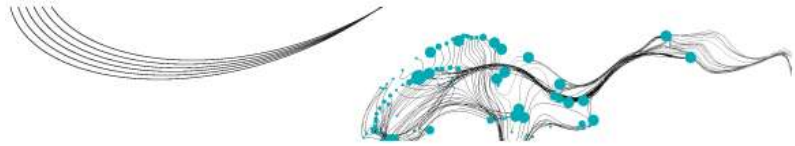


# PROGRAMME GUIDE 2011/2012 BACHELOR/ MASTER





# STUDY GUIDE 2011 – 2012

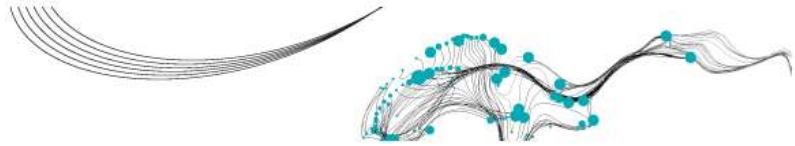
SCHOOL OF MANAGEMENT AND GOVERNANCE

**BACHELOR:**

- Public Administration:  
Specialization European Studies
- Business Administration:  
Specialization International Business Administration

**MASTER:**

- Business Administration
- Business Information Technology
- European Studies
- Health Sciences
- Industrial Engineering and Management
- Public Administration



## INTRODUCTION

This prospectus provides an overview of the faculty's Bachelor and Master's programmes at the University of Twente (UT). The prospectus is intended to help (new) students and employees find their way around and for other people, who are interested in one of the programmes, the guide also contains lots of useful information. You can find extensive information on certain courses and further details about examinations. The prospectus provides help to find information to follow a minor subject or take courses abroad.

The School of Management and Governance has approximately 350 employees and 2,200 students and organises the following educational programmes:

- Business Administration
- Public Administration
- European Studies
- Health Sciences
- Industrial Engineering and Management
- International Business Administration
- Business and Information Technology (in association with the School of EWI).

In the above academic fields of study, we offer Bachelor and Master Programmes and postgraduate education, whereby the common thread is the practical application of knowledge. Some of the educational activities ascend beyond the faculty's usual scope, such as entrepreneurship, science and technology programmes, involving mutual cooperation with other faculties at the University.

The School of Management and Governance also undertakes considerable research in the areas covered by our courses, with topics such as management and governance, administration, innovation, technology and enterprise playing a key role. The themes are applied in various 'real life' sectors, from healthcare and higher education to banking, business services and industry.

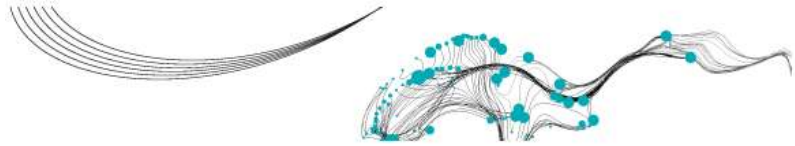
We hope that this guide will provide all the information you require, and I wish you every success in the academic year ahead.

Ramses Wessel  
Dean a.i., School of Management and Governance

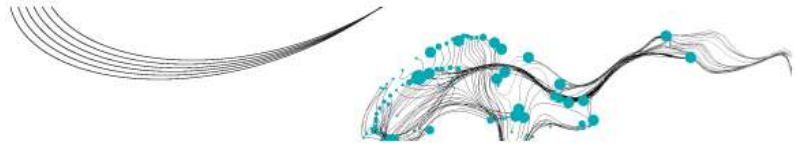


## TABLE OF CONTENT

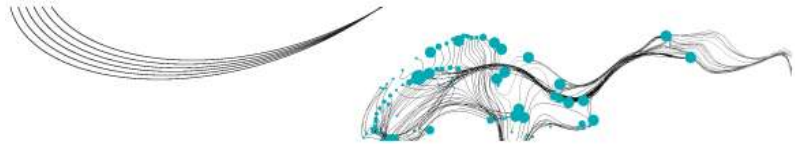
<b>INTRODUCTION</b> .....	<b>3</b>
<b>1. THE SCHOOL OF MANAGEMENT AND GOVERNANCE (SMG)</b> .....	<b>8</b>
1.1. EDUCATION .....	8
1.2. RESEARCH .....	9
1.3. ORGANIZATION .....	10
1.4. EDUCATIONAL SUPPORT OFFICE (BOO) .....	11
1.4.1. Educational Support Office staff .....	11
1.4.2. Educational Affairs Office (S&O) .....	12
1.4.3. Student advisors .....	12
1.4.4. Assignment coordinator .....	12
1.5. MARKETING & COMMUNICATION .....	13
1.6. SCHOOL COUNCIL .....	13
<b>2. ORGANIZATION OF PROGRAMMES AND COURSES</b> .....	<b>14</b>
2.1. DUTCH EDUCATION SYSTEM.....	14
2.2. INTERNATIONAL OFFICE.....	14
2.3. COURSE DURATION AND CREDIT VALUE .....	15
2.4. YEAR SCHEDULE .....	15
2.5. LECTURE TIMES (GENERAL INFORMATION) .....	15
2.6. LECTURE FORMS.....	16
2.7. COURSE MATERIAL: TEXTBOOKS, ETC.....	16
2.8. TEACHING LOCATIONS .....	16
2.8.1. Map of the University of Twente .....	17
2.9. ENROLMENT FOR BACHELOR'S PROGRAMME: .....	18
2.10. RE-ENROLMENT .....	18
2.11. MINOR APPLICATION AND ADMISSION PROCEDURES .....	18
2.12. ENROLMENT AND ADMISSION CRITERIA FOR SMG STUDENTS FOR UT MASTER'S PROGRAMME.....	18
2.13. STUDY SUPERVISION .....	19
2.13.1. Supervision at programme level .....	19
2.13.1.1. Foundation Year advice .....	20
2.13.2. Supervision at university level.....	20
2.13.2.1. Student Counsellors Service.....	20
2.13.2.2. Student Psychologists Service.....	20
2.14. EXAMINATION BOARD.....	20
2.15. FLEXIBLE STUDY PROGRAMME .....	21
2.16. INTERNATIONALIZATION .....	22
2.16.1. Graduating in another country .....	22
2.16.2. Erasmus student exchange programme.....	22
2.16.3. University exchange agreements .....	23
2.17. ELECTIVES.....	23
2.18. EVALUATION AND QUALITY ASSURANCE .....	23
2.18.1. Education Quality Committee .....	23
2.18.1.1. Subject evaluations.....	23
2.18.1.2. Periodical evaluations.....	23
2.18.2. Programme Committee.....	24
2.18.3. Education Committees of Student Associations .....	24
2.18.3.1. Complaints Registration System .....	24
2.19. INVOLVEMENT .....	24
2.20. HEALTH AND SAFETY.....	24
2.20.1. Health.....	25
2.20.2. Safety.....	26
<b>3. COMMUNICATION AND INFORMATION</b> .....	<b>27</b>
3.1. STUDENT CARD .....	27
3.1.1. Student card uses .....	27



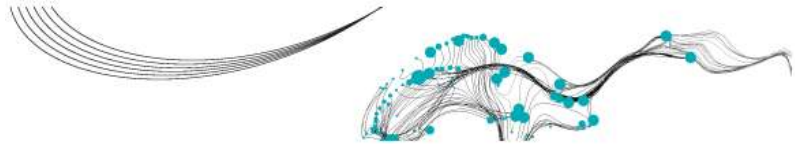
3.1.2.	Loss or theft .....	27
3.1.3.	Still not received a student card?.....	27
3.2.	E-MAIL.....	28
3.3.	EDUCATION NOTICES .....	28
3.4.	BLACKBOARD.....	28
3.5.	REQUESTING COURSE INFORMATION .....	29
3.6.	OSIRIS SELF SERVICE FOR STUDENTS .....	29
3.7.	EXAMINATION PROCEDURES .....	29
3.7.1.	Registration .....	29
3.7.2.	During an examination .....	30
3.7.3.	After the examination .....	30
3.7.4.	Oral examinations .....	31
3.7.5.	Period of validity.....	31
3.8.	EXAMINATION RESULTS .....	31
3.8.1.	Overview of exam results (OSIRIS) .....	31
3.9.	ACADEMIC MISCONDUCT .....	31
<b>4.</b>	<b>UNIVERSITY FACILITIES .....</b>	<b>32</b>
4.1.	STUDENT & EDUCATION CENTRE .....	32
4.1.1.	Student Services Counter (Blue desk).....	32
4.1.2.	Student Counselling (Red Desk) .....	32
4.2.	UNION SHOP.....	32
4.3.	NOTEBOOK SERVICE CENTRE.....	32
4.4.	LIBRARY .....	32
4.4.1.	SMG information specialist .....	33
4.5.	CANTEENS.....	33
4.6.	CHIPKNIP.....	33
4.7.	STUDIUM GENERALE .....	33
<b>5.</b>	<b>UT SCHEMES.....</b>	<b>34</b>
5.1.	STUDENT GRANTS .....	34
5.2.	TRANSITIONAL ARRANGEMENTS .....	34
5.3.	FLEXIBLE <i>PROPEDEUSE</i> (FIRST YEAR).....	34
5.4.	GRADUATION SUPPORT SCHEME .....	34
5.5.	TOP-LEVEL SPORTS AND TOP-LEVEL CULTURE .....	35
5.6.	STUDENT ACTIVISM SCHEME .....	35
5.7.	STUDYING WITH A FUNCTIONAL DISABILITY .....	35
<b>6.</b>	<b>STUDENTS' CHARTER .....</b>	<b>36</b>
<b>7.</b>	<b>BUSINESS ADMINISTRATION.....</b>	<b>37</b>
7.1.	PROFILE OF THE MASTER OF SCIENCE IN BUSINESS ADMINISTRATION .....	37
7.1.1.	<i>MSc BA Master's specializations</i> .....	37
7.2.	ADMISSION TO THE MASTER OF SCIENCE IN BUSINESS ADMINISTRATION.....	38
7.2.1.	<i>February admissions to Master of Science in Business Administration</i> .....	38
7.3.	GRADUATING FROM THE MASTER OF SCIENCE IN BUSINESS ADMINISTRATION .....	38
7.4.	BA CONTACT PERSONS .....	39
7.5.	BA PROGRAMME COMMITTEE.....	39
7.6.	STRESS STUDENTS ASSOCIATION.....	40
7.7.	BEKADER ALUMNI ASSOCIATION.....	40
7.8.	PRE-MASTER BA COURSE OVERVIEW .....	40
7.9.	MASTER'S OF SCIENCE IN BUSINESS ADMINISTRATION .....	41
7.10.	COURSE INFORMATION:.....	49
<b>8.</b>	<b>PUBLIC ADMINISTRATION.....</b>	<b>50</b>
8.1.	PROFILE OF THE MASTER'S IN PUBLIC ADMINISTRATION.....	50
8.1.1.	<i>Master's specializations</i> .....	50
8.2.	OTHER MASTER'S OPTIONS .....	51



8.2.1. <i>Teacher of Sociology in upper secondary education Master's programme</i> .....	51
8.3. ADMISSION TO THE MASTER'S IN PA .....	51
8.4. GRADUATING FROM THE MASTER'S IN PA.....	52
8.5. PA CONTACT PERSONS .....	52
8.6. PA PROGRAMME COMMITTEE.....	53
8.7. SIRIUS STUDENT ASSOCIATION.....	53
8.8. VTB ALUMNI ASSOCIATION.....	54
8.9. PRE-MASTER PA SUBJECT OVERVIEW.....	54
8.10. PA MASTER'S SPECIALIZATIONS COURSE OVERVIEW .....	55
8.11. SUBJECT DESCRIPTIONS PA .....	56
<b>9. BUSINESS INFORMATION TECHNOLOGY .....</b>	<b>57</b>
9.1. WHAT IS BUSINESS INFORMATION TECHNOLOGY? .....	57
9.1.1. <i>Didactic concept</i> .....	57
9.2. PROFILE OF THE MASTER'S IN BUSINESS INFORMATION TECHNOLOGY (MBI) .....	58
9.3. ADMISSION TO THE MASTER'S IN BUSINESS INFORMATION TECHNOLOGY .....	58
9.4. GRADUATING FROM THE MASTER'S IN BUSINESS INFORMATION TECHNOLOGY .....	58
9.5. CONTACT PERSONS.....	59
9.6. MBI PROGRAMME COMMITTEE .....	60
9.7. INBITWEEN STUDY ASSOCIATION .....	60
9.8. ALUMNI NETWORK BITLINK AND ALUMNI SOCIETY ENIAC .....	60
9.10. SUBJECT OVERVIEW FOR MASTER'S PROGRAMME IN BUSINESS INFORMATION TECHNOLOGY.....	62
9.11. SUBJECT DESCRIPTIONS MBI .....	64
<b>10. EUROPEAN STUDIES .....</b>	<b>65</b>
10.1. WHAT IS EUROPEAN STUDIES?.....	65
10.2. THE BACHELOR OF SCIENCE IN EUROPEAN STUDIES: PROFILE .....	65
10.3. ADMISSION TO THE BACHELOR'S IN ES .....	65
10.4. GRADUATING AS A BACHELOR IN ES .....	66
10.5. THE MASTER OF SCIENCE IN EUROPEAN STUDIES: PROFILE .....	66
10.6. OTHER MSc OPTIONS .....	66
10.6.1. <i>Public Administration</i> .....	66
10.6.2. <i>Teacher of Sociology in upper secondary education Master's programme</i> .....	66
10.7. ADMISSION TO THE MASTER'S PROGRAMME IN EUROPEAN STUDIES .....	67
10.8. GRADUATING AS A MASTER IN ES.....	67
10.9. EUROPEAN STUDIES: CONTACT PERSONS.....	68
10.10. EUROPEAN STUDIES PROGRAMME COMMITTEE .....	68
10.11. SIRIUS STUDENT ASSOCIATION.....	69
10.12. LIST OF SUBJECTS OF THE BACHELOR'S IN ES.....	69
10.13. PRE-MASTERS PROGRAMME IN EUROPEAN STUDIES .....	70
10.14. OVERVIEW OF ES MASTER'S MODULES (GENERAL PROGRAMME AND REGULATION MODULE).....	71
10.15. ES SUBJECT DESCRIPTIONS.....	72
<b>11. INTERNATIONAL BUSINESS ADMINISTRATION .....</b>	<b>73</b>
11.1. WHAT IS INTERNATIONAL BUSINESS ADMINISTRATION? .....	73
11.2. IBA BACHELOR PROFILE .....	73
11.3. ADMISSION REQUIREMENTS FOR THE IBA BACHELOR.....	73
11.4. GRADUATION IBA BACHELOR .....	74
11.5. MASTER OF SCIENCE IN BUSINESS ADMINISTRATION PROFILE .....	74
11.6. ADMISSION TO THE MASTER OF SCIENCE IN BUSINESS ADMINISTRATION.....	74
11.7. IBA CONTACT PERSONS .....	75
11.8. STUDENT ASSOCIATION STRESS.....	76
11.9. OVERVIEW OF IBA BACHELOR COURSES .....	76
11.10. COURSE DESCRIPTIONS .....	79
<b>12. HEALTH SCIENCES .....</b>	<b>80</b>
12.1. MASTER OF SCIENCE IN HEALTH SCIENCES: PROFILE .....	80
12.2. ADMISSION TO THE MASTER'S PROGRAMME IN HEALTH SCIENCES.....	80



12.3. GRADUATING FROM THE MASTER'S IN HS .....	80
12.4. HEALTH SCIENCES: CONTACT PERSONS .....	81
12.5. HEALTH SCIENCES PROGRAMME COMMITTEE.....	81
12.6. SIRIUS STUDENT ASSOCIATION.....	82
12.7. PRE-MASTER HS SUBJECT OVERVIEW.....	82
12.8. OVERVIEW OF HS MASTER'S COURSES.....	83
12.9. HS COURSE DESCRIPTIONS .....	83
<b>13. INDUSTRIAL ENGINEERING AND MANAGEMENT .....</b>	<b>84</b>
13.1. WHAT IS INDUSTRIAL ENGINEERING AND MANAGEMENT? .....	84
13.2. MASTER'S PROGRAMME IN INDUSTRIAL ENGINEERING AND MANAGEMENT PROFILE.....	84
13.2.1. <i>Specialist clusters in the Industrial Engineering and Management Programme</i> .....	84
13.3. ADMISSION TO THE MASTER'S IN IEM.....	85
13.4. GRADUATING FROM THE MASTER'S IN IEM .....	85
13.5. IEM CONTACT PERSONS.....	86
13.6. IEM PROGRAMME COMMITTEE .....	86
13.7. STRESS STUDENTS ASSOCIATION.....	87
13.8. BEKADER ALUMNI ASSOCIATION.....	87
13.9. LIST OF SUBJECTS OF THE IEM PRE-MASTER'S PROGRAMME .....	87
13.10. MASTER IEM SUBJECT OVERVIEW.....	88
13.11. IEM COURSE DESCRIPTIONS.....	90
<b>PUBLICATION INFORMATION.....</b>	<b>91</b>



## 1. THE SCHOOL OF MANAGEMENT AND GOVERNANCE (SMG)

The School of Management and Governance (SMG) is a school (faculty) of the University of Twente (UT). It provides education and conducts research into all facets of management and administration, doing so in accordance with the strategy and policy of the university as a whole. For more information please see [www.mbinbeeld.nl](http://www.mbinbeeld.nl).

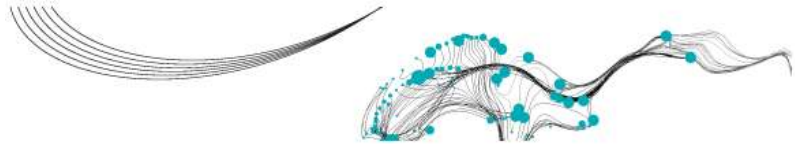
Regular and post-academic education as well as scientific research are the Faculty's most important products. A brief description follows.

### 1.1. Education

The School of Management and Governance offers the following programmes:

- Bachelor in Business Administration (BK)
- Bachelor in Public Administration (BSK)
- Bachelor in Business and Information Technology (BIT)
- Bachelor in European Studies (ES)
- Bachelor in Health Sciences (GZW)
- Bachelor in International Business Administration (IBA)
- Bachelor in Industrial Engineering and Management (TBK)
  
- Master in Business Administration (BA)
- Master in Business and Information Technology (MBI)
- Master in Public Administration (PA)
- Master in European Studies (MES)
- Master in Health Sciences (HS)
- Master in Industrial Engineering and Management (IEM)

The education has been developed for Dutch and foreign students. The MB Faculty is geared towards both EU and non-EU students.



## 1.2. Research

Research is financed from first, second and third revenue streams and is in large part conducted within Strategic Research Orientations (SROs) within the IGS (Institute for Innovation and Governance Studies) and CTIT (Centre for Telematics and Information Technology) research institutes. The SMG study groups participate in the following Strategic Research Orientations (SRO's):

- Management of Innovation and Entrepreneurship;
- Innovation of Governance;
- Sustainable Innovation;
- Integrated Security and Privacy in a Networked World;
- Industrial Engineering & ICT;
- Governance of Innovation, Technology, Higher Education and Research.

*School of Management and Governance Faculty departments:*

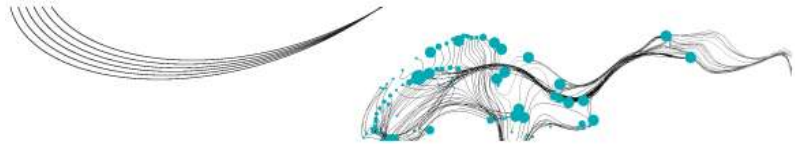
The SMG Faculty consists of twelve departments which all make a contribution towards the faculty's education and research programmes. To a large extent, research is accommodated in the academic research institutes: Institute for Innovation & Governance Studies (IGS) and the Centre for Telematics and Information Technology (CTIT).

- Centre for Higher Education Policy (CHEPS)
- Centre for Clean Technology and Environmental Policy (CSTM)
- Finance & Accounting (F&A)
- Health Technology and Services Research (HTSR)
- Information Systems & Change Management (IS&CM)
- Knowledge intensive entrepreneurship, strategic market oriented and International management (NIKOS)
- Legal & Economic Governance Studies (LEGS)
- Operational Methods for Production & Logistics (OMPL)
- Operations, Organization and Human Resources (OOHR)
- Political Science and Research Methods (POLMT)
- Science, Technology, and Policy Studies (STePS)
- Social Risks and Safety Studies (MR&V)

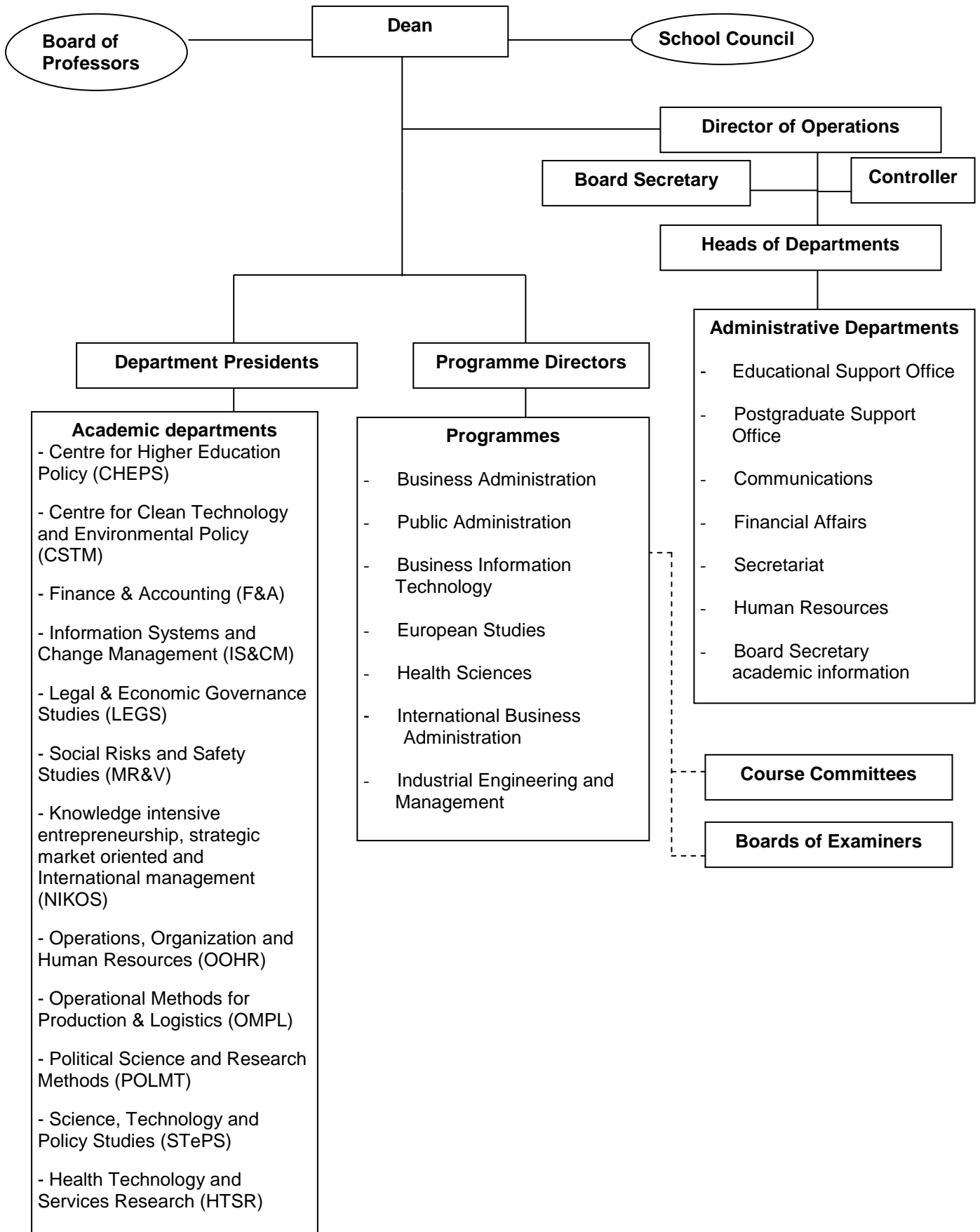
For further information about these departments and the IGS/ CTIT research programmes, see: <http://www.utwente.nl/education/smg>.

