic horizon. In several courses, topics are discussed from an international perspective. Although options are limited in one-year MSc programme, it is possible to follow optional courses at a partner university abroad as part of the students exchange programme. You can also consider to do a company internship abroad. Student initiatives in finding such places are important.

Since it may take several months to make all necessary preparations for study or internship abroad, you are advised to start planning well ahead of time.

Information about the opportunities for international study can be found in the manual on the SMG education website: <http://www.utwente.nl/smg/education>.

For (programme) specific information about study abroad opportunities, you can contact the School's Coordinator of Internationalisation:

Inge van Haare; Office RA 2351; E-mail: i.vanhaare@utwente.nl; Tel: 053 - 489 2874.

The International Office, located in the Bastille building (Room 320), also provides information on outgoing grants, important news for international students, registration system for staying abroad, etc. Tel: 053 – 489 5424; <http://www.utwente.nl/internationaloffice>

12. Master thesis

The final semester of your Master study is reserved for writing a thesis. It enables you to explore a topic that interests you in detail, and to apply some of the academic skills that you have learned at the University. Each student can expect to receive supervision from an academic staff. You can contact the track coordinator to find a supervisor. There can be several possibilities. You can find a company of your choice either in the Netherlands or abroad and work on a graduation project. You can also decide to write your thesis on an internal project offered by UT academic staff. Information manual on writing the Master thesis and the list of available projects is regularly posted on the Blackboard site. Therefore, like any other course, you must enrol on the Blackboard in order to access this information. Whenever a company or a UT staff is in search of students for graduation projects, this information is announced on the Blackboard. You can also take your own initiative and arrange a project of your choice. In this case, you should take contact with either an academic staff who would be willing to supervise you. Do remember that if you intend to work on a graduation project in a foreign country, you should start preparations quite early.

Our School has a Thesis Coordinator who is the point of contact for all thesis writing students. It is mandatory to inform the Coordinator the start of your thesis work or your intention to go abroad by filling out the notification form available within the Student Mobility System (also known as the SMS web application). In case you need to know more on these requirements, the contact address is: Sietie Zuidema, Office: RA 2242, E-mail: s.zuidema@utwente.nl; Tel. 053 489 3514.

13. Participating academic departments

Academic staff from the following departments are mostly involved in organising and teaching the courses of the MSc BA Programme. The website provides detailed information:

<http://www.utwente.nl/smg/organisation/departments.doc>

Finance & Accounting (F&A)

Office: Building Langezijds A, ground floor, Room LAA121; Tel. 053 – 489 3510.

Information Systems and Change Management (ISCM)

Office: Building Ravelijn; Tel. 053 – 489 3912/ 3500

Knowledge intensive entrepreneurship, strategic market oriented and International management (NIKOS)

Office: Building Langezijds A, First floor, Room LAA 227; Tel. 053 – 489 3512 / 5355.

Operations, Organisation and Human Resources (OOHR)

Office: Building Langezijds A, First floor, Room LAA 233; Tel. 053 – 489 3519 / 3480.

14. Campus

UT is the sole campus university in the Netherlands. The campus is quite large, beautiful and green too. There are dozens of buildings located inside the campus. These are used not just for teaching and research, but also for sports, student activities, restaurants, shops, student and staff accommodation. Even business offices, hotels and chalets are present in the campus. The campus has a cultural centre which houses more than 20 student societies and a sports centre which offers a range of 50-60 different sports. Each building in the campus has a name and is commonly indicated by a code. Classes are held in buildings that are spread all over the campus. Many buildings are linked to one another as far as possible by means of footbridges and other walkways. During the initial months of your study at UT, it is useful to keep a copy of the map of the University on hand; see the website for more information: <http://www.utwente.nl/organisatie/campus>.