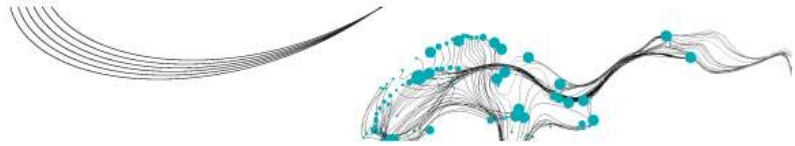
*Graduate Education:*

The Faculty provides graduate education to students from the Netherlands and other countries, both within and beyond the European Union.



### 1.3. Organization





#### 1.4. Educational Support Office (BOO)

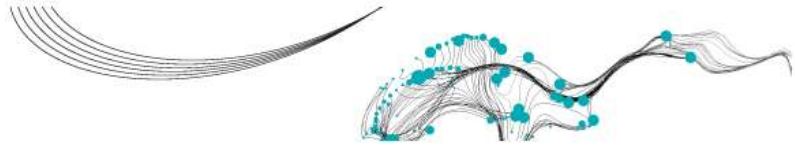
The Educational Support Office is responsible for coordinating organizational and procedural matters relating to tuition in the SMG as well as the substantial aspects of the programmes. The Office also acts as a service provider for students, teaching staff, and prospective students, and plays a supporting role for the directors of educational programmes in the execution of their duties. Additionally, the Office is involved with ensuring that the educational programmes, tutoring, the deployment of information and communications technology in teaching, internationalization and relationship management meet the required levels of quality.

The Educational Support Office supports also the secretarial offices of the programme committees and the Examination Boards.

The Study Adviser and the Examination Committee Secretary are part of the Office of Educational Support (BOO). The BOO works closely with the Office of Educational Affairs (BOZ). BOZ is responsible for the logistical support of education, such as schedules, examinations and administration of graded assessments.

##### 1.4.1. Educational Support Office staff

<b>Functie</b>	<b>Achternaam</b>	<b>Voornaam</b>	<b>Telefoon</b>
<b>Education manager:</b>	Christochowitz	Liesbeth	053 - 489 5328
<b>Course secretariat:</b>	Nijhuis Vaarwerk, te Wilmink-Voogtsgeerd	Edith Monique Irene	053 - 489 3200 053 - 489 3987 053 - 489 3200
<b>Student advisors:</b>	Evertzen	Martin	053 - 489 4536
	Napel, ten	Cornelis	053 - 489 3201
	Röring	Charlotte	053 - 489 3181
	Spuls	Sanne	053 - 489 3250
Assignment coordinator	Zuidema	Sietie	053 - 489 3514
<b>Education coordinator:</b>			
Business Information Technology	Heijnen	Céline	053 - 489 4658
International Business Administration, bachelor	Huijs	Corrie	053 - 489 2346
European Studies, bachelor	Reussing	Rik	053 - 489 4220
European Studies, master	Kovac	Aleksandra	053 - 489 1049
Bestuurskunde/Public Administration	Nobel, de	Martin	053 - 489 4016
Technische Bedrijfskunde/Industrial Engineering & Management	Pol	Bernadette	053 - 489 2096
Gezondheidswetenschappen/Health Sciences	Prins	Anouk	053 - 489 4143
Bedrijfskunde/Business Administration	Souren	Cynthia	053 - 489 3483
<b>Board of Examiners' secretary:</b>	Vollenbroek-Timmerhuis	Joke	053 - 489 2402
<b>Policy:</b>	Smith	Sieuwko	053 - 489 3239
<b>Quality assurance:</b>	Heijnen	Céline	053 - 489 4658
	Huijs	Corrie	053 - 389 2346
	Spuls	Sanne	053 - 489 3250
<b>Distance Learning:</b>	Lammers van Toorenborg	Johnny	053 - 489 1159
<b>Project manager:</b>	Martens	Riet	053 - 489 4332
<b>International Relations Coordinator:</b>	Haare, van	Inge	053 - 489 2874



#### 1.4.2. Educational Affairs Office (S&O)

The Bureau of Educational Affairs is your point of contact for information about the organizational aspects of your course, such as the timetables and other arrangements. Most information is available on the internet, and the standard forms are available to download.

<b>Bureau of Educational Affairs (S&amp;O):</b>			
Teamleader	Vloon	Anneke	053 489 4620
Examination department/grade processing, BIT/MBI	Beute	Nel	053 489 5539
Course information ESB/ES, BSK, PA	Boers- Ekelmans	Olga	053 489 4123
Timetable for all courses	Hoekstra	Bas	053 489 4313
Minor administration, GZW/HS	Luttikhedde-Leussink	Marjon	053 489 4240
Key-user Osiris, BK/BA & IBA	Stockentree	Wendy	053 489 4596
Timetable for all courses	Tukker	Petra	053 489 4309
Graduates administration	Wandt	Uzi	053 489 3516

#### 1.4.3. Student advisors

There are four student advisors at the SMG: Martin Evertzen, Cornelis ten Napel, Sanne Spuls and Charlotte Röring. You can put questions to any of them on study planning, graduation support, decision moments during your studies, your study progress, exemptions and study duration. They can also help you if you have any complaints or problems with regard to regulations and applications to the Examination Board.

The student advisors are available to answer brief questions or deal with minor problems on Tuesdays. No appointment is needed for these periods. You can also make an appointment with one of the student advisors through the education secretarial offices by calling 053 489 3200 or 053 489 3987.

Martin Evertzen: [m.a.m.evertzen@utwente.nl](mailto:m.a.m.evertzen@utwente.nl)  
 PA, ES, HS 053 489 4536  
 RA 2410

Cornelis ten Napel: [c.tennapel@utwente.nl](mailto:c.tennapel@utwente.nl)  
 IEM, MBI 053 489 3201  
 RA 2416

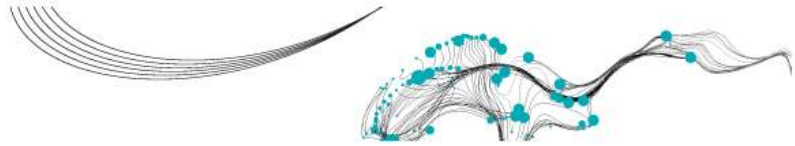
Sanne Spuls: [s.s.spuls@utwente.nl](mailto:s.s.spuls@utwente.nl)  
 IBA 053 489 3250  
 RA 2345

Charlotte Röring: [c.g.m.roring@utwente.nl](mailto:c.g.m.roring@utwente.nl)  
 BA 053 489 3181  
 RA 2414

#### 1.4.4. Assignment coordinator

For SMG Bachelor's and Master's assignments you should contact the assignment coordinator. The assignment coordinator is the point of contact for students looking for an assignment and for businesses and government bodies who can offer relevant assignments for students from the SMG.

All the information that you need to find and carry out projects is available on Blackboard. A listing of available projects is also posted on the Blackboard site. To access this information you must have completed your course enrolment on the site. The course codes are as follows:



194100010: Bachelor's Project BK  
194100070: Bachelor's Project BSK  
194100080: Bachelor's Project ES  
194100030: Bachelor's Project GZW  
191800720: Bachelor's Project TBK

194100040: Master's Thesis BA  
194128030: Master's Thesis PA  
194128051: Master's Thesis European Studies  
194100050: Master's Thesis Health Sciences  
194100060: Master's Project IEM  
192399979: Final Project MBI

The BIT programme has a Master's site, but no Bachelor's site; the Bachelor's programme is completed with a final "Bachelorreferat". BIT Bachelor's students receive their projects directly through the educational programme.

If you have found a project, you should inform the Education Coordinator via MyCampus and then via the SMS application which is accessible through the Blackboard site.

Furthermore the assignment coordinator is responsible for keeping in touch with the graduates of SMG.

Sietie Zuidema: [s.zuidema@utwente.nl](mailto:s.zuidema@utwente.nl)  
053 489 3514  
RA 2242

### 1.5. Marketing & Communication

The Marketing & Communication Department is responsible for internal and external faculty communication. In area of education, department and staff activities involve organising marketing information and student orientation days, providing scholarship information, updating brochures and prospectuses, and creating and maintaining websites.

During student orientation days, the department relies on enrolled students for assistance. One example would be the 'shadow days' during which senior pupils from secondary schools join first-year students to experience university life for themselves and to find out more about the courses on offer. Besides orientation activities on the University grounds, information is also provided at public secondary schools/high schools and college/university fairs. You can play a role in helping with orientation activities. You may like to consider taking a course in presentation techniques (provided by the Marketing & Communication Department) so that you can assist at these events.

If interested, please send an e-mail to [study@mb.utwente.nl](mailto:study@mb.utwente.nl). Needless to say, your contribution to the university's information activities will not go unrewarded!

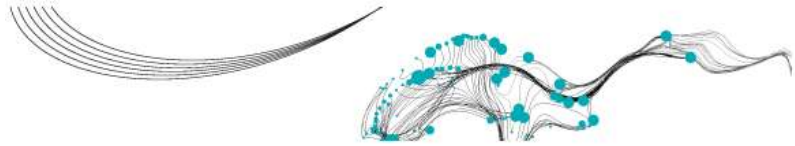
Marketing and Communications Department: [study@mb.utwente.nl](mailto:study@mb.utwente.nl)

### 1.6. School Council

The School Council has a say in the affairs of the school. The council consists of ten members: five employees and five students. The School Council meets once every six weeks with the education management and the dean. Certain subjects, such as the courses and the Education and Examination Regulation (OER) have to be formally ratified and approved by the School Council. For other matters, mostly related to the structure and implementation of the courses, the council has an advisory role.

The School Council also has the right to propose items for the agenda. A past example of this was the School's announcement about supplementary work.

The students in the School Council are elected for twelve months from September to September, and may submit themselves for re-election. The employees are elected for a period of two years and they, too, may submit themselves for re-election.



## 2. ORGANIZATION OF PROGRAMMES AND COURSES

### 2.1. Dutch education system

The Netherlands has three main types of higher education institutes: universities, universities of professional education, and institutes of International Education. 450,000 of the Netherlands' 16.6 million inhabitants have received higher education. Academic titles are conferred only by recognized institutes and are legally protected in the Netherlands.

All international students in the Netherlands soon learn that higher education here means a lot of opportunities but also a lot of hard work. Students are expected to be critical of what they read and hear and should be capable of working independently. Students from other countries soon realize that at a Dutch institute for higher education everyone is expected to do a lot of talking.

The most common form of teaching is the seminar or working group. Under a lecturer's supervision, a small group of students analyses a certain problem. They get together to discuss it as a group, usually on the basis of a paper one of them has written about one aspect of the problem in question. Lecturers stimulate students to take a critical view, and everyone is expected to play an active part. During examinations students must demonstrate not only that they know the material, but also that they have formed well-founded opinions on the subject. (*source: Nuffic*)

Just like many of its counterparts all over Europe, the University of Twente has introduced the two-tier system of the Bachelor's and Master's degree programmes. In this system students first take a Bachelor's degree and are then free to choose whether they wish to continue their studies at Master's level and pursue a Master's degree or whether they prefer to enter the labour market. The Bachelor's degrees take three years of study and the Masters degrees take one to two years, depending on the specific programme.

The University of Twente also works with the major-minor concept to ensure that all students obtain interdisciplinary knowledge. More information about the Dutch education system can be found at:

- <http://www.utwente.nl/education>
- <http://www.studyinholland.nl/>

### 2.2. International Office

International Office helps all international students (incoming), as well as Dutch students who wish to go abroad (outgoing). International Office contributes to the internationalization policy of the University of Twente and facilitates incoming as well as outgoing mobility. Students can visit International Office for:

- admission of exchange students
- scholarship information
- visa information
- housing information
- practical matters

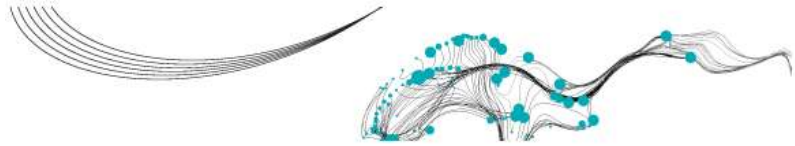
For more information and help preparing for your stay in the Netherlands visit [www.utwente.nl/internationalstudents](http://www.utwente.nl/internationalstudents). International Office is located in room 320 on the second floor of the Bastille building.

#### **International Office**

Bastille building room 320

T: +31-(0)53-489 5424

E: [international@so.utwente.nl](mailto:international@so.utwente.nl)



### 2.3. Course duration and credit value

The Bachelor's programme is a full-time course of three years' duration: B1, B2 and B3. Most Master's programmes are full-time courses of one year's duration, the exceptions being Industrial Engineering and Management, and Business Information Technology, both of which involve two years' study. All courses carry a value of 60 European Credits (EC) per year, whereby one EC will generally represent 28 hours' study. Over the course of a year, you are therefore expected to commit  $60 \times 28 = 1680$  hours of your time to study.

Most individual subjects carry a value of 5 EC, i.e. 140 hours. This includes attendance at lectures, classroom sessions, project work, assignments, writing reports, individual study, sitting examinations, etc. Of course, the actual time required to complete a subject successfully will vary from student to student; the figures stated are an indicative average.

### 2.4. Year schedule

The School operates a system of 'semesters'. Each academic year is divided into two semesters, and each semester is subdivided into two 'study blocks' or 'quartiles'. In principle, each quartile is ten weeks long (excluding any 'clear' weeks'), of which eight are devoted to lectures and two to examinations.

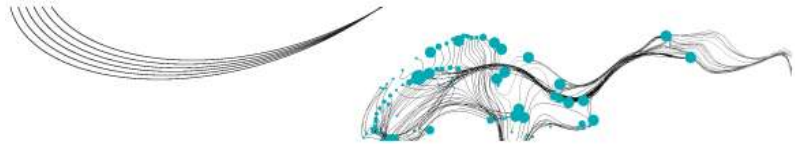
The semester schedules for each year (B1, B2, B3) show the day(s) and time(s) at which you can take the various subjects, together with the location (building and room). Some subjects involve fewer than eight lectures, whereupon the weeks in which the lectures are given are shown. The course timetables can be found at [www.utwente.nl/mb](http://www.utwente.nl/mb). It is sometimes necessary to make last-minute changes, so please visit this website regularly for the latest information.

At <http://www.utwente.nl/so/roosterwerkgroep/jaarcirkels/> you can find the year schedule of '11-'12, as well as a link to the English explanation.

### 2.5. Lecture times (general information)

The times of lectures and practical (laboratory) sessions are listed below.

1 / 2	08:45 - 10:30 uur
3 / 4	10:45 - 12:30 uur
<i>Lunchbreak</i>	<i>12:45 – 13:30 uur</i>
6 / 7	13:45 – 15:30 uur
8 / 9	15:45 – 17:30 uur



## 2.6. Lecture forms

The timetable and study guide list the type of lecture or teaching session. The School uses four main types of session: lectures (HC), interactive classroom sessions (WC), practical (laboratory) sessions (PR) and projects (PJ). During a lecture, a member of the academic staff provides an explanation of the subject material. In most cases, lectures cover two 45-minute periods, with a break of 15 minutes. Classroom sessions involve greater interaction. They also cover two 45-minute periods, during which groups work on assignments relating to the subject material. Practical (laboratory) sessions are generally scheduled for an entire morning or afternoon. Here, individuals or groups work on a given project or with a specific computer programme. Attendance at practical sessions is mandatory. Attendance at the lectures and classroom sessions is voluntary, unless your tutor decides otherwise.

## 2.7. Course material: textbooks, etc.

Almost all subjects and modules require you to obtain textbooks, lecture notes, readers and/or syllabuses. Lecture notes, readers and syllabuses can be purchased from the Union Shop from the beginning of each semester. During the first weeks of a quartile, first and second year students can purchase a 'study pack' containing all the readers required for the remainder of that quartile. You can check whether these are still in stock at the website [www.studentunion.utwente.nl/unionshop-en/home](http://www.studentunion.utwente.nl/unionshop-en/home).

Textbooks can be ordered from any reputable bookseller. However, it is usually more convenient – and less expensive – to obtain them from one of the 'study societies'. Not only will you receive a discount, but will often be able to collect the books before your course begins. During the first semester of your first year, books are also made available during orientation week and the first week of lectures. Once this 'open sale' has finished, you will receive an e-mail from your study association telling you how to purchase the books online. You may also be able to obtain secondhand copies from [www.studieboekentwente.nl](http://www.studieboekentwente.nl) (but always check that you are ordering the correct edition!) This site (which is currently in Dutch only) also provides the opportunity to sell your books once you have finished with them.

In addition to textbooks and lecture notes, many tutors like to use 'hand-outs'.

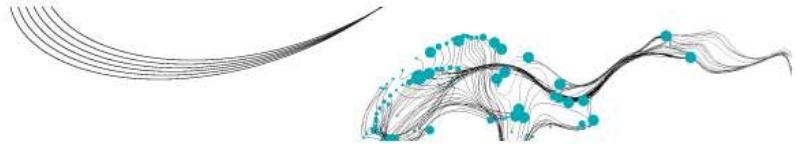
## 2.8. Teaching locations

The course sessions are held in the various rooms of the School's buildings, which themselves are in different parts of the university campus. All rooms are known by an abbreviation which is built up of one or more letters and a number, e.g. SP1, WA1, ZI-U3, etc. The staff of the School are located in the Ravelijn (building number 10) and in Langezijds (building number 17).

Building codes:

Name	Code
Cubicus	CU
Hogekamp	HO
Horst	HR/ZH/HT/NH
Langezijds	LA
Ravelijn	RA
Spiegel	SP
Sports Centre	SC
Temp	TE
Vrijhof	VR
Waaier	WA
Zilverling	ZI





## 2.9. Enrolment for Bachelor's programme:

Each bachelor's programme is comprised of a major and a minor. In brief, the major is the core of the degree programme exclusive of the minor. The chapters on the various programmes contain information about the majors, while information about minor courses of study can be found in paragraph 2.11 of this guide. To apply for a Bachelor Programme at the University of Twente, contact Studielink and DUO. If you have a VWO Diploma with the required educational profile, you can be directly admitted into one of the bachelor's programmes at the School of Management and Governance (SMG).

## 2.10. Re-enrolment

Every year, students need to renew their enrolment at the University. You will receive an official letter, newsletter and an e-mail reminder from the Central Students Administration (CSA) office. Enclosed you will find a link to the website Studielink. It is possible to digitally apply and arrange tuition payment for the academic year 2011-2012 by visiting Studielink online. For more information, visit the student services website: [Student Services](#).

Enrolment is based on the Higher Education and Research Act (WHW) provisions and needs to be arranged before 1 September deadline. The registration will be finalised once the request for enrolment has been received and checked by CSA and the tuition and/or examination fees have been paid or authorised. To be certain that you will be enrolled from 1 September, you should meet all your obligations in good time – before 1 August.

Once your re-enrolment has been completed, you will be sent a declaration stating that you are enrolled, together with your student card. Make a point of remembering that you should receive this.

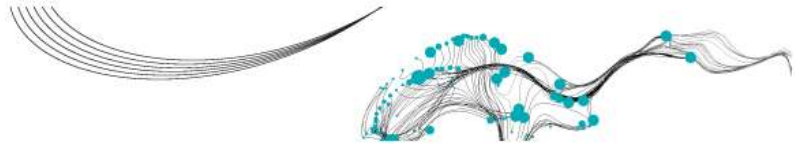
## 2.11. Minor Application and Admission Procedures

In the first semester during the third year of a Bachelor Programme, students can follow a minor field of study. A minor is a coherent package of course subjects which consist of 20 EC. The International Management Minor is an exception and consists of 25 EC due to credits earned in a study placement abroad. The Sustainable Development in Developing Countries Minor is also 25 EC if a student opts to study abroad. In addition, the Military History and Music Minors have a limited number of places available. The last-mentioned minor has four different streams which in turn can each accommodate a maximum number of students.

When students enrol in a minor, they will become acquainted with an (entirely) different field of study. The minor helps you to further develop your academic skills and knowledge. You can also opt to follow a minor study abroad at another university. Students are free to choose a minor from within a set of liberal preconditions. You may only start your minor once you have acquired 80 EC. In addition, specific admission criteria may apply to some minors. The Bachelor programme is your major field of study, giving an additional 160 EC. For more information about major/minor, visit [major/minor](#).

## 2.12. Enrolment and Admissioncriteria for SMG students for UT master's programme

To be admitted to a master's programme you must be in possession of a bachelor's diploma. Every bachelor's programme is associated with at least one master's programme into which students can advance without impediment. Whether or not you are permitted to follow a particular master's programme at UT depends mainly on your previous education. UT Bachelor's students can consult the advancement matrix (at [http://graduate.utwente.nl/nl/info\\_ut\\_bach/matrix.pdf](http://graduate.utwente.nl/nl/info_ut_bach/matrix.pdf)) to find out if they are eligible to stream directly into the programme of their choice. In some master's programmes you may be offered the opportunity to fulfil the necessary educational requirements by completing a 'Pre-master's programme'.



### **Direct Advancement**

The procedure for advancing from a bachelor's programme to a master's programme which is directly related to your bachelor education (for example, when making a transition from the Bedrijfskunde Bachelor's programme to the Master's in Business Administration programme) is as follows:

1. Register with Student & Educational Services Centre (S&O) at the Faculty (because you will be graduating from one of the SMG's bachelor's programmes);
2. Give notice about which master's programme you would like to follow with the "Registration for Bachelor's Colloquium" form. The S&O will subsequently forward this information to the CSA;
3. After the definitive graduation date of your bachelor's degree you will be automatically enrolled for your chosen master's programme.

### **Indirect Advancement**

The procedure within Twente University for advancing from a SMG bachelor's programme to a master's programme which is NOT directly related to your bachelor's education (for example, to follow a Master's programme in Communication Studies after completing your Bachelor's diploma in Bedrijfskunde) is as follows:

1. Register with the S&O of the relevant master's programme (see also [http://master.utwente.nl/inschrijven/BOZ\\_overzicht\\_per\\_master.doc/](http://master.utwente.nl/inschrijven/BOZ_overzicht_per_master.doc/)). When you register you will also be required to submit a transcript (obtainable via OSIRIS) of your bachelor's course results. You need to apply to the Master Programme in Business Administration via the e-mail address [masterapplication@mb.utwente.nl](mailto:masterapplication@mb.utwente.nl).
2. The admissions committee of the specific programme makes an assessment regarding admission. Usually the admissions acceptance is to the 'pre-master track' programme (often a pre-master programme can be completed as a minor programme; consult your study adviser or the relevant education coordinator about available options);
3. As soon as you have completed the Bachelor Programme, and possibly the Pre-Master, you will be automatically registered for the Master Programme. Pre-master students are registered in the Bachelor programme.

Please note that students of UT bachelor's programmes are not required to complete the form on the Master's programme site.

### **Opportunities for SMG Bachelor's Students to take SMG Master's Courses**

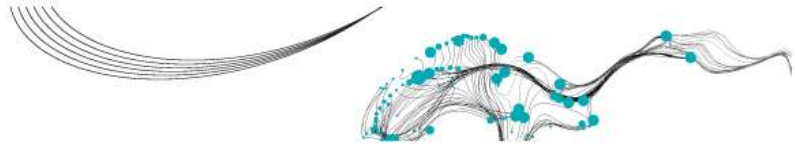
To assist students in avoiding delays to their studies, the Faculty offers those who have completed the majority of their bachelor's course the opportunity to take one course from a SMG master's programme (with the exception of the Master's Thesis). For master's courses or specialisations with one intake opportunity per year, the completion of a minimum of 150 EC and any pre-master's programme is required. For master's courses or specialisations with two intake opportunities per year, the completion of a minimum of 170 EC, as well as any necessary pre-master's programme is required. There may also be specific pre-requisites applicable for particular areas of study (see OER and OSIRIS). In general, Business Administration (BA) and Public Administration (PA) courses have two intake opportunities. Detailed information pertaining to the number of intake opportunities is in the education segment of the Education and Examinations Regulations, as well as elsewhere in this guide.

Detailed information regarding admissions, procedures and intake trajectories for master's programmes can be found in the chapters on the individual master's programmes within this guide. The website has more information at: <http://www.utwente.nl/education/smg> or <http://master.utwente.nl/inschrijven/>. Students can also contact the relevant education coordinator.

## **2.13. Study supervision**

### **2.13.1. Supervision at programme level**

During the first-year introductory lecture, you will become acquainted with the student advisors to help you find out what kind of matters you can ask them about. After the first quartile, you will be invited by the student advisors for a personal interview. This will cover not only your study progress, but also



more personal matters – have I settled in properly, have I chosen the right programme, is my approach to my studies the correct one, etc. You will be actively supervised throughout your study period by the SMG student advisor.

#### 2.13.1.1. *Foundation Year advice*

Students who have completed all their courses in the first study year (60 EC) will be invited to participate in the Foundation Year Awards Ceremony (*Propedeuseuitreiking*) in October. At the end of the first year, students will be advised on their discipline of study. Students who have not achieved at least 40 EC may not participate in second year courses until they have acquired the required 40 EC. If a valid reason is given, the student will be invited by his/her student advisor to determine whether there was a good reason for the delay and/or whether the perspectives are good enough to successfully complete the educational programme.

For more information about the student advisors, see section 1.4.3.

### 2.13.2. **Supervision at university level**

The Red Counter Student Counselling Bureau plays a coordinating role in safeguarding the individual and collective welfare of UT students; this is in addition to the support provided by the faculties for their 'own' students. The Red Counter is in the Bastille on floor two (the first floor), and is the place to go for the Student Counsellors Service and the Student Psychologists Service.

#### 2.13.2.1. *Student Counsellors Service*

The Student Counsellors Service is in the Bastille. It is there to help you with advice and information on:

- student grants, student credit-related grants, performance-related grants and guarantee grants;
- transferring from university to HBO and vice versa;
- extending the duration of a student grant due to a functional disability;
- graduation support, student credit-related and performance grant compensation;
- enrolment options (other than as a student);
- objection and appeal procedures (*Dienst Uitvoering Onderwijs*), Higher Education Appeals Tribunal);
- taxes and social security laws (including applications for social security);
- personal problems;
- changing study programme.

#### 2.13.2.2. *Student Psychologists Service*

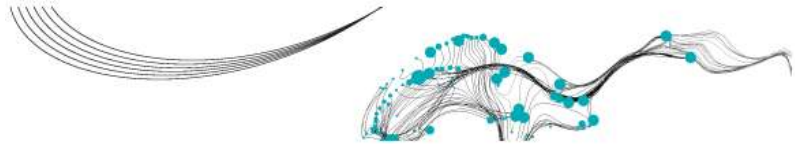
The Student Psychologists Service is located in the Bastille. The secretarial offices are on the second floor, and can be contacted through the Red Counter. Students may come here without being referred from elsewhere, and without any obligation, either as individuals (for education-related problems or personal problems) or in a group (for self-management courses). If you have doubts about your choice of study, you can among other things request a psychological test with a view to determining where your strengths lie and your choice of study and career. It is also possible to take part in group meetings involving your graduation group, for example, or student therapy group. Any group session, course or examination into your choice of study programme is always preceded by an individual interview to see if they are likely to be of any help to you. In addition, the Student Psychologists Service organizes job application training courses several times a year. Use of the Service is free and confidentiality is guaranteed.

For more information about the student counsellors or student psychologists, go to

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

## 2.14. **Examination Board**

The SMG has two Examination Boards: one for the Bachelor's and one for the Master's programmes. On both Boards there is at least one member of the teaching staff from every one of the SMG's



programmes – they are appointed by the dean. The BIT programme has its own Examination Board (Bachelor's and Master's combined) on which teaching staff from both the SMG and EEMCS sit.

The task of the Examination Board is to ensure that examinations meet the required quality standards and to enforce the rules regarding education and examinations. In doing so, the Board applies the rules as laid down in the Education and Examination Regulation, although there are circumstances when the Board is able to deviate from these rules.

Students have the right to make a well-reasoned appeal to the Examination Board and/or request to deviate from the Education and Examination Regulations (OER), but there are a few things you must bear in mind. Carefully read the [procedure](#) that you will need to follow. If a request is not accompanied by the requested information, it will not be processed.

In addition to a number of legal duties (or duties that have been laid down in the OER), the Examining Board is authorised to deviate from what is stipulated in the OER on a number of issues that are explicitly stated in the Higher Education and Research Act.

Students can submit requests to the Examining Board pertaining to:

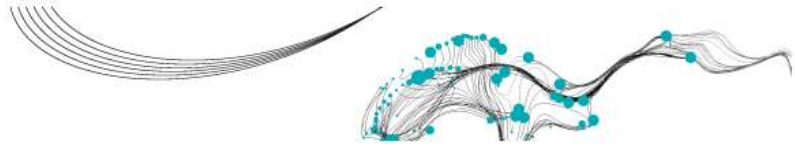
- [Exemptions](#)
- [Academic pre-requisites](#)
- [The 40 EC-ruling for the Bachelor's Programme](#)
- [Third exam attempt](#)
- [Additional examination retakes](#)
- [Validity of the examination results](#)
- [Manner of sitting exams](#)
- [Deviating from the public nature of oral exams](#)
- [Optional Bachelor or Master's Programmes](#)
- [Optional Minor](#)
- [Approval of Electives](#)
- [Beginning a Bachelor or Master's assignment](#)
- [Participating in Master subjects by students who have not been admitted into the Master's Programme](#)
- [Language of the Master's thesis](#)
- [With distinction \(Cum Laude\)](#)
- [Postponed graduation](#)

You can find more information on the <http://www.utwente.nl/smg/education/> website about the composition of the Examination Boards, about the rules and guidelines, about submitting a request, and the forms that exist for that purpose. If you have any questions about submitting applications to the Examination Board, you should contact one of the student advisors.

## 2.15. Flexible study programme

Students who are enrolled on a university Bachelor's or Master's programme can compose a programme of their own, for which an exam will be taken, from study modules that are taught at the institute. However, this flexible programme must comply with the attainment targets of the regular programme. Proposed flexible study programmes must be submitted to the Examination Board for approval.

If you are interested in putting together a flexible study programme, you should contact one of the student advisors.



## 2.16. Internationalization

The programmes at the SMG offer various opportunities for adding an international dimension to your theory and knowledge. This will help you decide whether you enjoy being abroad and the degree to which you would like that to play a part in your future career.

### *Studying abroad:*

- Follow courses at a partner university abroad (exchange)

### *Research/assignments abroad*

- International minor
- Bachelor's assignment
- Master's assignment
- A combination of the minor and the Bachelor's assignment (students of Business Administration and International Business Administration are not allowed to do this combination)
- An international study trip.

### *International-based activities at UT*

- Participation in activities aimed at international students at the university (whether or not as part of Internationalization@home).

Because the university regards residence abroad as a worthy component of study, it has adopted a number of provisions that stimulate it, namely guidance for the writing and carrying out of an international project as well as subsidies for residence in a foreign country. Examples are the Twente Mobility Fund (TMF) and Erasmus scholarship for internship or study in Europe.

Detailed information about the opportunities for spending part of your curriculum abroad can be found in the 'Study Abroad' manuals at <http://www.utwente.nl/smg/education/abroad>

### 2.16.1. *Graduating in another country*

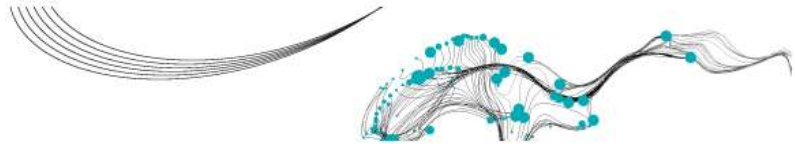
The various academic departments of the School of Management and Governance maintain contacts with many overseas universities and private sector organizations. You should remember that preparing for a graduation project in another country will take approximately one year. It is mandatory to inform the Project Coordinator of your intention to study abroad one year prior to your planned departure date. You can do this by filling out the notification form within the Student Mobility System (also known as the SMS web application). The Project Coordinator will then schedule an appointment with you.

This preparation period may seem lengthy, but it is necessary since it can be difficult to create the conditions required for a good result. Ideally, you should have a detailed and approved research plan when you leave for the host country. You may also wish to ask your department whether it has contacts which will be able to help you put that plan into practice. Of course, you are also free to contact overseas companies directly, but you should always consult your graduation project supervisor beforehand.

If you have any questions, or if you need help finding the right project (either a Bachelor's or Master's project), ask for an appointment with Sietie Zuidema, the Project Coordinator.

### 2.16.2. *Erasmus student exchange programme*

The University has a number of contracts with other European universities under the Erasmus exchange programme for students. The Erasmus programme offers students very attractive opportunities for several months' study at a foreign university, for example, taking a minor abroad. All students are eligible (if they meet their programme's requirements) to apply for an Erasmus grant. The participating universities have contracts with each other regarding tuition fees



For information about the Erasmus programme, please see <http://www.utwente.nl/smg/education/abroad/>. You can obtain more detailed information through contacting the coordinator of Internationalization Ms Inge van Haare ([i.vanhaare@utwente.nl](mailto:i.vanhaare@utwente.nl)). Please also contact your student advisor.

### **2.16.3. University exchange agreements**

Twente University has agreed contracts with a number of universities under the aegis of the European Consortium of Innovative Universities (ECIU) network, of which it is a member, as well as with universities outside of Europe. These agreements make it possible for Twente students to complete part of their diplomas abroad.

The pre-requirements for these exchanges vary from department to department. Students wishing to pursue this option should contact their study adviser or course tutor. For further information, please contact Ms Inge van ([i.vanhaare@utwente.nl](mailto:i.vanhaare@utwente.nl)).

## **2.17. Electives**

In addition to the Minor as a compulsory choice, it is possible to enrol in optional courses. It is always possible to choose additional courses that are outside the set curriculum. Students can choose freely from what the SMG Faculty, the UT or another institute for scientific education has to offer.

For an overview of the faculty's educational programmes we would like to refer you to the Osiris course catalogue.

## **2.18. Evaluation and quality assurance**

The SMG Faculty pays close attention to the quality of its education. A good underlying communication and relationship between teaching staff and students is required to offer quality education. In general, students are happy about the quality of the faculty's education, yet at the same time, they can also be critical about certain aspects. The educational programmes give plenty of room for feedback and efforts are made to guarantee the quality of education is at the highest standard. As a student, it is essential to share your opinion on your educational experience. You can do this in several different ways.

### **2.18.1. Education Quality Committee**

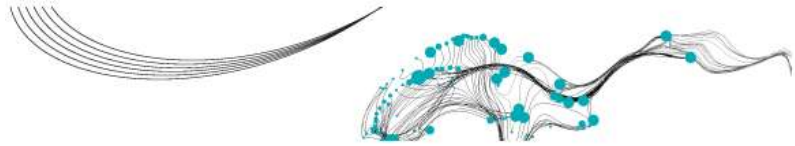
The students in the Educational Quality Committee (OKC) take part to maintain quality educational programmes by conducting subject-related evaluations and holding evaluation talks.

#### *2.18.1.1. Subject evaluations*

On completion of a subject, you can give your opinion on it by means of an anonymous questionnaire. The tutor will take the results of the survey into account when planning the next cycle of this particular subject. Semester evaluations at the educational level are held twice a year, whereby possible improvements are considered and examined at the curriculum level.

#### *2.18.1.2. Periodical evaluations*

The quality of the educational programmes is also being worked on behind the scenes. At the close of each academic semester, the departments within the School of Management and Governance hold meetings to evaluate and make improvements to the educational programmes for the next year. On a yearly basis, the functioning and quality levels of university lecturers and teaching staff are evaluated. The opinion of graduates, who are working in the labour market, is also taken into consideration in the process of making final assessments and improvements. In the Netherlands, educational programmes also need to be accredited every six years by an external accreditation board of examiners. Some of these activities will involve students, perhaps to conduct the relevant surveys. In any event, students are always represented on the programme committees and the School Council.



### **2.18.2. Programme Committee**

Every educational programme has a programme committee (OLC) that serves to advise the programme director and the dean. The OLC has as many students as it has staff members/employees. The committee evaluates regulations concerning examinations and the implementation of educational programmes. It is legally authorised to advise the programme director and supply the requested evaluation information. The programme director is not allowed to ignore the advice of the committee and must offer a valid reason in the case he/she denies the recommendations of the committee. If you have any comments or suggestions, feel free to talk directly with OLC members. Students have a right and can directly influence the quality of their education. If you have any comments or suggestions you would like to discuss with a member of the OLC, the contact details are to be found in the 'Education' section of the School's website (or that of the relevant department).

### **2.18.3. Education Committees of Student Associations**

The student associations: Stress, Sirius, Inter-Actief and InBITween (the portal associations of Stress and Inter-Actief) each have their own education committees. These committees critically appraise the education system and act as intermediaries between students and the School and its staff. In doing so, they hope to enhance the quality of the education provided, and to ensure that the School is aware of students' views and concerns. The organisers invite the educational director or the education coordinator for a meeting every six weeks. Direct contact is established early on between the students and their educational programmes, whereby large and small problems are reviewed, discussed and mutually assessed.

#### **2.18.3.1. Complaints Registration System**

The study associations also have an automated 'complaints registration system'. Complaints and comments are submitted to an online discussion board, whereupon other students can add their comments. The study associations discuss any complaints received during the regular meetings with department representatives, and the parties try to find a solution.

## **2.19. Involvement**

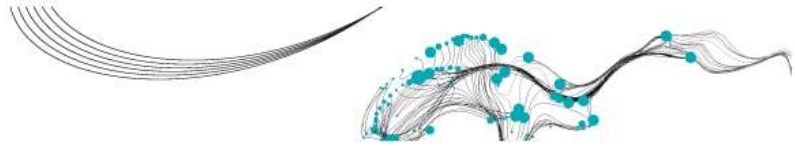
There are various ways in which students can become more involved in the School. Students are regularly asked to take part in the School Council, programme committees or educational quality committees. You can also help to conduct the various surveys, or assist in the department's information activities.

The School often requires students to undertake part-time duties in education and/or research. This may involve one day (or half-day) a week for one or more months. You will, of course, be paid for your time and effort. If you are interested in becoming an assistant in a student organisation, you may contact the department or a member of the teaching staff. These vacancies are advertised via the university newspaper, UT-Nieuws, and/or by education announcements.

## **2.20. Health and Safety**

The Netherlands has a stringent Occupational Health and Safety law known as the *Arbowet*, or specifically, the Health and Safety at Work Act (*arbeidsomstandighedenwet*) which also applies to university students. All students are entitled by federal regulations to a healthy and safe learning environment while studying at the University of Twente.

The University and the School of Management and Governance try to ensure all buildings and facilities are safe. Our primary goal is to provide information on health and safety topics to increase student awareness. However students themselves are also responsible for their own personal health and safety. Although there are no apparent risks to your health and safety while studying at the School of Management and Governance, it is worthwhile to review the following general health and safety information.



### **2.20.1. Health**

The most significant health risk while studying at the University is the excessive amount of time and working position of students behind a computer screen. In recent years, students have started to use laptops more than stationary desktop computers.

Since the academic year 2009-2010, the Faculty of Management and Governance has started to develop and introduce guidelines on Information and Communications Technology (ICT) usage to provide step-by-step, instructional content. We aim to increase the quality and efficiency of education and better prepare students for working in the labour market.

The study guide content offers many ways to study and discover in good health a range of interesting opportunities. Students should be aware of the potential health risks related to working behind stationary desktop computers and when using a laptop.

In both cases, injuries involve repetitive movements when in a stationary, sitting position which can sometimes lead to incurring a Repetitive Strain Injury (RSI) which is also known as Complaints of Arms, Neck and/or Shoulders (CANS). RSI is the general term used for mobility problems and pain in the fingers, hands, wrists, arms, neck, and/or shoulders. These complaints are on the increase and are becoming commonly found in students who sit in a poor ergonomic position while using laptop or desktop computers. Avoiding injury does not mean to avoid using a desktop or laptop computer altogether, but it is useful to become aware of RSI and take preventative steps to avoid injuries.

Further information is available on the [Health and Safety](#) page of the School of Management and Governance website. You are encouraged to read this site carefully. In particular, pay close attention to the information provided on the proper use of working on a laptop and use this information to your advantage.

The site of the University of Twente's [Directorate Human Resources](#) is a helpful resource to find useful tips, while interesting information on the topic can also be found on the [RSI Association](#) site (click on the "English homepage" icon). To access the RSI telephone helpline, you can dial 0900-7745456 or 0900-RSILIJN.

The health, safety and environment coordinator of the Faculty of Management and Governance can answer questions, and provide general advice and assistance on the subject.

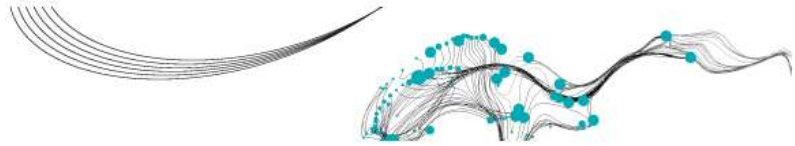
#### **Contact Information**

Monique van Velthoven  
Ravelijn, room RA-3311  
tel. 053 489 3828  
[m.j.vanvelthoven@utwente.nl](mailto:m.j.vanvelthoven@utwente.nl)

If you have specific physical symptoms which may be RSI-related, you can contact the University of Twente Medical Service (tel: 053 489 8000) or your family physician.

For information on ways to extend your study period, postpone examinations or receive support in order to graduate on time due to RSI-related complaints, you can contact the [Student Counselling Services](#) (tel: 053 489 2035).

In the framework of finding effective treatment for RSI, students may also make an appointment with a [Student Psychologist](#) (tel: 053 489 2035), who is not so much involved in treating the physical symptoms but a contact person to address the underlying personal factors which may have played a role in the development of RSI symptoms. The Student Psychologist Services are free of charge and no referral is required.



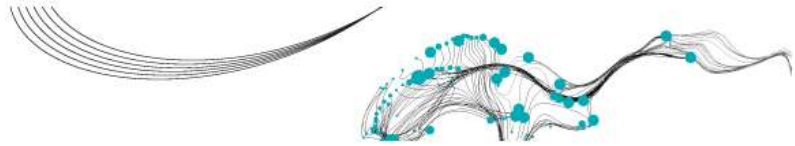
### **2.20.2. Safety**

Accidents can happen every day in the most unexpected places, and the University is no exception. It is important for students to know exactly what to do in case of an emergency. For a full explanation and further information, please see the [Health and Safety](#) page of the School of Management and Governance's website.

Given the importance of the issue and the fact that the website is not totally up-to-date, we reiterate the following important safety points:

- In the event of an emergency, you must immediately call the university central emergency response number (053) 489 **2222**.
- Read on a regular basis the notices posted in buildings on "What to do in case of an emergency". Pay close attention to the assembly point(s) to be used in the event a building needs to be evacuated. Notice signs are posted in the canteen areas inside the Ravelijn and A buildings.
- Familiarise and remember all escape routes and emergency exits located in buildings on campus.

If you have any questions about safety issues, you can always contact Monique van Velthoven, see chapter 2.20.1 to find contact information.



### 3. COMMUNICATION AND INFORMATION

When studying at the University of Twente (UT) you will quickly encounter the multitude of communication methods that the university, the School and your programme use to communicate with you, either directly or indirectly. In fact, it starts from the time of your preliminary registration with the university, at which stage you are given your own e-mail address, user name and password with which you can access the internet via the university, as well as 10 megabytes of disk space on a central network computer on which you can put documents and, if you wish, your own homepage. The internet is by far the most important means of communication used by your programme and the university.

#### **Student's portal**

The Student's Portal contains all important educational announcements and news for students.

**Tip for students:** use the Student's Portal as your personal home page. That way you are always up-to-date with all the most recent educational announcements, events and news. With it, you will have direct access to all the important web applications, such as Blackboard and OSIRIS, to which you can easily add links and gadgets (e.g. Buienradar, OV-information and Hyves). It is the easiest way to maintain oversight of all your necessary information. Just log in with your student number and password. See <http://my.utwente.nl> for more information.

#### 3.1. Student Card

Your University of Twente student card is a valid identity document at the UT and is also proof of your enrolment. After your enrolment procedure has been completed and a photograph of you has been taken (for those who are enrolling at the UT for the first time), you will receive your student card by post. You must produce the card when using university services and facilities, such as when attending lectures, sitting examinations, visiting the libraries, etc. The card will only be issued when your enrolment forms have been processed, payment of your tuition fees has been confirmed, and a digital passport photograph has been received – for which you must go to the Student Service to have it taken.

##### 3.1.1. Student card uses

The student card is proof of your enrolment for one year. As it has a barcode, it also functions as a membership card for the university library, which with you can borrow items.

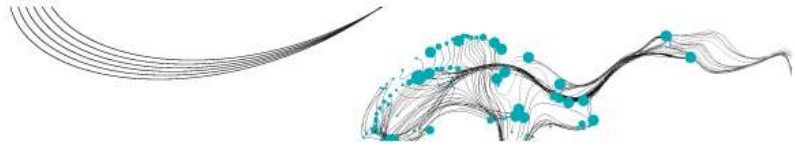
If at the time of your enrolment you stated that you would like to use the sport and cultural amenities in Enschede, then the card will also serve as an Xtra-card. See [http://www.xtra-card.nl/\\_en](http://www.xtra-card.nl/_en)

##### 3.1.2. Loss or theft

If your card is lost or stolen, you can apply for a new one. A five-euro administration fee will be charged. Contact Student Services.

##### 3.1.3. Still not received a student card?

If your enrolment procedure has not yet been completed, no student card will be issued. As soon as it is complete, your card will be posted to you, together with a statement of enrolment. You should submit a digital photograph with your application for enrolment – you can have the photograph taken every day between 09.00 and 17.00 at the at the Student Services counter (opposite the university library).



### 3.2. E-mail

Whenever a programme or individual member of the teaching staff wishes to communicate quickly with an individual student or small group of students, this is done by e-mail. The Educational Affairs Office also communicates by e-mail with large groups of students, for example when a lecture is unexpectedly cancelled or if an exam has to be held in a different location. In such circumstances, the Educational Affairs Office would not be able to contact the students in time if it used the usual means of communication, namely the *Onderwijsmededeling* (teaching notices). The Educational Affairs Office also gives notice, for example, of information meetings on student related matters by e-mail. You should always read any e-mail message from the Office straight away.

Generally speaking, students at the UT have an e-mail address as follows: <student's name>@student.utwente.nl. For <student's name> you enter the initials of your forenames and your surname; for example h.j.pieters@student.utwente.nl. There are some exceptions, in particular where the same initials and surname are shared by more than one person. You can also use your student number in your e-mail address: S<student number>@student.utwente.nl, for example: S0012345@student.utwente.nl.

You can find the e-mail addresses of UT students and employees in the UT web page. Go to [www.utwente.nl](http://www.utwente.nl), click on '*Names and addresses of employees and students*'. Then enter the surname of the employee or student in the search field.

### 3.3. Education Notices

All education announcements are published via the Internet on the [student portal](#).

For the most recent and complete overview, visit the student portal. The same applies for announcements on dates of defence ceremonies and presentations of Bachelor and Master's assignments.

The education announcement is the most important means of communication for all students enrolled in educational programmes. For any changes in course timetables, it is important to visit the student portal every day to be made aware of any changes in scheduling or the location of your course. Students can stay up-to-date and do not run the risk of being in the wrong lecture hall at the wrong time.