15. Library

The central library of the University is located in the Vrijhof building and contains a large collection of books (about 280.000 printed books and 30.000 e-books) and journals (about 400 printed journals and 50.000 e-journals). In addition, the library provides facilities such as reading rooms and working areas. The library's web pages provide a wide range of information about the library and its services: <http://www.utwente.nl/ub/en>. The library catalogue, the key to finding books and periodicals in the library, is available online. A large number of scientific journals, newspaper articles, student theses, dictionaries are freely available from the library website. Information on databases is also available here.

Enquiries: Library & Archive Customer Service, Tel: 053- 489 2777; E-mail: InfoUB@utwente.nl

16. IT services

The University offers a wide range of computing facilities, including web-based email and internet access, to all its students. Students can turn to the ICTS Service Desk if they have problems or questions in the field of ICT (for example, the use of the ICT account, educational applications, the network or software). The Service Desk is open from Monday to Friday from 8.30 -12.30 and 13.00 -17.00 and reached at tel. 053 - 489 5577. You can either visit the ICTS Service Desk located in the Horst building, fill out a form on its website, or send an e-mail to: icts.servicedesk@utwente.nl.

Two standard notebooks are available for purchase at special price by students: HP Probook 4530s and the HP Elitebook 8560w. The Notebook Service Centre also offers free software (e.g. Matlab, SPSS). The service desk is located in the Building Horstring W130; Tel: 053- 489 5533.

Students may bring their own laptops to the university which can be connected to the university network at various points on campus. Wireless network are available throughout the campus. Students are expected to have a notebook as some courses may require the use of notebooks. For more information on IT services, go to: <http://www.utwente.nl/icts/en>.

17. Student associations

Every educational programme has its student association. It not only organises different sorts of study-related activities, such as guest lectures, excursions and conferences, but also recreational activities such as get-togethers and parties. The student association for Business Administration programme is known as *Stress*. It is also the association for students of Industrial Engineering and Management, and Business Information Technology. The mission of *Stress* is to stimulate academic and personal development of its members by offering them the opportunity to expand,

complement and practice their studies, and to stimulate the contact between students, alumni, the staff. It also takes care sale of textbooks at reduced prices (for non-Dutch books the discount is 20% of the recommended retail price, and for Dutch books the discount is 10%).

Enquiries: Building Ravelijn; Room RA1336; Tel: 053 - 489 3527; E-mail: info@stress.utwente.nl

<http://www.stress.utwente.nl>

There are also several student associations specifically for the international students in Enschede and at the University of Twente. More information is available from:

<http://www.utwente.nl/internationalstudents/campuslife/files/intstudassociations>

18. Alumni association

The association of all business administration alumni is known as *Bekader*. It was established in 1983. The main objective is to bring together all UT business administration graduates and foster underlying relationship between the alumni and the School. We are extremely proud of our alumni, many of which hold top-level positions in companies home and abroad; a large number of alumni have also been successful in creating their own firms. *Bekader* regularly organises network meetings on specific themes, lectures on interesting topics, company visits and social events. It used to provide an annual best graduation thesis award. Alumni also try to help the Programme and our students in as many ways as they can. Further information can be received from: e-mail: info@bekader.nl; <http://www.utwente.nl/mb/bekader>.

19. List of some useful websites

University of Twente: <http://www.utwente.nl/en>

School of Management and Governance: <http://www.utwente.nl/education/smg>

My university: <http://my.utwente.nl>

Master Business Administration: <http://www.utwente.nl/smg/education/education-ma/ba>

Study information system (OSIRIS): <https://osiris.utwente.nl/student>

Blackboard: <https://blackboard.utwente.nl>

Library: <http://www.utwente.nl/ub/en>

Student services: <http://www.utwente.nl/so/studentservices/en>

Student & Education Service Centre: <http://www.utwente.nl/so/en>

International office: <http://www.utwente.nl/internationaloffice>

Student union: <http://www.studentunion.utwente.nl/en>

Study association Stress: <http://www.stress.utwente.nl>