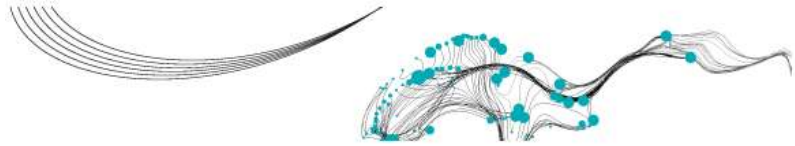
### 3.4. Blackboard

Starting from the 2009-2010 academic year, the UT digital learning environment will be called Blackboard. The information in Blackboard is organized by module. You can find the information you need on these Blackboard websites to be able to study for these modules, such as the timetables, the course content and additional details about the course material and the examinations or assignments. You can also use Blackboard sites for communicating with fellow students and teaching staff or for working jointly on assignments. Blackboard is the most important means by which teaching staff communicate with their students about modules. Moreover, the sites may include important module-related notices and messages.

You have to enrol via [Blackboard](#) for every module you take. In order to gain access to the modules, you require an account. After enrolling at the CSA you will receive a letter, generally within ten working days, with your username and password – this is the so-called ICT account.

If you have not received an ICT account, or if you have forgotten your password, you should inform the ICTS helpdesk at Horstring W122 ( [icts.servicedesk@utwente.nl](mailto:icts.servicedesk@utwente.nl) ), telephone 053 489 5577 ). Have your student card ready at hand.

If you have any questions about Blackboard, then you can contact the SMG *Bureau Teleleren*, via [Teleleren@mb.utwente.nl](mailto:Teleleren@mb.utwente.nl), telephone 053 489 1159 or go to the [website](#).



### **3.5. Requesting course information**

OSIRIS is the name of the web application that the UT uses to publish all information relevant to students and educational programmes. You can locate course information such as content, instructor(s), required textbooks, etc. See the Student's Portal for more information and fuller explanation of the system. Please note: OSIRIS's term for 'subjects' is 'courses'.

### **3.6. OSIRIS Self Service for Students**

You must register via OSIRIS Self Service for Students for opportunities to take examinations or term tests. Use the Education Catalogue to locate the course code. Use the course code in OSIRIS to access all the relevant information about examinations, such as times and locations. Be sure that you look at the right block!

Registering for exams via OSIRIS is compulsory and is a separate process to that of enrolling for modules. A separate registration is required for each exam, and can be done up to eight days before the first Monday of the examination period – registrations after this date cannot be accepted. Having registered, you are entitled to sit the exam in question. Arrangements are then made to ensure that there are enough places in the room where the exam is to be held, and that there are sufficient numbers of the actual paper on hand as well.

If having registered for an exam you decide you do not want to take it, you should de-register via OSIRIS. This is because the School is charged a fee for every student who registers for an exam.

#### *Useful information*

Every module for which an examination has to be taken is entered into OSIRIS well in advance, allowing you plenty of time to register. Do not wait until the very last moment before registering. If anything does go wrong, you should always notify the Educational Affairs Office as soon as possible by e-mail or telephone. Once the deadline for registrations has passed, the Office will no longer be able to help you. It sometimes happens that changes are made to the exam schedule after you have registered (a change of location, for example), so before the exam check again for any teaching notices, on Blackboard or the exam schedule in OSIRIS to see if this is the case.

### **3.7. Examination procedures**

#### **3.7.1. Registration**

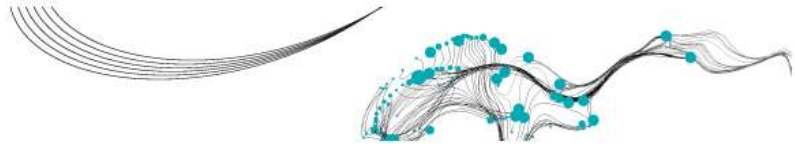
You can download course schedules from the Student's Portal at the beginning of the academic year. The Faculty also places course schedules on the website. Changes, for example to examination dates, are published via the Blackboard sites of the affected courses and on the 'Course Announcements' page at the Student's Portal. Check these sites regularly for updates and amendments.

The form that an examination will take is published in the Course Programme. Each course's examiner is responsible for publishing the course requirements via Blackboard.

Practical work can be completed at least once per year. The regulations regarding practical work are communicated via Blackboard at the beginning of the course.

If you have failed a course exam after two attempts and have not earned a passing grade (6 score or higher) then you must submit an application to the Examination Board to retake your exam. The consequence of this rule, which was introduced in the academic year 2010-2011, is also effective in 2011-2012. The Examination Board website explains the specific MB Faculty procedure in the case you need to retake an exam for the third time. There is also a form that you can download and fill out.

As stated in the previous paragraph, students must register via OSIRIS in order to take tests and examinations.



As far as possible, arrangements can be made for students with a physical or sensory handicap to sit their exams in a location that has been adapted to their individual needs. For example, the Examination Board may decide on such a course of action after taking receipt of a doctor's certificate from a student.

Students with dyslexia may report to the Educational Affairs Office, but within the prevailing registration period. Upon submission of a medical dyslexia certificate, they will be allowed extra time in exams, which they will be able to take in a separate room from other students.

### **3.7.2. During an examination**

Written examinations always begin on time and have a maximum duration of 3.5 hours. Exams for courses given by other faculties may vary in duration. Students arriving late to an examination may be denied the right to take the exam by either an examiner or a monitor.

Only items that are absolutely necessary for doing the exam are allowed on the desks. You will have to prove your identity by means of your student card: lay it down on the desk so that it can clearly be seen. If you are enrolled on two programmes, state on the exam slip the name of the programme that is responsible for the administrative processes in relation to the exam result.

One or more monitors are present at an examination and there is always at least one instructor from the course present. Monitors are assigned by the examiner. You may ask the invigilator for information if anything is not clear about the exam questions. The invigilators may check to see whether students have actually registered to sit the exam.

Your initials, surname and student number must be clearly written on every sheet of paper that you hand in.

You may only go to the toilet after receiving permission from the invigilator to do so. In principle, such permission will only be granted to one person at a time. Direct and indirect contact with other persons both in and outside the exam room is forbidden during the time that the examination is underway.

### **3.7.3. After the examination**

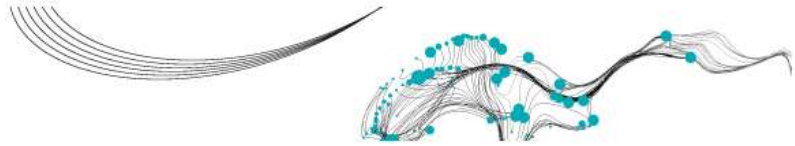
The results of the exam, barring force majeure, are announced via OSIRIS within 20 working days after taking the exam (15 working days for teachers and five working days for registration of the final grades at the S & O Department).

In the case that you are graded for a test more than one time, the highest grade will be applied to your final results. For a period of two years, beginning on the day after your results are announced, you can request to review your graded exam. During this period, the examiner will ensure that your graded exam is located at the appropriate chair or administration department.

You also have a right to discuss your graded exam with your examiner within a maximum period of five weeks after the announcement of your exam results. At your request, you can meet with the examiner who assessed your exam to discuss the results. The location and time of the discussion is arranged by the examiner. Sometimes there will be a collective evaluation where more parties are present. A request to evaluate your exam will only be honoured when you are present during the collective evaluation and you explain your request and motivation to the teacher.

In the case of students who cannot participate in an exam due to mandatory prerequisites, or in the case they did not receive formal permission to retake the exam (third or subsequent attempts to retake the exam), then the exam will not be graded.

If you feel you have been improperly or unreasonably treated by a decision made by an examiner, you have the right to write a formal appeal to the Central Desk of Disputes and Complaints at the Student Service Center located in the Vrijhof building within six weeks after the decision has been announced.



### **3.7.4. Oral examinations**

Oral examinations are arranged, to the extent that it is possible, at a mutually convenient time for you and the examiner. An oral test has a maximum duration of 1.5 hours; when taken in a group the duration is four hours. The precise duration of a specific exam is published via Blackboard by the examiner.

Oral examinations are public. If you have an objection, you can submit your request to the Examination Commission. Oral examinations taken in a group are not public (for more information see the Examination Commission's Rule and Regulations in the Student's Statute).

### **3.7.5. Period of validity**

The term of validity for an examination result is 6 years for components of the Bachelor's exam and 4 years for parts of the Master's examination. The student may submit a request for an extension to the Examination Board. The Examination Board must have a valid reason to reject your request. When a test is comprised of different elements, for example term tests or bonus projects, then all parts must be completed with a passing grade within one academic year.

For some Pre-masters programmes there is a special rule, which states that the results of the programme's component parts lapse if the student fails to complete the pre-master course (with a passing grade) within one year.

NB: the period of validity of exams taken in undivided degree programmes is unlimited.

## **3.8. Examination results**

The results of written examinations are published via OSIRIS within 20 workdays. In principle, examiners of oral exams may release the official grade for work that he/she has personally assessed, within one workday.

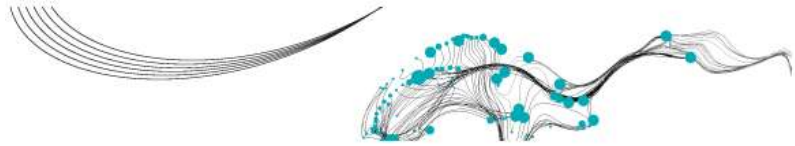
### **3.8.1. Overview of exam results (OSIRIS)**

You can view the most up to date information regarding your exam results on OSIRIS at any time. You can also request an overview of your study progress at the Student Service desk located in the Vrijhof building.

## **3.9. Academic misconduct**

The definition of cheating includes copying from notes or prohibited electronic devices, forgery by manipulating research data for example, plagiarism, and not putting any effort into group assignments while still gaining from the work undertaken by the others. In the event of cheating or suspected cheating, the examiner or invigilator will inform the student in question that his/her conduct will be reported to the Examination Board and that the Board will determine the course of action to be taken. The student in question will not receive a mark for the exam. The Examination Board will hear the student's case and decide what measures are to be taken – the student will be informed of the measures in writing. They may exclude the student from taking the same exam again for a maximum of one year. In cases of premeditated cheating, the Board can exclude students from all exams for a period of up to one year.

More details about the regulations covering cheating can be found in the rules and guidelines of the Examination Board in the SMG students' charter. Go to [http://www.utwente.nl/mb/gemenebest/OER\\_bachelor.pdf](http://www.utwente.nl/mb/gemenebest/OER_bachelor.pdf)



## 4. UNIVERSITY FACILITIES

### 4.1. Student & Education Centre

There are a variety of service organizations at UT level, the most important of which are listed below. You can find more information at <http://www.utwente.nl/so/en/>

#### 4.1.1. Student Services Counter (Blue desk)

The Student Services Counter can help you with all kinds of matters: from getting your digital photograph for your student card to enrolling, from registering to terminating your enrolment. The Counter is in Vrijhof, on the first floor (opposite the university library). See <http://www.utwente.nl/so/studentservices/en/>.

#### 4.1.2. Student Counselling (Red Desk)

Student Counselling (red counter in the Bastille) has the task of providing individual and collective support for UT students at university level, in parallel to the support offered by the faculties for their 'own' students. This kind of support could range from applications for graduation support to a talk with a student psychologist or student counsellor and various courses (e.g. self-management, graduating). Student Counselling is on the first floor of the Bastille, and can be reached by telephone on 053 489 2035.

### 4.2. Union Shop

The Union Shop is located on the ground floor of the Bastille building. The Union Shop sells lecture notes, readers and syllabus. Students can also find a selection of university clothing and gifts for sale. The Union Shop is also a dry cleaner drop-off point and has a Xerox photocopying service. In the Xerox section, not only copies can be made, but reports can be bound, flyers can be cut to size, etc.

### 4.3. Notebook Service Centre

When studying at the University of Twente, it can be very handy to use a notebook. The UT ICTS Notebook Service Centre can help you choose the right notebook. You can be sure that it selects only notebooks that meet all the requirements of your programme, with the added advantages for you of having a high-quality product that is competitively priced, and excellent service (*you receive a replacement within an hour of reporting any problems*). The ICTS Notebook Service Centre can also provide you with information about interest-free loans from the UT with which you can buy your notebook. The ICTS Notebook Service Centre is housed in the De Horst building, in room Horstring W-130. More information can be found at [www.utwente.nl/icts/nsc](http://www.utwente.nl/icts/nsc).

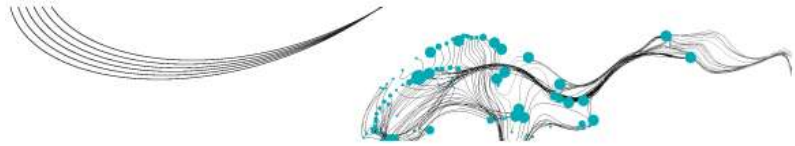
### 4.4. Library

The University library (UB) can help you search for and find the latest scientific information in your academic discipline. The starting point for finding information is always the [library website](#).

The library has a fast search engine, FindUT, which searches all sources and guarantees to provide a wide selection of literature.

Students will also find information about studying in the library on the student site and further information on how to write an academic or thesis paper.

Students can study in peace and quiet in the library. There are individual study areas, study rooms for one or two people, and you can collect the key to use one of the project rooms at the main desk (minimal three students per room). The University library is located in the Vrijhof building on campus,



tel. 053 489 2777. The library's opening hours on week days are from 8:30am to 10pm, and on Saturday and Sunday from 9am to 4:30pm. For opening hours on public holidays, check the website.

#### **4.4.1. SMG information specialist**

The information specialist administers the library collections and gives lessons in information skills. He can also provide assistance to employees and students who are looking for academic information.

Peter Hommes  
[p.m.hommel@utwente.nl](mailto:p.m.hommel@utwente.nl)  
Tel: 053 489 4474  
Gebouw de Vrijhof  
Kamer 353

#### **4.5. Canteens**

There are a number of canteens located in buildings on the University campus, where you can purchase coffee, tea, soup, rolls, warm snacks and similar food items. The canteen, for example, in the Spiegel building is open on week days from 9:20am to 3:45pm. Please Note: Different opening hours apply during holidays. There are also vending machines with sweets, drinks and lunch items located near to the canteen. You can pay at the cash register or at a food automat with your Chipknip card, which you can top up with credit at various places around the UT.

The UT's student restaurant is located in the Waaier building. The restaurant is based on a so-called free-flow-system, consisting of various distribution islands with a varied food assortment. There is a choice between the daily menu (a warm meal) and the luxurious menu. There is also a large selection of rolls, spreads, snacks, desserts, cold and warm drinks.

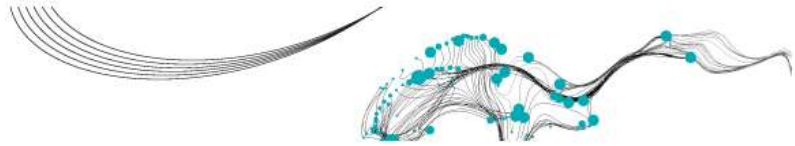
#### **4.6. Chipknip**

The 'Chipknip', or 'smart card chip', can be used to make payments at all UT locations; this includes all catering locations, drink and snack machines, as well as photocopier machines. A number of campus buildings have Chipknip reloading machines to facilitate replenishing the balance on your ATM smart card chip.

#### **4.7. Studium Generale**

Studium Generale is a place where UT students and employees who are curious to learn can get ideas and inspiration. Among the wide range of subjects covered are psychology, philosophy, history of art, or even astrology or evolutionary biology. As well as lectures, the Studium Generale organizes debates on the social, political and ethical issues of the day. The idea is to give participants a broader vision of the world and to cultivate their critical abilities. Courses, some of a practical nature, are also organized, and specially for students there are courses that can help you better manage or cope with conflicts in an organization.

Interested? See the booklets to read the full programme which are published two times a month, in September and January. You can also visit the [website](#). Most of the courses are free and are open to anyone who is interested!



## 5. UT SCHEMES

The UT has a number of special schemes for students who wish to change programme, top-level sportsmen and women, and provisions for dealing with students who fall behind in their studies for all kinds of reasons.

The schemes are briefly outlined below. For more detailed information, please consult the following UT website: <http://www.utwente.nl/so/studentenbegeleiding/en/regulations/charter/>. This is the UT Students' Charter and it contains a great deal of information about the various rights and obligations of students, as well as other general information.

### 5.1. Student Grants

The rules covering entitlement to student grants ('*studiefinanciering*') are very complicated, and change almost every year. In principle, you are entitled to a student grant from the time that you start your programme. The composition of the grant is laid down by the government and consists of a performance grant, a public transport travel card, and a loan. The performance grant itself consists of a basic grant and possibly a supplementary grant. For most programmes you can get a performance grant for four or five years, after which you may take out a loan for a maximum of three years. You can also apply for a loan for paying your tuition fees – known as tuition fee credit.

For questions about student grants, please contact one of the UT student counsellors, telephone 053 489 2035. For more information please see the website: <http://www.utwente.nl/so/studentenbegeleiding/en/>

### 5.2. Transitional arrangements

If a module is drastically altered or indeed cancelled altogether, you will be informed in writing at the start of the academic year of the consequences that this entails.

### 5.3. Flexible *propedeuse* (first year)

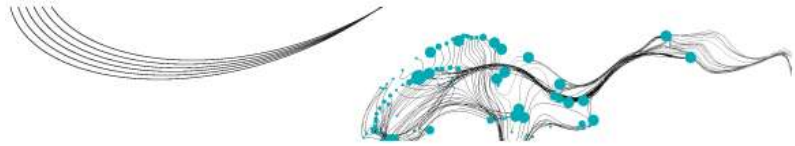
At the end of the first quartile (halfway through the first semester), students are offered the option of switching to a different programme without this seriously affecting their general progress. If for whatever reason you find that you have embarked on the wrong course, then that is no cause for alarm. In some circumstances the study credits that you have acquired in the first quartile can be carried over to your new programme, thus reducing any shortfall in your study progress. This scheme is known as the Flexible *propedeuse*.

If you are at all uncertain regarding the Foundation Year, you can inquire during the students' contact hours at 'the Red Counter'.

### 5.4. Graduation support scheme

Students at the University of Twente (UT) who find themselves in exceptional circumstances may use the graduation support scheme. They are entitled to benefit from the scheme if, during the period that they have received a student grant from the *Informatie Beheer Groep* (IBG) consisting of a basic grant and possibly a supplementary grant, they have fallen behind in their studies as a result of exceptional circumstances such as illness.

If you have fallen behind in your studies or are likely to do so, you are strongly advised to report to the Student Dean in the Bastille (Red Counter), given that the rules on student grants are so strict and confusing. Indeed, in certain situations you are obliged to report to the student counsellors, so bear this in mind.



Graduation support is a financial payment made by UT to students who have fallen behind in their studies as a result of certain recognized circumstances. For more information on the scheme, go to the [support website](#).

### **5.5. Top-level sports and top-level culture**

Studying at university while performing in sport or cultural events at a high level is something of a problem for the students in question. In practice, it is impossible to defer either activity: studying and performing sport/culture demand short-term results from their participants, who are generally aged between 18 and 25, and the UT is keenly aware of this. For more information about this scheme, go to [support website](#).

### **5.6. Student activism scheme**

A special scheme has been set up in order to encourage students to participate in activities during their time at the university. It is designed to allow a one-off adjustment to the educational obligations of active students so that they can study more flexibly and not fall behind in their studies too much as a result of their other activities. If you would like to know whether or not you are eligible for this scheme, or if you would like more information, go to the education section of the students' charter, which can be seen on the [School's website](#). The scheme itself can be found in the UT Students' Charter. Financial support can be obtained for students who serve in recognised functions. A list of recognised board member functions can be found in [http://www.utwente.nl/so/studentenbegeleiding/regelingen/studentenstatuut/studentenstatuut/bijlage\\_5\\_1b\\_forfaitaire\\_termijn.html](http://www.utwente.nl/so/studentenbegeleiding/regelingen/studentenstatuut/studentenstatuut/bijlage_5_1b_forfaitaire_termijn.html)

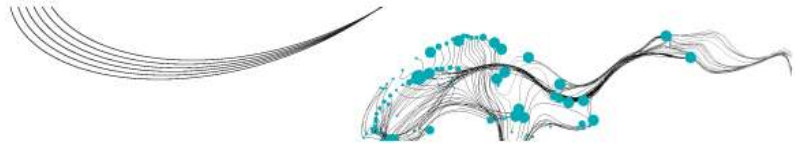
### **5.7. Studying with a functional disability**

When you become a student you are confronted with a lot of new experiences and opportunities. For students with a disability or a (chronic) illness, this can sometimes lead to a lot of uncertainty. How will you get maximum benefit from your studies and from university life? At Twente University, we want to help you eliminate as many obstacles as possible, at the programme-level, but also on a wider university level.

The Student Guidance Service's 'student deans' as well as the Diversity Coordinator will gladly assist you in assessing potential problems and help think about appropriate solutions. A number of amenities are also organised centrally, such as financial support for students whose studies are extended due to medical circumstances. Registered students can also make use of "Kurzweil", the text-to-speech programme. More information is available at <http://www.utwente.nl/so/studentenbegeleiding/studievertraging/handicap/>. On this page, you will also find a form which you can use to inform the Dean of your situation, and to indicate whether or not you would like to arrange a meeting.

Within your programme of study, your student adviser is your contact person for issues regarding your study planning, progress as well as the achievement of any necessary adjustments to either. The Faculty has a regulation for students with dyslexia that allows extra time to complete examinations. Of course, for students with other disabilities or (chronic) illnesses other adjustments are available, which is why it is always wise to report to your student adviser in good time. Then you can access the widest array of solutions that are appropriate to your needs and which work best within your programme of study.

Whether you make yourself known to Student Guidance Services, or more formally to the Faculty, your information is kept strictly confidential. In some cases it is useful for others to be aware of your situation, so that you can be referred. As an example, to make use of extra time allowance for examinations, you must first speak with your student adviser, and afterwards you must also report to the Office of Educational Affairs. Information is only forwarded to third parties, for example your instructor(s), in consultation with you, and only with your express permission.



## 6. STUDENT CHARTER

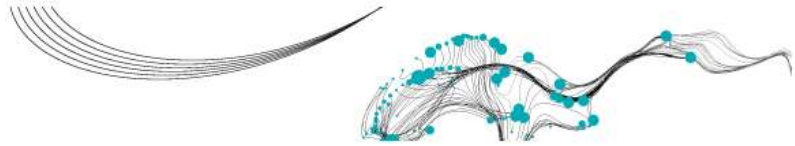
Like all other institutions of higher education, the University of Twente also has a Student Charter. The Charter has its legal basis in article 7.59 of the Law on Higher Education and Scientific Research (WHW). The document is constitutional law, which means that in case of problems or conflicts you can refer to the contents of the Student Charter. The Student Charter contains information specifically addressing the educational programmes and the institution.

The specific institution part of the charter is available on the Internet:  
<http://www.utwente.nl/so/studentenbegeleiding/regelingen/studentenstatuut/>

The SMG Faculty bundles the specific educational programmes' section into two documents, one for the Master students and another for Bachelor students. The Education and Examination Regulations, better known as "CER", forms a core part of these documents and is divided into a general part (stating the applicable rules for all Bachelor or Master's educational programmes) and a number of other educational-specific sections (stating the curriculum, course-specific rules and information). The SMG Faculty's Student Charter contains all the rules and regulations of the Examination Board with the exception of the OER.

The current education and examination regulations apply to students who are starting their studies in September 2011. For students, who are already enrolled in an educational programme at the University of Twente, the same rules and regulations apply with the exception of educational provisions pertaining to their specific study programme.

The SMG Faculty's Student Charter, including the OER and the Examination Board Rules and Regulations documents, you can find on the page "Onderwijs" on the SMG Faculty's website, under the heading "General Education". You can also find the most up-to-date information on the charter at BOZ.



## 7. BUSINESS ADMINISTRATION

The School of Management and Governance offers the Master of Science programme in 'Business Administration' (BA), which is given entirely in English. This programme has six specializations: Innovation & Entrepreneurship, International Management, Service Management, Human Resources Management, Financial Management and Information Management.

### 7.1. Profile of the Master of Science in Business Administration

Every company has to deal with complex business problems. These could be related to its short-term or long-term strategy, the implementation of a sound business model, human resources policies, improvements to its level of service provision or the execution of sustainable innovations or changes. The Master's programme in Business Administration (MSc BA) teaches students how to use scientific methods and insights to contribute to finding solutions that allow organizations to function more effectively.

Graduates possess specialized knowledge that enables them to independently analyse problems that occur in the management and administration of organizations and to design solutions in various public and private sectors. Whether working individually or as a group, they can push through developments in a wide scale of organizations and institutions.

Business Administration deals with the following fields:

- Innovation & Entrepreneurship (INN&ENT)
- International Management (INT)
- Service Management (SM)
- Human Resource Management (HRM)
- Financial Management (FM)
- Information Management (INF)

#### 7.1.1. MSc BA Master's specializations

Below is a brief description of each of the specializations.

##### *Innovation & Entrepreneurship*

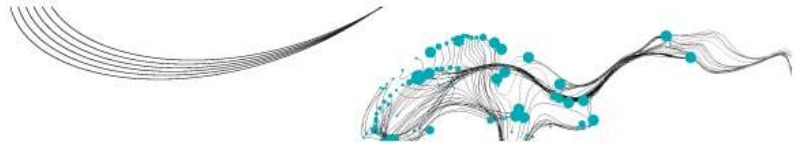
In order to be able to compete, businesses and organizations must constantly renew themselves. This is not just a question of creating innovative products, but also production and design processes or even organizations, or parts of organizations. New businesses and entrepreneurship have traditionally been of great importance to the Dutch economy. This specialization also focuses heavily on the processes and environmental factors that enable modern entrepreneurs to create, develop and make a success of market opportunities. Graduates study, among other things, the design, introduction and execution of innovations of this kind.

##### *International Management*

The International Management specialization is intended for students of business administration who are interested in processes of globalization (such as the transfer of production to emerging markets like China), and all that that entails. This specialization will help you become familiar with the international work environment.

##### *Service Management*

The nature of the service provision process is different to that of the production process. In addition, service organizations face more and more demands with regard to their levels of performance. In this specialization you will learn what these developments entail for the nature, dynamics and management of these organizations.



### *Human Resource Management*

Almost every decision that is taken in businesses and organizations has consequences for their employees. The challenge for every HR manager is to keep staff as motivated, involved and productive as possible in spite of all the changes that are taking place.

### *Financial Management*

Every organization is faced with financial issues – not just what the annual accounts look like or should look like, but also how investments are to be financed, or how financial performances are assessed. After completing this specialization in the Master's programme you will know exactly how to deal with these kinds of issues.

### *Information Management*

This specialization is aimed at showing how an organization can develop and exchange information, and also at the influence of Information and Communication Technology (ICT) in organizations as far as change and innovation are concerned. Knowledge is power and innovation often needs ICT in order to flourish.

## **7.2. Admission to the Master of Science in Business Administration**

Once you have obtained your Bachelor's degree in Business Administration you can proceed directly to the Master of Science in Business Administration, the procedure for which is as follows:

- You report to the school Educational Affairs Office (S&O) shortly before you are due to gain your Bachelor's degree;
- On the '*Aanmelding bachelorcolloquium*' (Bachelor colloquium application) form you state which Master's programme you would like to take. S&O will then pass this on to the Central Student Administration (CSA). When your Bachelor's graduation date is confirmed you will be registered automatically for the Master's programme.

Section 2.12 of this prospectus describes the steps you should take when continuing from the Bachelor's programme in BA to another UT Master's programme.

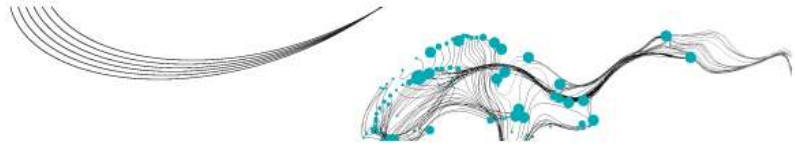
Business Administration Bachelor's students who have not yet gained their degree may start MSc BA subjects provided they have completed 170 EC from the Bachelor's phase. However, you may not start your master class or your Master's thesis. It should also be noted that specific advance knowledge requirements apply for certain subjects.

### **7.2.1. February admissions to Master of Science in Business Administration**

In the 2011-2012 academic year there will be six specializations, which will also start in February 2012. They will begin in the second semester and continue through to the 2012-2013 academic year. For the curriculum and admission criteria, check paragraph 7.9 in this document or check the website.

## **7.3. Graduating from the Master of Science in Business Administration**

The conclusion of the MSc BA programme takes the form of an individual graduation assignment (worth 25 EC). This assignment, the Master's thesis, should preferably have a direct and practical relationship with the specific area of study. In addition, the assignment should contain sufficient evaluative and reflective elements, founded in a theoretical and scientific framework supported by thoroughly researched literature sources. The results of the assignment should be expressed in a Master's thesis which you will present to your supervisors in a colloquium. After you have completed



the MSc in Business Administration programme you will be awarded your degree and you will be entitled to the title 'Master of Science'.

Before starting on the Master's thesis, you should have obtained at least 20 EC from the MSc BA programme. Information about graduating from the Master's phase in the Management and Governance Master's project syllabus can be found at [www.smg.utwente.nl](http://www.smg.utwente.nl). For more information see the Blackboard site. Please also contact the coordinator of your specialization.

#### **7.4. BA Contact Persons**

##### *Director of educational programmes*

Dr M.R. Kabir is the director of Business Administration educational programmes. He has ultimate responsibility for the organization of the programmes, the educational content, the development of new subjects, quality assurance, external contacts and similar matters. He is supported in his function by the staff of the Educational Support Office (BOO).

E-mail: [r.kabir@utwente.nl](mailto:r.kabir@utwente.nl)

Telephone: 053 489 5477

Room: Langezijds A 117

##### *Co-ordinator education*

The Business Administration co-ordinator education is Cynthia Souren. Her task is providing policy support to the director of educational programmes and is responsible for the organizational and procedural coordination and cohesiveness of the actual content of the teaching of Business Administration. If you have any complaints about the programme or about particular subjects, or if you feel you have not been treated fairly, you can contact her.

E-mail: [c.p.l.souren@utwente.nl](mailto:c.p.l.souren@utwente.nl)

Telephone: 053 489 3483/3200

Room: Ravelijn 2351

##### *Student Services Staff*

The Student Services staff are responsible for providing students with information on registration, termination of registration, tuition fees, registration statements, etc. In addition, Student Services undertakes a number of BOZ tasks, including printouts of grade lists, Bachelor's request submissions, Master's certificates, public transport reimbursement forms or forms to deregistration for exams. The Student Service Centre is open from Monday to Friday, from 9am to 5pm, located in room 239b in the Vrijhof building. In addition to these services, staff members available by telephone to answer any questions on week days from 9am to 5pm. Telephone: 053 489 2124.

For more information, please visit <http://www.utwente.nl/so/studentervices/en/>

##### *The Office of Educational Affairs (BOZ)*

BA Contact person: Wendy Stockentree

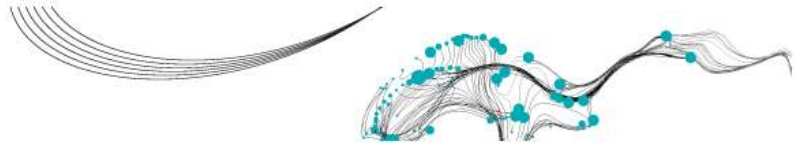
E-mail: [j.f.stockentree@utwente.nl](mailto:j.f.stockentree@utwente.nl)

Telephone: 053 489 4596

Room: Ravelijn 2313

#### **7.5. BA Programme Committee**

The BA Programme Committee deals with all matters that are directly related to the structure and quality of the teaching. For example, they discuss the evaluations of the various subjects and where necessary advise that certain subjects be changed. The Programme Committee may also make recommendations – whether solicited or not – to the programme management and the dean regarding all educational matters. The Programme Committee consists of at least one student and one member of the teaching staff from the Master's programme, and two students and two members of the teaching staff from the Bachelor's programme. The members are appointed by the dean.



The current members of the Programme Committee can be found at [www.utwente.nl/mb/onderwijs/bachelor/bk](http://www.utwente.nl/mb/onderwijs/bachelor/bk). (Dutch website).

## 7.6. Stress Students Association

Stress is the name of the Industrial Engineering and Management Science, Business Administration and Business Information Technology association. Stress organizes various activities that serve to support and expand the scope of students' studies. Examples include parties or other social events, courses, excursions and lectures. All the activities are organized by approximately 100 active members.

Membership costs €8.50 and for those who are already members of any other student association, €4.25. As a member you are entitled to attend or take part in the activities and you can also order your books through Stress. You can get more information by visiting the Stress room, 1336 in the Ravelijn building. Alternatively, you can send an e-mail, go to the website, or phone.

E-mail: [info@stress.utwente.nl](mailto:info@stress.utwente.nl)  
 Website: [www.stress.utwente.nl](http://www.stress.utwente.nl)  
 Telephone: 053 489 3527

## 7.7. BeKader Alumni Association

BeKader is an association for the UT's Technical Business Administration and Business Administration Programme graduates. The association's objective is to stimulate a mutual bond between graduates to facilitate the exchange of knowledge and information, and maintain and strengthen contact between the University and the faculty.

BeKader organises network meetings with specific themes. The alumni association achieves its objectives by organising thematic meetings, workshops, company visits and social events. These meetings take place at various locations throughout The Netherlands, giving everyone the opportunity to attend a meeting in their local vicinity. Members are encouraged to actively contribute and to give direction to the association's activities. All members receive the periodical BKTrends.

Are you interested in our activities or would like to get in touch with another alumnus? You are welcome to attend one of our association meetings! Contact us via:

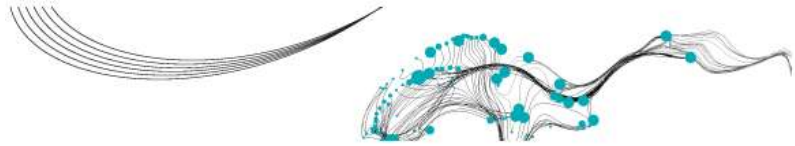
E-mail: [info@bekader.nl](mailto:info@bekader.nl)  
 Website: [www.bekader.nl](http://www.bekader.nl)

## 7.8. Pre-Master BA course overview

The School of Management and Governance offers a pre-Master's programme that helps students transferring from similar courses at institutes of higher education (HBO) or other universities make up any deficiencies they may have. The pre-Master's programmes are not a standard package – they are determined on a case-by-case basis according to the needs of the individual students.

The pre-Master's programme for students with a preliminary HBO Bachelor's is normally worth 30 EC and is given each semester in English. Generally speaking, a considerable proportion (20 EC) of the pre-Master's for HBO graduates will consist of tuition in methods and techniques. This involves four courses, each worth 5 EC (see the table below). It is assumed here that students' mathematical knowledge is that of VWO (pre-university) level.

Course code	Course name	EC	Quartile
194119160	Data Analysis	5	1 and 3
201100098	Introduction to Research Methodology	5	1 and 3
194119030	Methodology and Research Design	5	2 and 4



194124130	Design Methodology	5	2 and 4
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In many cases the remaining 10 EC will consist of tuition that is specific to the programme. These are two modules, each with a study load of 5 EC. The subjects are allocated by the admissions committee of the MSc BA programme.

Course code	Course name	EC	Quartile
201000157	Organisational Theory and Design	5	1 and 3
194108120	Strategic Marketing and Business Research	5	2 and 4

The pre-Master's programme for university graduates depends on the candidate's previous education.

*Please Note:*

Pre-Master educational programmes must be completed within 12 months after commencement. Each student is given two chances to pass the exams for each academic subject. If you have not completed the Pre-Master after 12 months, you may not register for the Master BA educational programme. If this is the case, but you are able to prove due to unusual circumstances you could not complete the programme, you can then submit a request to the examination committee for an exemption. Any unusual circumstances that may affect the progress of your course of study must be reported immediately to your student advisor.

### 7.9. Master's of Science in Business Administration

Twente University's Master's of Science in Business Administration (BA) at the School of Management and Governance is a one-year programme with six different specializations: INN&ENT, INT, SM, HRM, FM and INF. All students take four modules with a total value of 20 EC. In addition, each specialization consists of a number of specialisation-specific modules as well as a graduation assignment (40 EC). This section contains an overview of the options for the different specialisations, in detail.

For all specialisations the MSc Business Administration programme will start in September (2011) and February (2012).

#### **MS in Business Administration per track**

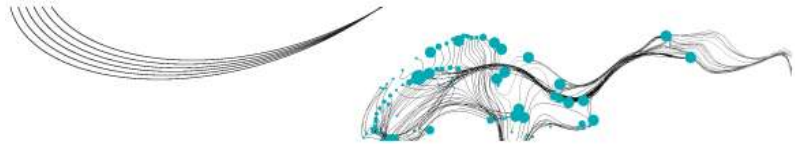
##### ***Academic programme 2011-2012***

Effective starting in the 2010/2011 academic year, the Master of Science in Business Administration programme offers two types of flexible options:

1. If necessary, four generic courses offer a flexible scheduling option which allows you to spread your courses over the entire academic year.
2. Track-specific, flexible options allow you to further differentiate or specialize within your track.

Ad 1. The first type of flexible option offers the following possibilities:

Course Name and Code	Flexible Option	Remarks
Accounting, Finance and Management (193160010)	taught Q1 and Q3	
HRM and Organisational Development Q1 (194120100)	Leadership, Organisational Change and Consultancy Q4 (194105050)	And vice versa
Organization Technology and Innovation Management Q2 (201000088)	Management and Organisation 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	And vice versa



	(201100055)	
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Ad 2. During every academic quartile, track courses are scheduled for each academic track. The standard academic programme is to follow four generic courses (see above) in addition to two track courses. Under certain circumstances, a third, more track-specific course is allowed to be followed with permission. Below you can find the conditions listed per academic track and per semester.

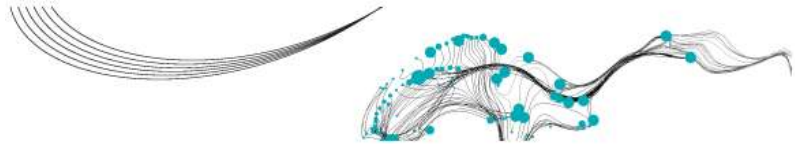
### **Study Programme for Innovation & Entrepreneurship Track**

#### ***Innovation & Entrepreneurship track, starting September '11***

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

#### ***Innovation & Entrepreneurship track, starting February '12***

Quar-tile	Code	Standard Programme	Flexible Options (track specific)	Prior knowledge
3	191810840	Management and Organization of Technological Innovation	-	
3 (& 1)	193160010	Accounting, Finance and Management	-	
3	194111500 <i>Track course</i>	Innovation & Technology Dynamics	-	
4	201100055	Marketing of Product Innovation and Services	-	
4	194105050	Leadership, Organizational Change and Consultancy	-	
4	201000156 <i>Track course</i>	International Entrepreneurship	-	
1	194120120	Master Class Innovation & Entrepreneurship	-	Recommended: 2 track courses + 20 EC



1&2	194100040	Master thesis Business Administration	-	Obligatory prior knowledge: 20 EC
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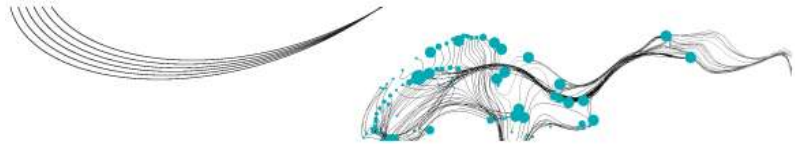
Other combinations of Innovation and Entrepreneurship (INN&ENT) track courses are allowed and possible. Ambitious students are encouraged to follow extra track courses (note: explicit agreement and permission from the track coordinator is required).

For students following the INN&ENT academic track, a short cut is possible to earn a double diploma with the Technical University of Berlin, Germany. See the [Double degree master](#) page of the School of Management and Governance's website.

Note: Students who are following a five or six year graduate programme in Innovation and Entrepreneurship with Twente Graduate School are required to follow four specific courses, and we prefer students to enrol in the double diploma programme in cooperation with TU Berlin.

For more information, see the TGS website ([www.utwente.nl/tgs](http://www.utwente.nl/tgs)) and contact Professor Petra C. de Weerd Nederhof about the possibility to explore this opportunity.

When choosing a flexible course option, please consult student advisor [Charlotte Röring](#). Please also inform your own track coordinator when you choose to follow this track ([p.c.deweerd@utwente.nl](mailto:p.c.deweerd@utwente.nl) (INN) or [a.j.groen@utwente.nl](mailto:a.j.groen@utwente.nl) (ENT)).



## Study programme for International Management track

### ***International Management track, starting September '11***

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

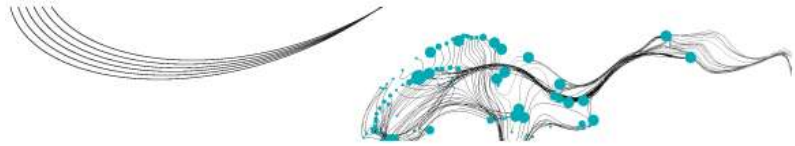
### ***International Management track, starting February '12***

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

Please note students on this track are required to follow the International Management course. The track course Management in Emerging Economies (191880720, Q2) can be substituted for the track course International Entrepreneurship (201000156, Q4).

Students who are studying in the INT track are allowed to enter in the double-diploma programme with TU Berlin under special conditions. See the [Double degree master](#) page of the School of Management and Governance's website.

When choosing a flexible option, please consult the student advisor [Charlotte Röring](#). Please let your track coordinator know when you choose to follow this track ([s.j.deboer@utwente.nl](mailto:s.j.deboer@utwente.nl))



## Study programme for Financial Management track

### **Financial Management track, starting September '11**

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

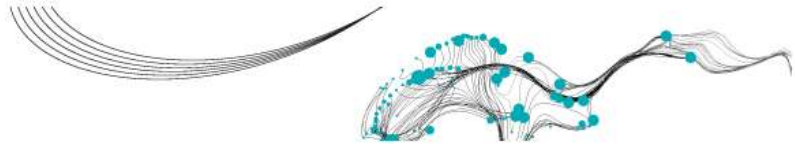
### **Financial Management track, starting February '12**

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

Other combinations of FIN track courses are allowed and possible. Ambitious students are encouraged to follow extra track courses (note: explicit agreement and permission from the track coordinator is required).

Students who are studying in the FIN track are allowed to enter in the double-diploma programme with TU Berlin under special conditions. See the [Double degree master](#) page of the School of Management and Governance's website.

When choosing a flexible option, please consult the student advisor [Charlotte Röring](#). Please let your track coordinator know when you choose to follow this track ([m.r.kabir@utwente.nl](mailto:m.r.kabir@utwente.nl))



## Study programme for Information Management track

### **Information Management track, starting September '11**

Quar- tile	Code	Standard programme	Flexible Options (track specific)	Prior knowledge
1 (& 3)	193160010	Accounting, Finance & Management	-	
1	194120100	HRM & Organizational Development	-	
1	192350200 <i>Track course</i>	E-Strategizing	-	
2	201000088	Organization Technology and Innovation Management	-	
2	201000068	Dynamics of Strategy: organization and environment	-	
2	201100051 <i>Track course</i>	IS Development	-	
3	194105060	Master Class Information Management	-	Recommended: 2 track courses + 20 EC
3&4	194100040	Master thesis Business Administration	-	Obligatory prior knowledge: 20 EC

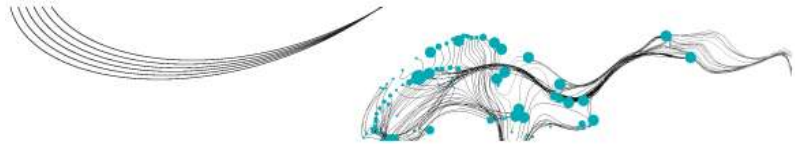
### **Information Management track, starting February '12**

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

Other combinations of INF track courses are allowed and possible. Ambitious students are encouraged to follow extra track courses (note: explicit agreement and permission from the track coordinator is required).

Students who are studying in the INF track are allowed to enter in the double-diploma programme with TU Berlin under special conditions. See the [Double degree master](#) page of the School of Management and Governance's website.

When choosing a flexible option, please consult the student advisor [Charlotte Röring](#). Please let your track coordinator know when you choose to follow this track ([a.a.m.spil@utwente.nl](mailto:a.a.m.spil@utwente.nl))



## Study programme for Human Resource Management track

### *Human Resource Management track, starting September '11*

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

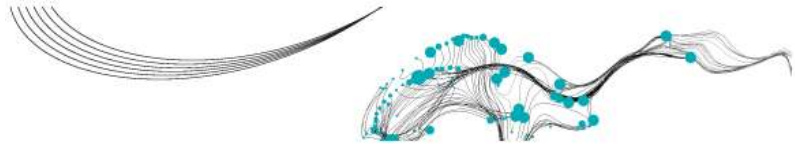
### *Human Resource Management track, starting February '12*

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

Other combinations of HRM track courses are allowed and possible. Ambitious students are encouraged to follow extra track courses (note: explicit agreement and permission from the track coordinator is required).

Students who are studying in the HRM track are allowed to enter in the double-diploma programme with TU Berlin under special conditions. See the [Double degree master](#) page of the School of Management and Governance's website.

When choosing a flexible option, please consult the student advisor [Charlotte Röring](#). Please let your track coordinator know when you choose to follow this track ([j.c.looise@utwente.nl](mailto:j.c.looise@utwente.nl))



## Study programme for Service Management track

### ***Service Management track, starting September '11***

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

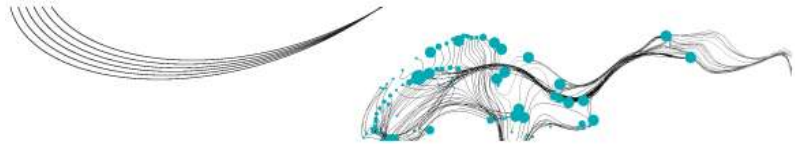
### ***Service Management track, starting February '12***

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

Other combinations of SM track courses are allowed and possible. Ambitious students are encouraged to follow extra track courses (note: explicit agreement and permission from the track coordinator is required).

Students who are studying in the SM track are allowed to enter in the double-diploma programme with TU Berlin under special conditions. See the [Double degree master](#) page of the School of Management and Governance's website.

When choosing a flexible option, please consult the student advisor [Charlotte Röring](#). Please let your track coordinator know when you choose to follow this track ([c.p.m.wilderom@utwente.nl](mailto:c.p.m.wilderom@utwente.nl))



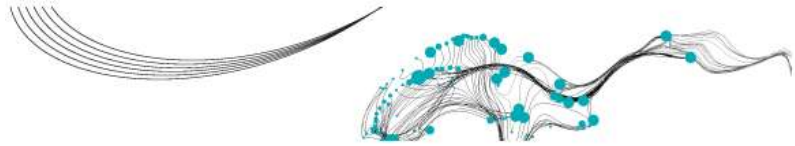
### **Double-degree programmes**

The School of Management and Governance has specific cooperation on the Master's level with TU Berlin (Technische Universität Berlin), Germany. This programme offers the possibility to spend an extra semester abroad or even the opportunity to extend your academic programme to a two-year international double-degree programme 'Innovation Management and Entrepreneurship'. There are also exchange agreements with other universities, for example Aalborg University.

For more information, please contact Professor Petra C. de Weerd-Nederhof, [p.c.deweerd@utwente.nl](mailto:p.c.deweerd@utwente.nl) and visit our [website](#).

#### **7.10 Course information:**

Please Note! For up-to-date information, course descriptions, information about prerequisites and study materials, please see OSIRIS <https://OSIRIS.utwente.nl/student/OnderwijsCatalogus.do>. No rights can be derived from the contents of this Study Guide.



## 8. PUBLIC ADMINISTRATION

### 8.1. Profile of the Master's in Public Administration

The one-year Public Administration Master's programme concentrates on the central themes of administration, policy and management in modern-day public administration. Public administration is the totality of public and private organizations that are involved in providing public services and the formation of public policies. Modern public administration is no longer the exclusive preserve of the state, but instead is carried out interactively between the state, market and society. The focus of the Master's programme is aimed primarily at the question of the structure and processes of decision-making in public administration, as well as at policy and management issues therein.

Given the complexity and areas of uncertainty that are characteristic of modern public administration, people working in this sector face tough requirements. On the basis of their academic skills, graduates will therefore be expected to be able to contribute to the quality of policies and administration. This entails an ability to make critical judgements about existing administrative knowledge, to produce usable new knowledge and, last but not least, to translate this knowledge into sound recommendations and to conceive adequate solutions.

The Master's in Public Administration is tailored entirely to the actual field and indeed, that is the aim of the programme. The specializations are closely monitored by employers and are structured so that they can recognize the specialization profiles. They see career prospects in their organizations for Master's students who have this background.

#### 8.1.1. Master's specializations

There are four specialization options in the Master's in Public Administration. You can start every specialization in any semester, so you can embark on your Master's in either September or February.

##### *Policy and Governance*

Our society has changed considerably in light of internationalisation and citizens have become increasingly independent. Public opinions on the government's role and the personal responsibility of citizens have changed accordingly. The Policy and Governance specialisation teaches students on the topics of policy advisory and the function of executive positions within public administration. This is achieved by focusing on two themes: Designing effective Policy and Governance, whereby students consider legitimacy and feasibility. The other optional subjects provide students with the possibility to specialise in the environment and sustainability topics or in the area of higher education policies.

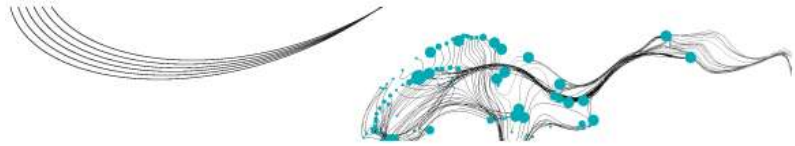
##### *Public Safety*

The Public Safety specialization has three subjects in common with Policy and Governance. In addition to the general knowledge that this helps you acquire, you take three subjects that deal specifically with the context of security policies. The Master thesis will also concentrate on policies relating to public security.

##### *Public management*

This specialization overlaps with Business Administration and Public Administration and Policy. It explains which management instruments from the field of business administration can be applied in public administration, and how. The most important subject is the implementation of public policy. Within this specialisation there are two themes, as follows:

- Concept and Tools (Financial Management, Human Resources Management, Information Management).
- Context and reflection: what distinguishes the public manager?



### *Law and Administration*

By way of exception, this specialization is given mostly in Dutch. It concentrates on issues in the field of administration and law, often in the area of transition between government and the market. Those taking the Law and Administration specialization will be able to occupy advisory and support functions concerning legal aspects of policy and planning. The two themes in this specialization are as follows. Planning: what can and may an administration do within the context of existing regulations and how can regulations be altered? (An example is the outsourcing of care in the home.) Organizing: how can regulations be used to manage administrative processes, for example, the structure of public-private partnerships?

## **8.2. Other Master's options**

After completing your Bachelor's in BSK, you can choose from studying for a Master's degree in Public Administration, or for the complimentary Master's programme VHO Teacher in Social Theory.

### **8.2.1. Teacher of Sociology in upper secondary education Master's programme**

The Master's programme in Social Science Teaching prepares you to teach social studies and civics at the upper secondary educational level. Admission is open to students who have completed (or almost completed) their Public Administration or European Studies Master's programme. Students with a Master's degree in Political Science, Sociology and similar subjects are also eligible. Students with Master's degree in Education, Communication Sciences, Psychology, or similar studies, can be admitted after completing an additional package of studies to meet the subject-knowledge requirements.

The Master's programme can be completed within one year on a full-time basis. It is possible to study part-time in combination with work in the field of education. The Master's programme offers personalized and small-scale teaching, and is based on an interplay between theory and practice. A substantial part of the programme consists of supervised teaching practice at schools in the region.

Descriptions of the modules in the Master's of Social Studies Teaching programme can be found in OSIRIS, or at [master.utwente.nl/lvhom](http://master.utwente.nl/lvhom).

The exact modules to be taken (for a substantial part of the course) depend in some cases on the prior education of the student; programmes are tailored to the individual student's needs, abilities and preferences. For more information, students should contact Dr. G.C. ten Bruggencate, Student Adviser.

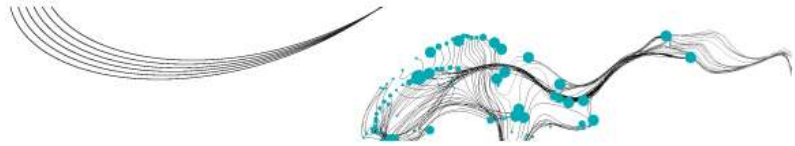
Social Sciences: Dr. G. C. ten Bruggencate  
Student Adviser: E-mail: [g.c.tenBruggencate@gw.utwente.nl](mailto:g.c.tenBruggencate@gw.utwente.nl)  
Tel: 053 489 3276

## **8.3. Admission to the Master's in PA**

All the specializations of the Master's in Public Administration start twice every academic year, so you can begin either on 1 September or on 1 February.

If you have obtained your Bachelor's degree in Public Administration and Policy, you are automatically eligible for the Master's in Public Administration. If you are transferring from elsewhere to this Master's programme, the procedure is as follows:

- You report to the Educational Affairs Office of the School, shortly before you are due to graduate from the Bachelor's programme;
- You state on the '*Aanmelding bachelorcolloquium*' (Bachelor's colloquium application) form which Master's programme you would like to take. The Educational Affairs Office will then pass this on to the Central Student Administration. When your Bachelor's graduation is confirmed you will be registered automatically for the Master's degree programme.



Section 2.12 of this prospectus describes the steps you should take when continuing from the Bachelor's in Public Administration and Policy to another UT Master's programme.

If you are currently studying for your Bachelor's in Business Administration, Health Sciences, Psychology, Educational Science and Technology, or Applied Communication Science, you can become eligible for the Master's in Public Administration by including the Public Administration and Policy minor in your curriculum. It is also possible to continue to the Public Safety specialization from the above programmes by taking the minor in Social Safety.

Bachelor's students who have not yet obtained their degree may start the Master's if they have already completed 170 EC of the Bachelor's phase. You may only embark on Master's modules (although you will still need permission to do so), not the Master's assignment. In addition, some modules have specific requirements relating to prior knowledge. Given that there are two occasions every academic year when it is possible to start the Master's, we advise against doing so until you have completed your Bachelor's assignment.

#### **8.4. Graduating from the Master's in PA**

The conclusion of the Master's programme in PA takes the form of an individual graduation assignment (worth 25 EC). This assignment should preferably have a direct and practical relationship with the specific area of study. In addition, the assignment should contain sufficient evaluative and reflective elements, founded in a theoretical and scientific framework supported by thoroughly researched literature sources. The results of the assignment should be expressed in a Master's thesis which you will present to your supervisors in a colloquium. After you have completed the Public Administration Master's programme you will receive your 'Master of Science' title.

You may start your Master's assignment provided you have no more than two modules (with the exception of the masterclass) still to be completed. For information about graduating in the Master's phase, consult the 'School of Management and Governance Master's assignment' syllabus which can be found at [http://www.utwente.nl/smg/education/education-ma/master\\_assignment](http://www.utwente.nl/smg/education/education-ma/master_assignment)

#### **8.5. PA Contact Persons**

##### *Director of educational programmes*

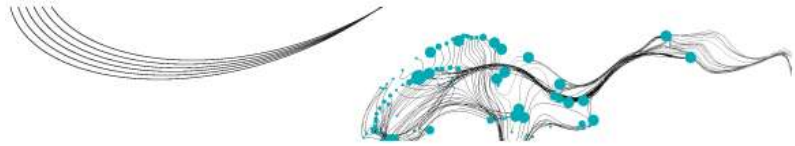
Prof. Dr. Rob Hoppe is the director of educational programmes for Public Administration and Policy. He has ultimate responsibility for the organization of the programme, the educational content, the development of new subjects, quality assurance, external contacts and similar matters. He is supported in his function by the staff of the Educational Support Office (BOO).

E-mail: [r.hoppe@utwente.nl](mailto:r.hoppe@utwente.nl)  
Telephone: 053 489 4684  
Room: Ravelijn 4276

##### *Co-ordinator education*

The Public Administration and Policy co-ordinator education is Martin de Nobel. He has the task of providing policy support to the director of educational programmes and is responsible for the organizational and procedural coordination and cohesiveness of the actual content of the teaching of Public Administration and Policy. If you have any complaints about the programme, particular subjects, or if you have not been treated fairly, you can contact him.

E-mail: [m.j.denobel@utwente.nl](mailto:m.j.denobel@utwente.nl)  
Telephone: 053 489 4016  
Room: Ravelijn 2349



#### *Student Services Staff*

The Student Services staff are responsible for providing students with information on registration, termination of registration, tuition fees, registration statements, etc. In addition, Student Services undertakes a number of BOZ tasks, including printouts of grade lists, Bachelor's request submissions, Master's certificates, public transport reimbursement forms or forms to deregistration for exams. The Student Service Centre is open from Monday to Friday, from 9am to 5pm, located in room 239b in the Vrijhof building. In addition to these services, staff members available by telephone to answer any questions on week days from 9am to 5pm. Telephone: 053 489 2124.

For more information, please visit <http://www.utwente.nl/so/studentservices/>.

#### *The Office of Educational Affairs (BOZ)*

ES contact person: Olga Boers-Ekelmans

E-mail: [o.c.w.boers@utwente.nl](mailto:o.c.w.boers@utwente.nl)

Telephone: 053 489 4123

Room: Ravelijn 2313

### **8.6. PA Programme Committee**

The PA Programme Committee deals with all matters that are directly related to the structure and quality of the teaching. For example, they discuss the evaluations of the various subjects and where necessary advise that certain subjects be changed. The Programme Committee may also make recommendations – whether solicited or not – to the programme management and the dean regarding all educational matters. The Programme Committee consists of at least one student and one member of the teaching staff from the Master's programme, and two students and two members of the teaching staff from the Bachelor's programme. The members are appointed by the dean.

The current members of the PA Programme Committee can be found at

<http://www.utwente.nl/mb/onderwijs/gedeeld/olccie.doc>

### **8.7. Sirius Student Association**

Sirius is an association for students in the Public Administration, European Studies and Health Science educational programmes at the University of Twente. Since 1977, Sirius Study Association has organised many spontaneous and education-related activities. The association organises excursions, educational support activities, congresses, symposiums and faculty introductions. Next to these activities, Sirius publishes a quarterly magazine which is sent to both Sirius members and graduates. Sirius also arranges many social activities for students, such as weekend outings, barbecues and informal social gatherings to have drinks together.

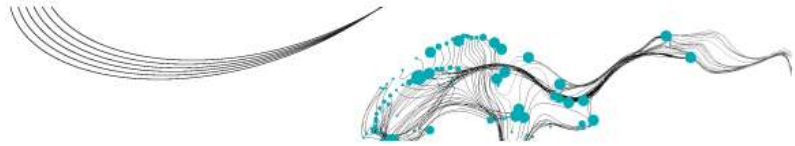
Active members take the time to enthusiastically organise activities for their fellow students. Currently, Sirius has 13 committees, varying from a Drinks Party Committee to a Study Trip Committee. Membership fees are €10.- per year and €5.- for members who also belong to another student association. As a member, you will have access to all organised activities, and you can order books from Sirius at a discount.

For more information you are always welcome in the Sirius room - room 1324 in the Ravelijn. They are open every working day between 10.00 and 16.00. You can also receive information by e-mail, from the website or by phoning.

E-mail: [sirius@mb.utwente.nl](mailto:sirius@mb.utwente.nl)

Website: [www.sirius.utwente.nl](http://www.sirius.utwente.nl)

Telephone: 053 489 3204



## 8.8. VTB Alumni Association

The *Vereniging van Twentse Bestuurskundigen* (VTB) is the association of Public Administration and Policy alumni from the University of Twente. The most important aim of the association is to maintain and strengthen links among graduates and between graduates and the school.

Public Administration and Policy graduates from the UT are entitled to membership of the alumni association. Membership costs €25 per year.

E-mail: [info@vtb.nl](mailto:info@vtb.nl)  
 Website: [www.utwente.nl/vtb](http://www.utwente.nl/vtb)

## 8.9. Pre-Master PA subject overview

The School of Management and Governance offers a pre-Master's programme that enables students from related higher vocational education (HBO) and other university courses to make up any deficiencies they may have. The pre-Master's programme is set on a case-by-case basis for each individual student.

The pre-Master's programme for HBO students is generally worth 30 EC and starts every semester (the largely Dutch version in September, the English version in February). A considerable proportion (20 EC) of the pre-Master's for HBO students consists of education in methods and techniques – four subjects each with a study load of 5 EC (see the table below). VWO (pre-university level) mathematics is needed for this.

Course code	Course	EC	Quartile
194119160	Data analysis	5	1+3
201100060	Introduction to research methodology	5	1+3
194119030	Methodology and research design	5	2+4
194124130	Design Methodology	5	2+4

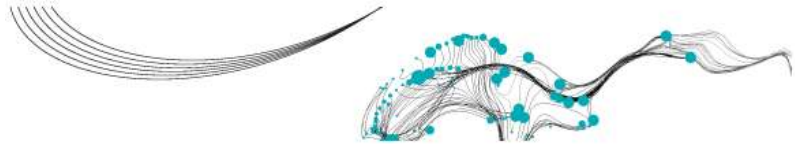
The remaining 10 EC can be earned by taking specific educational programme courses. The courses consist of two subjects with a study load of 5 EC per course. The subjects for individual students depend on their previous educational background. The subjects are allocated by the Admissions Committee. Often students have a choice between following subjects in b2 and b3:

Course code	Course	EC	Quartile
194103030	Public Finances	5	1
201100080	Evaluating Democratic Governance in Europe	5	2
201100053	Management and Organisation of Professional Organisations	5	3
194102010	Institutional Economics	5	4

The pre-Master's programme for university students is generally worth no more than 20 EC and depends on the prior education of the student.

### Note:

Pre-Master's programmes should be completed within twelve months. Students are given two chances for every exam module. Failure to complete the pre-Master's within twelve months will cause all your exam results to be annulled. If it looks as this might happen to you, but you are able to demonstrate that it is due to compelling circumstances, you may submit a request to the Examination Board for the rule to be waived. The student advisor should be notified immediately of any compelling circumstances.



## 8.10. PA Master's specializations course overview

The Public Administration Master's degree programme consists of four different specializations: Policy and Governance (PG), Public Safety (PS), Public Management and Law and Administration. Each specialization is worth 60 EC, of which 25 EC are for the Master's thesis. The subject modules are concentrated in quartiles 1 and 3, while the Master's thesis preparation and completion phases, with extra Research Methods education (5 EC), take place in quartiles 2 and 4. This section contains an overview of the modules in the different specializations. Irrespective of the specialisation, students still need to follow the subject 194119040 Methodology for Public Administration in the second or fourth quartile, depending on your intake semester. The remaining time is set aside for completion of your thesis (25 EC).

### **Policy and Governance (PG)**

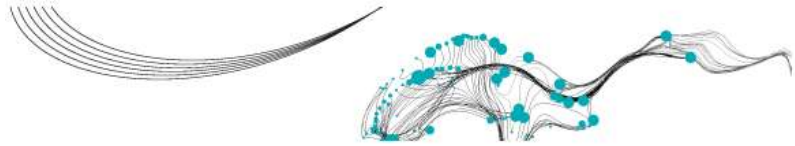
Course code	Course	EC	Quartile
201100077	Policy analysis in Public and Technological domains	5	1
201100073	Economic Methods of Sustainability Assessment	5	1
	<i>Choose between:</i>	5	1
194106090	Social Problems		
194114060	Issues and Approaches in Higher Education Policy		
194106100	Policy Instruments and Evaluation in Environment and Sustainability		
201000089	Public Management Theories and Tools		
194111240	Public Governance and Policy Networks	5	3
194101070	Public Governance and Legitimacy	5	3
201100076	Deliberative Governance of Knowledge & Innovation	5	3

### **Public Safety (PS)**

Course code	Course	EC	Quartile
201100077	Policy analysis in Public and Technological domains	5	1
201100079	Public and private Policing	5	1
201100078	Crime science for Public Safety	5	1
194111240	Public Governance and Policy Networks	5	3
194101070	Public Governance and Legitimacy	5	3
201100081	Public Safety and Public Safety Governance	5	3

### **Public Management (PM)**

Course code	Course	EC	Quartile
201000089	Public Management Theories and Tools	5	1
194107040	Public sector reform	5	1
194120100	HRM and organizational development	5	1
193240100	Implementation of IT in organizations	5	3
201000120	Public agencies and Public-Private partnerships	5	3
	<i>Choose between:</i>	5	3
194101070	Public Governance and Legitimacy		
194111240	Public Governance and Policy Networks		



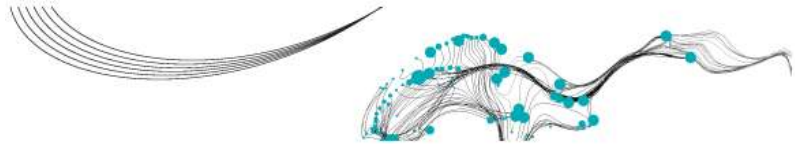
### **Law and Administration (LA)**

<b>Course code</b>	<b>Course</b>	<b>EC</b>	<b>Quartile</b>
194101100	Recht & Regulering	5	1
194101110	Handhaving & Bescherming	5	1
	Keuzevak 1: Sturing	5	1
191763090	Overheid en markt	5	3
194101120	Organisatie & Recht	5	3
	Keuzevak 2: Ordening	5	3

For the Law and Administration elective subjects, see <http://www.utwente.nl/onderwijs/mb>.

### **8.11. Subject descriptions PA**

Please Note! For up-to-date information, course descriptions, information about prerequisites and study materials, please see OSIRIS <https://OSIRIS.utwente.nl/student/OnderwijsCatalogus.do>. No rights can be derived from the contents of this Study Guide.



## 9. BUSINESS INFORMATION TECHNOLOGY

The School of Management and Governance (SMG) offers the Business Information Technology (MBI) Master's programme in association with the School of Electrical Engineering, Mathematics and Computer Science (EWI). The programme is given in English.

### 9.1. What is Business Information Technology?

IT is of great significance in virtually every sector – financial services, hospitals, transport or telecommunications. For businesses it is crucial to be able to deploy new technology successfully. What pricing levels are needed to make sure aircraft are full? How do you develop a highly user-friendly IT system like TomTom? The Business Information Technology programme is a combination of computer science and business administration. Students are trained to be professionals who can bridge the gap between these two fields. The programme makes full use of the wide range of knowledge in the fields of information technology, organization, communication and design methods. The development and implementation of systems in businesses forms the heart of Business Information Technology, with a focus on both technological and human aspects.

The programme contains specific computer science and business administrative modules, but additional integrated modules have been devised that link the fields. These include the Integration project, the business information systems practical session and BIT BV. The content of the modules has been devised for optimum mutual cohesion between each one, and the tuition methods will enable the students to learn the skills that they will require in practice in the future.

#### 9.1.1. Didactic concept

The didactic concept of the BIT and MBI programmes is based on the three features that characterize the University of Twente: Education, Research and Enterprise.

*“For the University of Twente, an excellent student is one who manages to combine intelligence with an entrepreneurial outlook, and who is driven by curiosity.”*

The tuition at the University of Twente is multidisciplinary and through the option of minors offers students the chance to widen their knowledge and to become more internationally oriented. An entrepreneurial approach is encouraged as part of the tuition at the University of Twente, with the emphasis on devising solutions to complex problems.

*Educational principles of the University of Twente*

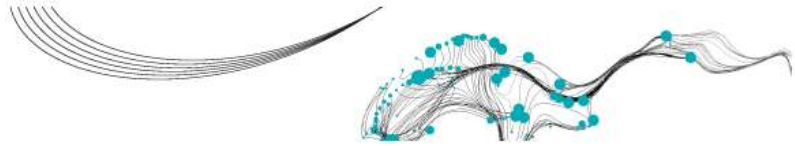


*Omgeving* = environment  
*Onderzoek* = research  
*Onderwijs* = education  
*Ondernemend* = entrepreneurial  
*Nieuwsgierig* = curious

The didactic concept that is used in the BIT programme can be characterized as a mixture of:

- classic development of knowledge
- integration in project modules (separate tuition units)
- educational strands (across the tuition modules).

Given the multidisciplinary character of the BIT programme, a sound basic knowledge of the underlying disciplines,



computer science and business administration, is of great importance. In the first year, students therefore have a relatively high number of theory modules in traditional lectures and tutorials. The integration of the various disciplines takes place in the project modules.

Project assignments and cases, some straight from the field, are used in many modules including the classical theory modules. The aims of this method of working are:

- to become familiar with design-related problems that are relevant to practical situations;
- integration of knowledge that has been acquired in earlier phases of the programme and the application of this knowledge in solving problems by means of a design;
- acquisition and application of social communication skills – the so-called management skills;
- methodically and systematically tackling realistic design problems through consultation and collaboration; and
- concise and competent reports covering problem descriptions, ways of dealing with problems and design, and results.

## 9.2. Profile of the Master's in Business Information Technology (MBI)

There are many benefits to be had for companies through exchanging information and plans, but for this to be possible, IT systems have to be linked and integrated. A great deal of attention is paid in the Master's phase to how information technology and collaboration between companies can be improved. Students examine the process of analysing and designing IT systems. How can they be built to be more flexible, faster and more user-friendly? Students learn this with the help of practical assignments such as the introduction of the smart card for public transport, involving Dutch Railways and every local transport company. In the Master's phase, students play an active part in research projects for the School of Management and Governance and the school of Electrical Engineering, Mathematics and Computer Science (EEMCS).

The research themes of the Master's include:

- Networked Business
- Architecture
- ICT and Innovation

## 9.3. Admission to the Master's in Business Information Technology

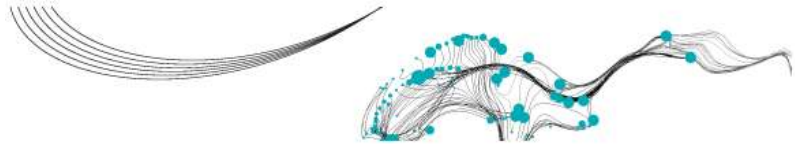
If you have obtained the Business & IT Bachelor's diploma, you are then entitled to direct admission into the Business Information Technology (MBI) Master's Programme. If you are transferring from the BIT Bachelor to the Master BIT educational programme, the procedure is as follows:

- You report to the Educational Affairs Office (S&O) of the school, shortly before you are due to graduate from the Bachelor's programme;
- You state on the '*Aanmelding bachelorcolloquium*' (Bachelor's colloquium application) form which Master's programme you would like to take. S&O will then pass this on to the Central Student Administration (CSA);
- When your Bachelor's graduation date is confirmed you will be registered automatically for the Master.

Section 2.12 of this prospectus describes the steps you should take if you are transferring from the BIT Bachelor's programme to a different UT Master's programme.

## 9.4. Graduating from the Master's in Business Information Technology

The conclusion of the Business Information Technology Master's programme takes the form of an individual graduation assignment (worth 30 EC). This assignment should preferably have a direct and practical relationship with the specific area of study. In addition, the assignment should contain sufficient evaluative and reflective elements, founded in a theoretical and scientific framework



supported by thoroughly researched literature sources. The results of the assignment should be expressed in a Master's thesis which you will present to your supervisors and possibly other guests in a colloquium. After you have completed the Business Information Technology Master's programme you will receive the title 'Master of Science'.

## 9.5. Contact Persons

### *Director of educational programmes*

Prof. Jos van Hilleegersberg is the director of educational programmes for Business Information Technology. He has ultimate responsibility for the organization of the programme, the educational content, the development of new subjects, quality assurance, external contacts and similar matters. He is supported in his function by the staff of the Educational Support Office (BOO).

E-mail: [j.vanhilleegersberg@utwente.nl](mailto:j.vanhilleegersberg@utwente.nl)  
Telephone: 053 489 3513  
Room: Ravelijn 3414

### *Co-ordinator education*

Céline Heijnen, co-ordinator MBI education. The co-ordinator education has the task of providing policy support to the director of educational programmes and is responsible for the organizational and procedural coordination and cohesiveness of the actual content of the teaching of MBI. If you have any complaints about the programme, particular subjects, or if you feel have not been treated fairly, you can contact the co-ordinator education.

E-mail: [c.m.m.heijnen@utwente.nl](mailto:c.m.m.heijnen@utwente.nl)  
Telephone: 053 489 4658  
Room: Ravelijn 2426

### *Student Advisor*

The BIT and MBI student advisor is Cornelis ten Napel. He monitors the progress of your studies. You can also turn to him for questions regarding your studies and to discuss personal matters that may affect your studies.

E-mail: [c.tennapel@utwente.nl](mailto:c.tennapel@utwente.nl)  
Telephone: 053 489 3201  
Room: Ravelijn 2416

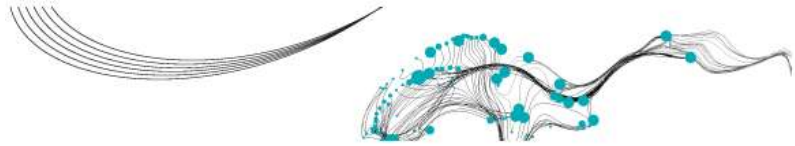
### *Student Services Staff*

The Student Services staff are responsible for providing students with information on registration, termination of registration, tuition fees, registration statements, etc. In addition, Student Services undertakes a number of BOZ tasks, including printouts of grade lists, Bachelor's request submissions, Master's certificates, public transport reimbursement forms or forms to deregistration for exams. The Student Service Centre is open from Monday to Friday, from 9am to 5pm, located in room 239b in the Vrijhof building. In addition to these services, staff members available by telephone to answer any questions on week days from 9am to 5pm. Telephone: 053 489 2124.

For more information, please visit <http://www.utwente.nl/so/studentservices/en/>

### *The Office of Educational Affairs (BOZ)*

MBI Contact person: Nel Beute  
E-mail: [p.k.beute@utwente.nl](mailto:p.k.beute@utwente.nl)  
Telephone: 053 489 5539  
Room: Ravelijn 2313



## 9.6. MBI Programme Committee

The MBI Programme Committee deals with all matters that are directly related to the structure and quality of the teaching. For example, they discuss the evaluations of the various subjects and where necessary advise that certain subjects be changed. The Programme Committee may also make recommendations – whether solicited or not – to the programme management and the dean regarding all educational matters. The Programme Committee consists of at eight members: four teaching staff (two from EEMCS, and two from SMG) and four students. The members are appointed by the dean.

## 9.7. Inbitween Study Association

The study association for BIT students is Inbitween, a collaboration between the Stress and Inter-Actief study Associations. You can contact Inbitween if you have any education-related questions, and members are also kept informed about the activities arranged by Stress and Inter-Actief. The Inbitween BIT of Action committee also organizes a variety of events.

E-mail: [contact@inbitween.utwente.nl](mailto:contact@inbitween.utwente.nl)  
Website: <http://www.stress.utwente.nl/main/inbitween/>

## 9.8. Alumni Network BITlink and Alumni Society ENIAC

BITlink is an informal network of alumni, set up in 2009, from which networking meetings are organized by and for alumni. Meetings will be organized by different people each time. The network consists solely of BIT alumni. After you have graduated you will receive invitations for BITlink meetings from the University of Twente alumni office.

ENIAC (*ENSchedese Informatica Alumni Club* – the Enschede computer science alumni club) is the association of alumni of the UT Business Information Technology, Computer Science and Telematics programmes. The name ENIAC is well known in the computer science world: it is short for 'Electrical Numerical Integrator and Computer'. The main aim of ENIAC is to maintain and enhance the links among graduates and between them and the School.

ENIAC organizes many events, including drinks evenings, lectures, action-packed day trips with cultural and culinary highlights. ENIAC also publishes a journal three to four times a year in which the members can read interesting accounts of research projects and tales from abroad, and of the School and other alumni. The accounts are written by UT employees and alumni.

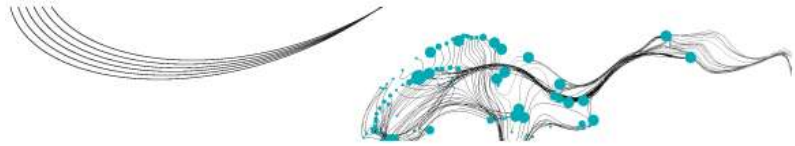
In addition to the journals, ENIAC publishes a yearbook containing up to date information about other members: where they live and work, when they graduated and under which Chair. It also has statistical information about study duration, the distribution of alumni among the Chairs and the 'top 15 employers'.

Furthermore, ENIAC awards an annual thesis prize to the most notable thesis of the previous twelve months.

Graduates in the fields of Business & IT, Information Technology or Telematics can become a member of the Alumni Society ENIAC. Website: <http://eniacalumni.wordpress.com/>

## 9.9. Pre-Master in Business Information Technology course overview

The School of Management and Governance offers a Pre-master programme that assists new students from related HBO or WO programmes by remedying any academic weaknesses they may have. The Pre-master programmes are tailored to each individual's need. For the Master's in Business Information Technology, the Pre-master programme also functions as a tool in the selection process for the Master's programme.



The Pre-master programme for HBO students usually has a weight of 30 EC and is offered in the first semester (starting in September) and second semester (starting in February). Courses included in the Pre-master depend on the student's previous education.

The Pre-master programme for the BIT and IT Administration is made up of the following courses:

#### **Semester 1**

<b>Course code</b>	<b>Course</b>	<b>EC</b>	<b>Quartile</b>
192135002	Programming 1	5	1
191521610	Discrete Mathematics	5	1
192399779	Bachelor paper	10	1+2
192135100	Software Engineering Models	5	2
201100039	Enterprise Systems & Business Intelligence	5	2

#### **Semester 2**

<b>Course code</b>	<b>Course</b>	<b>EC</b>	<b>Quartile</b>
201100049	Business Process Management	5	1
192135201	Formal methods for software engineering	5	1
192399779	Bachelor paper	10	1+2
191521650	Lineaire Algebra	5	2
192135051	Programming 1 or 2	5	2

The pre-Master's programme for the HBO Computer Science and Technical Computer Sciences courses consists of the following courses.

#### **Semester 1**

<b>Course code</b>	<b>Course</b>	<b>EC</b>	<b>Quartile</b>
201000157	Organizational Theory and Design	5	1
191521610	Discrete Wiskunde 1	5	1
192399779	Bachelor paper	10	1+2
192135100	Software Engineering Models	5	2
201100039	Enterprise Systems & Business Intelligence	5	2

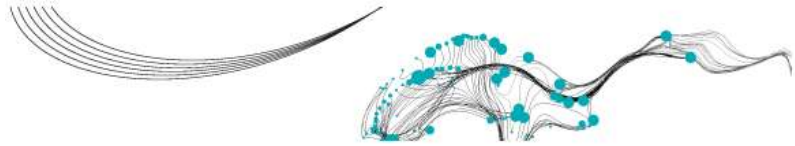
#### **Semester 2**

<b>Course code</b>	<b>Course</b>	<b>EC</b>	<b>Quartile</b>
201100049	Business Process Management	5	1
192135201	Formal Methods for Software Engineering	5	1
192399779	Bachelor paper	10	1+2
191521650	Lineaire Algebra	5	2
194110040	Management accounting & control	5	2

The Pre-Master programme for non-Dutch students consists of the following subjects:

#### **Semester 1**

<b>Course code</b>	<b>Course</b>	<b>EC</b>	<b>Quartile</b>
191880801	International Business	5	1
201000157	Organizational Theory & Design	5	1
201100039	Enterprise Systems & Business Intelligence	5	2
194108120	Strategic Marketing & Business Research	5	2
192399779	Bachelor paper	10	1+2



### Semester 2

Course code	Course name	EC	Quartile
194119160	Data Analysis	5	1
201000157	Organizational Theory & Design	5	1
201000049	Business Process Management	5	2
192320810	Requirements Engineering	5	2
192399779	Bachelor paper	10	1+2

The pre-Master's programme for university students generally has a study load of no more than 20 EC and depends on the level of prior education of the student.

*Please note:*

Pre-Master's programmes should be completed within 12 months of starting. Students may sit exams twice for each subject. If after 12 months you have failed to complete the pre-Master's, all your study results will be cancelled. Should you find yourself in this situation but are able to prove that it was caused by exceptional circumstances, you may submit a request to the Board of Examiners for the rule to be waived. If any such exceptional circumstances occur, this should be reported immediately to the student adviser.

## 9.10. Subject overview for Master's Programme in Business Information Technology

### Intake September

#### Master 1

##### Semester 1

Course code	Course name	EC	Quartile
192111332	Design of Software Architecture	5	1
192350200	E-Strategizing	5	1
194108040	Business Development in Network Perspectives	5	1
192320800	Design Science Methodology	5	2
192330301	Specification of Information Systems	5	2
192340070	Computer Supported Cooperative Work	5	2

##### Semester 2

Course code	Course name	EC	Quartile
192340100	Implementation of IT in Organizations	5	3
192360021	ICT Management	5	3
192320501	E-Commerce	5	3
192320111	Architecture of Information Systems	5	4
192376000	Business Case Development for IT-Projects	5	4
192340041	Software Management	5	4

#### Master 2

##### Semester 1 + 2

Course code	Course name	EC	Quartile
192376500	Business Process Integration Lab	5	1
	1 Research elective	5	1
	4 open electives	20	1+2
192399979	Final project	30	3 + 4



## Intake February

### Master 1

#### **Semester 2**

Course code	Course name	EC	Quartile
192340100	Implementation of IT in Organizations	5	3
192360021	ICT Management	5	3
192320501	E-Commerce	5	3
192320111	Architecture of Information Systems	5	4
192376000	Business Case Development for IT-Projects	5	4
192340041	Software Management	5	4

#### **Semester 1**

Course code	Course name	EC	Quartile
192111332	Design of Software Architecture	5	1
192350200	E-Strategizing	5	1
192376500	Business Process Integration Lab	5	1
192320800	Design Science Methodology	5	2
192330301	Specification of Information Systems	5	2
192340070	Computer Supported Cooperative Work	5	2

### Master 2

#### **Semester 2 + 1**

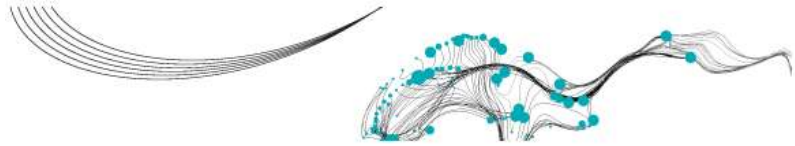
Course code	Course name	EC	Quartile
	4 open electives	20	3 + 4
	1 Research elective	5	3
201100052	Global Project Management	5	4
192399979	Final project	30	1 + 2

The Master's Programme in Business Information Technology is completed by finishing a thesis assignment. In addition to the required curriculum subjects, students can select optional curriculum subjects to complete the total requirements of 120 EC. Students must choose from at least one of the optional subjects out of the overview below.

#### **Research electives – minimum of 1 obligatorily course**

Course code	Course name	EC	Quartile
192399508	Research project	10	Any
192320220	Advanced architecture of Information Systems	10	1+2
192320850	Advanced Requirements Engineering	5	3
193160060	Information & knowledge exchange services	5	3
194105040	Information System Research	5	4
191863960	Foundations of Information Systems	5	1

Besides these elective courses there are some courses we recommend to you. You can find these courses below or find more information on the website <http://www.utwente.nl/smg/education/education-ma/mbi>. It is also possible to choose other courses. In that case you should discuss your choice of courses with the education co-ordinator.

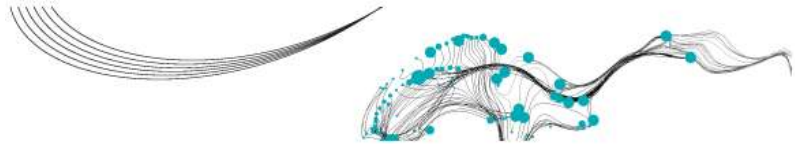


## Electives

Course code	Course name	EC
191511390	Algebra	5
191612510	Introduction to philosophy of technology	5
191810840	Man. & Organization of Technological Innovation	5
191863970	IS Design Methodologies	5
191864610	Organization and Strategy	5
192110280	Advanced programming concepts	10
192110371	Graphics & Virtual Reality	5
192166310	Speech and language processing 1	5
192150100	Introduction to computer security	5
192135400	ADSA: Product Line Engineering	5
192135450	ADSA: Model Driven Engineering	5
192320201	Data warehousing & data mining	5
192320550	XML Technologies	5
192320601	Multi agent systems	5
192360500	E-health Strategies	5
192391500	Self-tuition topics	5
192399968	Traineeship	5
192404600	E-government: communicatie en organisatie	5
192640020	Business process engineering	5
192653000	Management of networked applications	5
193140040	Design of Work Systems & Employment Relations	5
193160010	Accounting, Finance and Management	5
193163010	Information & Knowledge Management	5
193190000	Managing Service Organizations	5
194105050	Leadership, Organizational Change and Consultancy	5
194105070	Inform.Systems for the Financial Services Industry	5
194108030	Principles of Entrepreneurship	5
194120020	Organization Theory and Operations Management	5
194120110	Information Technology and Groupwork	5
194120150	Economics, Technology and Industry in Asia	5
194120160	Governance, culture and society in contemporary Asia	5
192404300	ICT, society and policy	5
192652050	Business integration with web services	5

### 9.11. Subject descriptions MBI

Please Note! For up-to-date information, course descriptions, information about prerequisites and study materials, please see OSIRIS <https://OSIRIS.utwente.nl/student/OnderwijsCatalogus.do>. No rights can be derived from the contents of this Study Guide.



## 10. EUROPEAN STUDIES

### 10.1. What is European Studies?

The concept of 'Europe' cannot be understood purely in terms of law, economy, political science or sociology. Each of these disciplines goes some way towards explaining how Europe works, but they do not provide the full picture. Indeed, the explanations they provide can often contradict each other. The European Studies programme has been designed to bring together the various approaches offered by these disciplines. It integrates them and seeks out their differences in order to provide a more complete understanding of how Europe really works.

Policy and legislation at European level has now become as important, if not more so, than that at national level. One could even go so far to state that European policy and legislation seems set to supersede national arrangements. In any case, policy-makers in various areas of national life must understand exactly how Europe functions if they are to make effective decisions.

### 10.2. The Bachelor of Science in European Studies: profile

European Studies (ES) is a three-year BSc programme offered by the Public Administration department. It is given entirely in English. Students therefore not only learn a lot about Europe, but are able to become fully competent in written and spoken English. If you feel that your command of English is not adequate, the university offers many subjects which will help you surmount 'the language barrier' during your first year. After three years, the majority of students consider English to be their second language. In today's context of globalization, this is a particularly valuable aspect of the programme.

Moreover, a programme offered entirely in English attracts students from all parts of Europe, which helps to reinforce its international character. Students learn about various cultures through interaction with each other. The programme also offers the opportunity to spend a few months studying in another country. We maintain contacts with many European universities at which you can complete one or more of the subject modules.

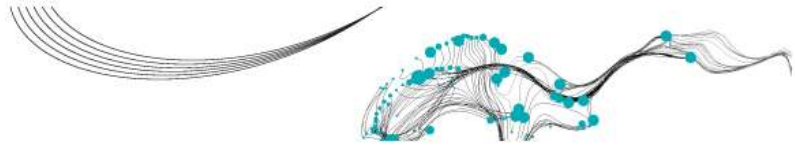
Most subjects look at Europe from a multidisciplinary perspective, i.e. the various disciplines (including law, economics, political science and sociology) are combined in order to arrive at appropriate answers to the research questions. The Twente programme stands out from other European Studies subjects by virtue of this approach.

At the same time, we believe that students can only develop the ability to apply the multidisciplinary approach if they are thoroughly familiar with all the disciplines individually. Several subjects therefore focus on a single discipline. Having completed the entire programme, you will be a European administrator with a thorough grounding in law, economics, political science and sociology.

### 10.3. Admission to the Bachelor's in ES

You are eligible for admission to the European Studies programme if you have a VWO (pre-university) diploma with one of the four following profiles: Nature & Science, Nature & Health, Economics & Society or Culture & Society. For VWO 'old style', you must have studied mathematics A or B.

Those with a related HBO (institute of higher education) *propedeuse* (first-year) diploma are also eligible for admission to the European Studies programme, provided that the mathematics requirement is met. There are also other ways of gaining admission – see section 2.9.



#### **10.4. Graduating as a Bachelor in ES**

The Bachelor's in European Studies is concluded with a Bachelor's thesis (15 EC). There is also a preparatory module worth 5 EC. The Bachelor's thesis can be carried out internally, externally, or abroad. More specific information about the Bachelor's thesis can be found in the English-language 'Bachelor's Thesis Guide', on the website of the Centre of European Studies:

<http://www.utwente.nl/mb/ces/ba-dd/> After completion of the Bachelor's in ES you will be awarded a Bachelor of Science degree in Public Administration, European Studies international specialization.

#### **10.5. The Master of Science in European Studies: profile**

Managing Europe is a complex challenge, which can be largely attributed to the fact that Europe consists of various dimensions that result from a complicated system of local, regional, national, European and international government bodies. National structures are traditionally being replaced on an increasingly frequent basis and work carried out in an open, multi-level structure. The European Studies Master's degree programme focuses on the complex environment in which the various levels of government come together.

The English-language Master's in European Studies is a unique programme. You can choose a one-year programme in Twente and a one-and-a-half year programme offered jointly by the University of Twente and the Westfälische Wilhelms-Universität Münster. The lectures and tutorials are given at the School of Management and Governance (University of Twente) and the Institute for Political Science at the university in Münster. Students who successfully complete the one-and-a-half year programme receive a German and Dutch diploma. During both Master's Programmes, students may follow the "Regulation Module" instead of the general educational programme. This involves three modules from the general programme and three other specialization modules that deal with regulation in Europe.

#### **10.6. Other MSc options**

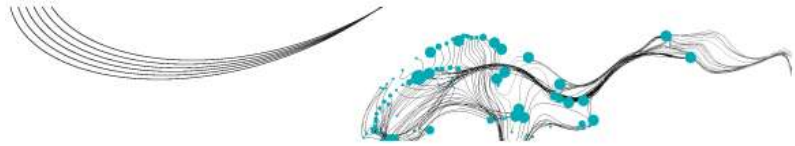
Besides the Master's programme in European Studies itself, a Bachelor graduate in European Studies can proceed directly to the one-year Master's programme in Public Administration or the two year research Master's in Social Systems Evaluation and Survey Research.

##### **10.6.1. Public Administration**

The one-year Master's programme in Public Administration focuses on the key themes of administration and management within today's system of public governance. That system involves all public and private organizations which are involved in providing public services and in formulating public policy. Modern public administration is no longer a 'state monopoly', but involves close interaction between the state, the market and society. The Master of Science in Public Administration is largely concerned with the question of how decision-making is structured and how it proceeds, and with issues of policy and management within the administrative apparatus. Further information about Public Administration is included in Chapter 8.

##### **10.6.2. Teacher of Sociology in upper secondary education Master's programme**

The Master's programme in Social Science Teaching prepares you to teach social studies and civics at the upper secondary educational level. Admission is open to students who have completed (or almost completed) their Public Administration or European Studies Master's programme. Students with a Master's degree in Political Science, Sociology and similar subjects are also eligible. Students with Master's degree in Education, Communication Sciences, Psychology, or similar studies, can be admitted after completing an additional package of studies to meet the subject-knowledge requirements.



The Master's programme can be completed within one year on a full-time basis. It is possible to study part-time in combination with work in the field of education. The Master's programme offers personalized and small-scale teaching, and is based on an interplay between theory and practice. A substantial part of the programme consists of supervised teaching practice at schools in the region.

Descriptions of the modules in the Master's of Social Studies Teaching programme can be found in OSIRIS, or at [master.utwente.nl/lvhom](http://master.utwente.nl/lvhom).

The exact modules to be taken (for a substantial part of the course) depend in some cases on the prior education of the student; programmes are tailored to the individual student's needs, abilities and preferences. For more information, students should contact Dr. G.C. ten Bruggencate, Student Adviser.

Social Sciences: Dr. G. C. ten Bruggencate  
Student Adviser: E-mail: [g.c.tenBruggencate@gw.utwente.nl](mailto:g.c.tenBruggencate@gw.utwente.nl)  
Tel: 053 489 3276

### 10.7. Admission to the Master's programme in European Studies

You are eligible for the Master's in ES if you have completed a European Studies Bachelor's.

Transferring to the Master's programme involves the following procedure:

- you report to the Educational Affairs Office of the School, shortly before you are due to graduate from the Bachelor's programme;
- you state on the '*Aanmelding bachelorcolloquium*' (Bachelor colloquium application) form which Master's programme you would like to register for. The Educational Affairs Office will then pass this on to the Central Student Administration.
- when your Bachelor's graduation has been confirmed you will be registered automatically for the Master's.

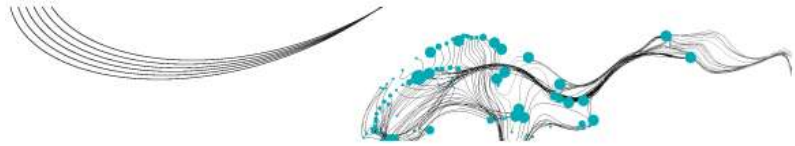
Section 2.12 of this prospectus describes the steps you should take when continuing from the Bachelor's in ES to another UT Master's programme (apart from PA and SSES).

Bachelor's students who have not yet gained their degree may embark on Master's modules if they have completed 170 EC of the Bachelor's phase. However, they may not at that stage start on their Master's assignment. It should also be noted that specific advance knowledge requirements apply for certain modules.

### 10.8. Graduating as a Master in ES

The ES Master's programme is concluded with an individual graduation assignment worth 25 EC. You will also do a preparatory module of 5 EC, a so-called Masterclass. You may complete your graduation either internally (within the university) or externally. There are also opportunities for graduating abroad. After completing the Master's in ES you will receive the 'Master of Science' in European Studies title.

You may start your Master's assignment provided you have no more than two subjects (with the exception of the Masterclass) still to be completed. For information about graduating in the Master's phase, consult the 'School of Management and Governance' syllabus which can be found at <http://www.smg.utwente.nl/education/education-ma/>.



## 10.9. European Studies: contact persons

### *Programme director*

The programme director is dr. Bert de Vrom. He bears overall responsibility for the programme, its content, the development of any new subjects, quality management, external contacts, and so forth. He is assisted in all this by the staff of the Education Support Office (BOO).

E-mail: [b.devroom@utwente.nl](mailto:b.devroom@utwente.nl)  
Telephone: 053 489 3257  
Room: Ravelijn 3260

### *Programme coordinators*

Ms Aleksandra Kovac is one of the two European Studies programme coordinators. She provides policy support to the programme director, and is responsible for the organizational, procedural and practical coordination of the various courses. You should contact her with any complaints about the programme as a whole, individual course components or unfair treatment.

E-mail: [a.kovac@utwente.nl](mailto:a.kovac@utwente.nl)  
Telephone: 053 489 1049  
Room: Ravelijn 2341

The other course coordinator is Dr. Rik Reussing. You should contact him with any questions relating to the content of the programme (e.g. the 'electives' and minors or the Bachelor's thesis). He acts as the 'front office' for all such questions and, if necessary, will refer you to the appropriate person.

E-mail: [g.h.reussing@utwente.nl](mailto:g.h.reussing@utwente.nl)  
Telephone: +31 (0)53 489 4220  
Room: Ravelijn 2208

### *Student Services Staff*

The Student Services staff are responsible for providing students with information on registration, termination of registration, tuition fees, registration statements, etc. In addition, Student Services undertakes a number of BOZ tasks, including printouts of grade lists, Bachelor's request submissions, Master's certificates, public transport reimbursement forms or forms to deregistration for exams. The Student Service Centre is open from Monday to Friday, from 9am to 5pm, located in room 239b in the Vrijhof building. In addition to these services, staff members available by telephone to answer any questions on week days from 9am to 5pm. Telephone: 053 489 2124. For more information, please visit <http://www.utwente.nl/so/studentsservices/>.

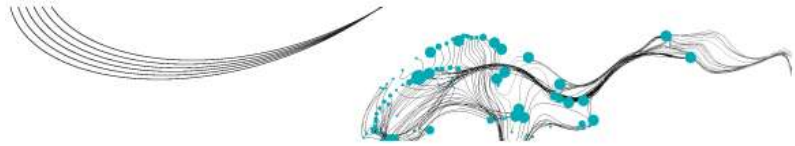
### *The Office of Educational Affairs (BOZ)*

ES contact person: Olga Boers-Ekelmans  
E-mail: [o.c.w.boers-ekelmans@utwente.nl](mailto:o.c.w.boers-ekelmans@utwente.nl)  
Telephone: 053 489 4123  
Room: Ravelijn 2313

## 10.10. European Studies Programme Committee

The European Studies Programme Committee is concerned with all matters which directly affect the form and the quality of both the Bachelor's and Master's programmes. For example, it discusses the evaluations of individual subjects and will advise on any changes required. The committee also advises the Dean and the School's executive board on all education-related matters. The programme committee includes at least one student and one member of staff from the Master's programme, and two students and two members of staff from the Bachelor's programme. All members are appointed by the Dean.

The current members of the programme committee are listed at: <http://www.utwente.nl/mb/onderwijs>.



### 10.11. Sirius Student Association

Sirius is an association for students in the Public Administration, European Studies and Health Science educational programmes at the University of Twente. Since 1977, Sirius Study Association has organised many spontaneous and education-related activities. The association organises excursions, educational support activities, congresses, symposiums and faculty introductions. Next to these activities, Sirius publishes a quarterly magazine which is sent to both Sirius members and graduates. Sirius also arranges many social activities for students, such as weekend outings, barbecues and informal social gatherings to have drinks together.

Active members take the time to enthusiastically organise activities for their fellow students. Currently, Sirius has 13 committees, varying from a Drinks Party Committee to a Study Trip Committee. Membership fees are €10.- per year and €5.- for members who also belong to another student association. As a member, you will have access to all organised activities, and you can order books from Sirius at a discount.

For more information you are always welcome in the Sirius room - room 1324 in the Ravelijn. They are open every working day between 10.00 and 16.00. You can also receive information by e-mail, from the website or by phoning.

E-mail: [sirius@mb.utwente.nl](mailto:sirius@mb.utwente.nl)

Website: [www.sirius.utwente.nl](http://www.sirius.utwente.nl)

Telephone: 053 489 3204

### 10.12. List of subjects of the Bachelor's in ES

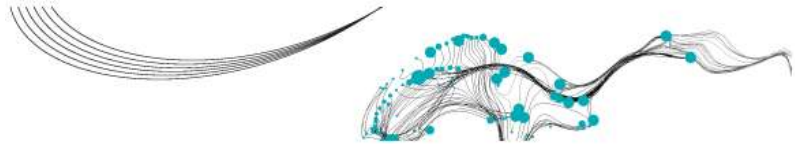
Bachelor 1 (propedeuse, first year)

#### **Semester 1**

Course code	Course	EC	Quartile
194103080	The Institutional Development of the EU	5	1
194102040	Introduction to Economics	5	1
194119120	Introduction to Research Methodology	5	1
194107120	Introduction to Sociology	5	2
194103070	European Economic Integration	5	2
194124110	Introduction to Political Science	5	2

#### **Semester 2**

Course code	Course	EC	Quartile
194101030	Introduction to Law	5	3
194107130	European Social Integration	5	3
194119140	Quantitative Research Skills	5	3
194124140	European Political Integration	5	4
194101050	European Legal Integration	5	4
194104100	Project 1: Introduction to Policy Analysis	5	4



## Bachelor 2 (B2)

### **Semester 1**

Course code	Course	EC	Quartile
194119130	Concept and Observation	5	1
194103020	European Economic Governance	5	1
194125040	European Legal Governance	5	1
194107140	Governance of European Social Policies	5	2
201100080	Evaluating Democratic Governance in Europe	5	2
194101080	Project 2: International Negotiations	5	2

### **Semester 2**

Course code	Course	EC	Quartile
194101060	EU External Legal Relations	5	3
194107150	Global Social Problems	5	3
194111190	A history of Europe: Science and Technology	5	3
194103090	EU External Economic Relations	5	4
194124150	EU External Political Relations	5	4
194104120	Project 3: Policy Design in the EU Context	5	4

## Bachelor 3 (B3)

### **Semester 1**

Course code	Course	EC	Quartile
194101090	Project 4: Regional Innovation in Europe	5	1
-	Minor/ Exchange	20	1+2
194119030	Methodology and Research Design	5	2

### **Semester 2**

Course code	Course	EC	Quartile
-	Optional Course 1	5	3
-	Optional Course 2	5	3
194128080	Research Proposal BA-thesis	5	3
194100080	BA-thesis Research	15	4

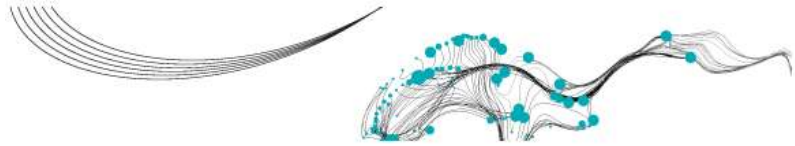
## **10.13. Pre-Masters programme in European Studies**

European Studies offers a pre-Master's programme that helps students transferring from related HBO or university programmes make up any deficiencies they may have in relation to the prior knowledge requirements of the Master's programme. The pre-Master's is tailored to the individual circumstances of each student.

The pre-master's for HBO students is generally worth 30 EC and starts every semester (in September and February). It is given in English. A considerable proportion (15 EC) of the pre-Master's for HBO graduates consists of methods and techniques. This involves four modules each worth 5 EC (see table below), for which mathematics at VWO (pre-university) level is needed. These modules are given in both the first and second semester.

Course code	Course	EC	Quartile
194191120	Introduction to Research Methodology	5	1 or 3
194119030	Methodology and Research Design	5	2 or 4
194124130	Design Methodology	5	2 or 4

The remaining 15 EC consist of programme-specific modules, each worth 5 EC. Which modules students need to take depends on the prior education of the student. The modules are allocated by the



admissions committee. The range of modules that can be chosen in the first and second semester are given in the table below. The modules available in the first semester are:

Course code	Subject	EC	Quartile	
194103020	European Economic Governance	5	1	
194125040	European Legal Governance	5	1	
One of the subjects:	194107140	Governance of European Social Policies	5	2
	201100080	Evaluating Democratic Governance in Europe	5	2

The modules available in the second semester are:

Course code	Subject	EC	Quartile	
410715	Global Social Problems	5	3	
412415	EU External Political Relations	5	3	
One or the subjects:	194103090	EU External Economic Relations	5	4
	194124150	EU External Legal Relations	5	4

The pre-Master's programme for university students is generally worth 20 EC and depends on the prior knowledge of the student.

*Note:*

Pre-Master's programmes should be completed within twelve months. Students are given two chances for every exam module. Failure to complete the pre-Master within twelve months will cause all your exam results to be annulled. If it looks as this might happen to you, but you are able to demonstrate that it is due to compelling circumstances, you may submit a request to the Examination Board for the rule to be waived. The student advisor should be notified immediately of any compelling circumstances.

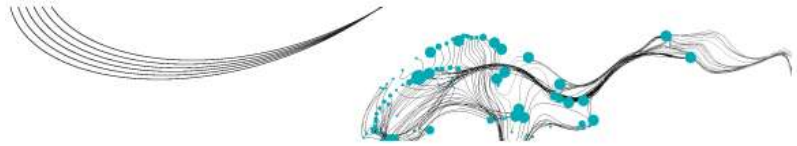
#### 10.14. Overview of ES Master's modules (general programme and regulation module)

##### General programme

Course code	Course	EC	Quartile
191764160	European Union Law	5	1
191764190	European Institutions	5	1
191764110	The Multi-Level Policy Process in the European Union	5	1
191764180	International Relations Theory and EU Foreign Policy	5	2
191763200	European Economic Policies	5	2
191763810	European Social Policies	5	2
194119080	Master class European Studies Methodology	5	3+4
194128051	Master thesis European Studies	25	3+4

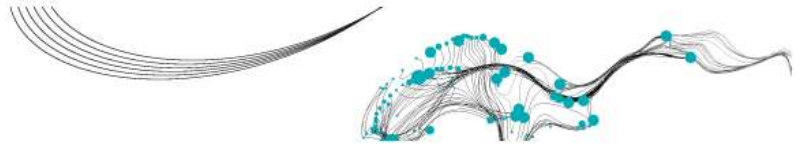
##### Regulation Module

Course code	Course	EC	Quartile
191764160	European Union Law	5	1
191764190	European Institutions	5	1
194101150	Theories of Regulation	5	1
194101160	European Regulatory Governance	5	2
191763200	European Economic Policies	5	2
194101200	Current Topics in Regulation	5	2
194119080	Master class European Studies Methodology	5	3+4
194128051	Master thesis European Studies	25	3+4



### 10.15. ES Subject Descriptions

Please Note! For up-to-date information, course descriptions, information about prerequisites and study materials, please see OSIRIS <https://OSIRIS.utwente.nl/student/OnderwijsCatalogus.do>. No rights can be derived from the contents of this Study Guide.



## 11. INTERNATIONAL BUSINESS ADMINISTRATION

### 11.1. What is International Business Administration?

The Bachelor programme in International Business Administration (IBA) is the English variant of the Dutch Bachelor *Bedrijfskunde*. Although the core curriculum of both academic programmes is identical, the IBA distinguishes itself from *Bedrijfskunde* by giving explicit attention to English-language communication skills, offering the choice of two specialisations in the second year and creating a strong link to modern business practices. The IBA Bachelor is a scientific academic programme which aims to describe and analyse developing and changing business activities of internationally oriented organisations.

International developments have an influence on almost all organizations. Think, for instance, about the expansion of the European Union and the global economic crisis, or China becoming the production facility of the world. When studying International Business Administration, you'll learn to investigate and analyse the impact of these international developments on organizational situations and problems. You will also design improvements and recommend solutions within the changing global international environment.

### 11.2. IBA Bachelor Profile

International Business Administration is a three-year Bachelor degree programme within the Business Management (*Bedrijfskunde*) Master's program. All courses are taught in English. Students gain the opportunity to learn about organisations which operate in an international environment. During the first year, you'll take two mandatory courses in Business English and Communication skills, which will teach you how to behave and cooperate in an international business context.

International Business Administration examines companies and their international environment from a multidisciplinary perspective. Students can combine different business disciplines (Finance, Human Resource Management, Innovation Management, Purchasing, Production Management and Marketing etc.) and discover possible answers to research questions. The IBA gives students a familiarity with different disciplines and teaches students the skills to integrate and know how to conduct research in a business environment, preparing future graduates to investigate and solve multidisciplinary problems.

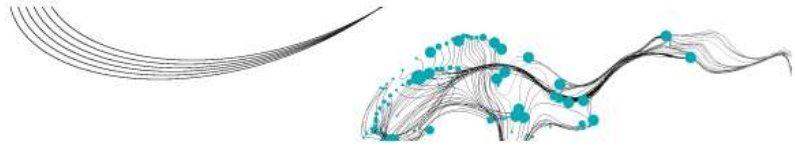
International Business Administration is a certified international programme taught in English. The subject focuses on international topics. Students and teachers have different nationalities and varied cultural backgrounds. You will get the chance to experience first-hand how to work in multicultural and international teams. During your study, you have the opportunity to expand your international experience by writing your thesis on a foreign company or by studying abroad. The University has established many contacts and signed agreements of memorandum with different universities all over the world, allowing for plenty of opportunities to follow part of your programme abroad in another country.

### 11.3. Admission requirements for the IBA Bachelor

If you have a Dutch VWO-diploma with profile '*Economie & Maatschappij*', '*Natuur & Techniek*' or '*Natuur & Gezondheid*', you automatically qualify for enrolment in the programme. If you have the profile '*Cultuur & Maatschappij*', you must have completed Maths A or B, as one of your graduation topics.

If you have a related HBO- preparatory diploma, you can be admitted to the programme. Additional requirements for admission into the programme are English and Math knowledge at VWO-6 level. For more information on the programme requirements, refer to the *colloquium doctum* brochure: <http://www.utwente.nl/admissionoffice/>

If you have a German Abitur diploma, you will be admitted once you have taken English and Mathematics *bis zum Abitur*.



In all other cases, there will be an individual assessment on whether or not you meet the requirements for admittance to our School. The School of Management and Governance will verify if your diploma is comparable to the standards of a Dutch VWO-diploma, and if your English and Mathematics levels are up to the standard entrance requirements.

#### **11.4. Graduation IBA Bachelor**

At the end of the IBA Bachelor programme, you will work on your Bachelor thesis by executing an individual research assignment of 15 EC. Based on a previously approved research plan, you will conduct research within a company or at the University of Twente. You will finish the assignment by writing a thesis and making an oral presentation of your findings.

You can start with the Bachelor thesis only when you have passed all first-year exams of the programme (the so called *Propedeuse*), and when you also have at least 75 additional EC earned during the second and third year. The actual execution of the research can only be started after approval by your supervisor.

You will receive a “Bachelor of Science in Bedrijfskunde, variant of International Business Administration” diploma only after completing the entire programme.

For further information on the Bachelor thesis, please look at the Blackboard site.

#### **11.5. Master of Science in Business Administration Profile**

Everyday companies have to deal with complex organisational problems. This can be a short or long term strategy, the implementation of a company profile, personnel policies, improvement of service or the implementation of sustainable innovations and changes. As a Master of Science Business Administration (MS BA) student, you can use scientific knowledge and methods to solve problems to improve organisations.

MS BA graduates have specialised knowledge to work both independently, as well as in groups, to analyse and solve problems of management and control of organizations, and to design solutions for the private and public sectors.

The Master of Business Administration has the following specialisations:

- Innovation & Entrepreneurship (INN&ENT)
- International Management (INT)
- Service Management (SM)
- Human Resource Management (HRM)
- Financial Management (FM)
- Information Management (INF)

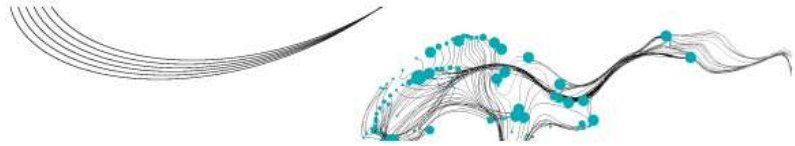
For further information on these specialisations, please see [www.graduate.utwente.nl/ba](http://www.graduate.utwente.nl/ba) and paragraph 7.9

#### **11.6. Admission to the Master of Science in Business Administration**

When you have graduated with an International Business Administration degree then you are eligible to be admitted directly to the Master programme of Business Administration. When you are at the end of your IBA Bachelor programme and want to continue on to the Master of Science or Bachelor programme, the procedure is as follows:

- You must first visit the Student & Onderwijs Service Centrum (S&O) of the Faculty of Management & Governance to indicate you are going to graduate with a Bachelor in IBA.
- Ask for the 'Application Bachelor Colloquium' form and fill out which Master programme you would like to enrol in. The S&O staff will transfer the necessary information to the Central Student Administration (CSA)

If you want to enrol in another Master at the University the UT, visit the Graduate School website. Visit the site [www.graduate.utwente.nl](http://www.graduate.utwente.nl) for further information.



If you have not yet graduated from an IBA programme, you may start taking courses in the Master programme, only when you already have earned 170 EC points in your Bachelor programme. You may not start Master classes or begin with your Master thesis without first earning a Bachelor degree.

### 11.7. IBA contact persons

#### *Programme Director*

Professor M.R. Kabir Rez is the educational director of the Bachelor of Business Administration (*Bedrijfskunde*); Bachelor of International Business Administration and the Master of Business Administration. He is also responsible for the organisation and curriculum of all three academic programmes, development of new courses, quality control and external contacts. Professor Kabir Rez is supported by employees from the Bureau for Educational Support (BOO).

E-mail: r.kabir@utwente.nl  
Telephone: 053-489 5477 (3510)  
Room: Langezijds A 117

#### *Programme Coordinator*

The educational coordinator of the IBA programme is Mrs Corrie Huijs. She supports the educational director on all matters regarding the Bachelor IBA programme and is responsible for the organisational and procedural coordination. When you have a complaint about the programme, questions about a course or any other matter related to the IBA programme, feel free to contact her.

E-mail: c.huijs@utwente.nl  
Telephone: 053 489 2346  
Room: Ravelijn 2426

#### *Student Advisor*

The student advisor of the IBA programme is Mrs Sanne Spuls. She advises students on problems concerning their study programme and study issues in general. It is possible to confidentially discuss with her on matters related to your study experiences, course selection(s), study planning, delay, exam and study regulations, complaints and affairs regarding legal status. The student advisor is in the position to serve as a complaints officer and can offer suggestions on all study matters. If necessary, she can refer you to supporting departments within or outside the university.

During the first year of the Bachelor of Science educational programme, the student advisor will invite all students for an appointment on a regular basis. During this meeting, the student advisor will talk to you about study progress, study choice, thesis advice (*propedeuse*), possible bottlenecks and problems, regulations, and on different ways of studying etc.

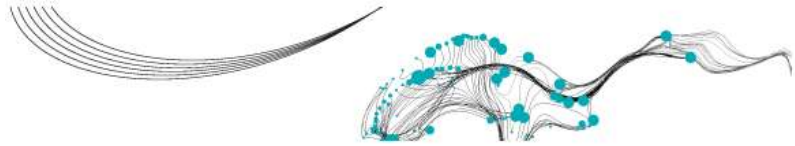
#### Mrs Sanne Spuls

E-mail: s.s.spuls@utwente.nl  
Telephone: 053 489 3250  
Room: Ravelling 2345

#### *Student Services Staff*

The Student Services staff are responsible for providing students with information on registration, termination of registration, tuition fees, registration statements, etc. In addition, Student Services undertakes a number of BOZ tasks, including printouts of grade lists, Bachelor's request submissions, Master's certificates, public transport reimbursement forms or forms to deregistration for exams. The Student Service Centre is open from Monday to Friday, from 9am to 5pm, located in room 239b in the Vrijhof building. In addition to these services, staff members available by telephone to answer any questions on week days from 9am to 5pm. Telephone: 053 489 2124.

For more information, please visit <http://www.utwente.nl/so/studentservices/en/>



The Office of Educational Affairs (BOZ)  
 IBA Contact Person: Wendy Stockentree  
 E-mail: [j.f.stockentree@utwente.nl](mailto:j.f.stockentree@utwente.nl)  
 Telephone: 053 489 4596  
 Room: Ravelijn 2315

### 11.8. Student Association Stress

Stress is the student association for all students who are enrolled in the following educational programmes: Industrial Engineering and Management, Business Administration, Business & Information Technology and International Business Administration. Stress organises different activities and various programmes to support students. Student members can socialise and take part in different trainings, excursions, lectures and parties. All activities are organised by the students themselves.

Stress membership fee is € 8.50 for a one year membership. If you are already a member of a different student association at the University, membership to Stress Association costs only € 4.25. As a member, you gain access to all member activities, and you can order study books at a discounted price. For more information on Stress, please go to the Stress room in Ravelijn 1336 or check the website.

#### Contact Information

E-mail: [info@stress.utwente.nl](mailto:info@stress.utwente.nl)  
 Website: [www.stress.utwente.nl](http://www.stress.utwente.nl)  
 Telephone: 053 489 3527

### 11.9. Overview of IBA Bachelor Courses

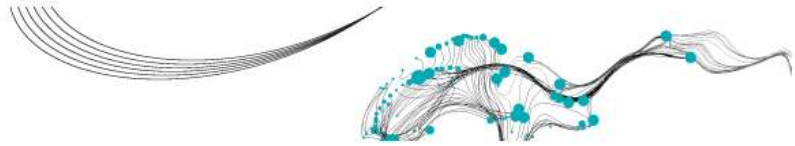
Below you can find the course programme for the Bachelor of Science in International Business Administration, effective for students starting in September 2011.

*Study programme Bachelor track International Business Administration 2011-2012*

#### Bachelor 1 (propedeuse)

##### **Semester 1**

Course code	Course name	EC	Quartile
201000073	Marketing for IBA	5	1
201000044	International Business & Strategy	3	1
201000045	Business English	2*	1 or 2*
201000046	Communication Skills	2*	1 or 2*
201100098**	Introduction to Research Methodology	5	1
201000047	Technology Development & Production Management	5	2
201000048	Purchasing	3	2
201000045	Business English	2*	1 or 2*
201000046	Communication Skills	2*	1 or 2*
201000049	Accounting & Controlling	5	2



## Semester 2

Course code	Course name	EC	Quartile
201000050	Management, Organisation and Information	5	3
201000051	Innovation & Entrepreneurship	3	3
201000045	Business English	2*	3 or 4*
201000046	Communication Skills	2*	3 or 4*
201000052	Economics I	5	3
201000053	Economics II	5	4
201000054	European Law for Business Administration	3	4
201000045	Business English	2*	3 or 4*
201000046	Communication Skills	2*	3 or 4*
201000055	Finance	5	4

\* Both courses, Business English (20100045) and Communication Skills (20100046), are year courses, each with a total study load of four EC. Students have to complete a total study load of two EC per quartile when both courses are combined. Schedules per quartile are different for each group of students.

\*\* For students who have started in 2010, the course number was 194119120.

## Bachelor 2

### Semester 1

Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
194119160	Data Analysis		194119120 OR 201100098	5	1
20XXXXXXX	Course 1 of Specialisation 1 (see Specialisations)			5	1
20XXXXXXX	Course 1 of Specialisation 2 (see Specialisations)			5	1
201100028	Information and Decision Making		194119160	5	2
20XXXXXXX	Course 2 of Specialisation 1 (see Specialisations)			5	2
20XXXXXXX	Course 2 of Specialisation 2 (see Specialisations)			5	2

### Semester 2

Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
201100034	Business Research Methods	194119120 194119160		5	3
201100033	Managing People in a Global Context			5	3
201100035	Academic Writing		201000045	2	3
20XXXXXXX	Seminar Specialisation 1 (see Specialisations)		Course 1 and 2 of Specialisation 1	5	3 + 4wk 1-4
20XXXXXXX	Seminar Specialisation 2 (see Specialisations)		Course 1 and 2 of Specialisation 2	5	3 + 4wk 1-4
201100041	IBA project (optional: extension in summer)	15 EC of 2 <sup>nd</sup> year		8	4 wk 5-10



### Bachelor 3

#### Semester 1

Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
20XXXXXXX	Study abroad Or Minor	80 EC		30	1+2

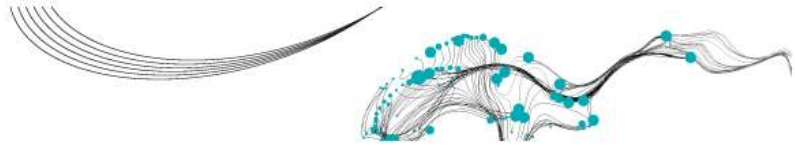
#### Semester 2

Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
20XXXXXXX	Business Ethics & Corporate Governance			5	3
20XXXXXXX	Leadership, Change Management & Consultancy			5	3
20XXXXXXX	International Business Development			5	3
20XXXXXXX	Bachelor's Thesis	B1 + 75 EC (135 EC total)	201100034	15	4

#### Specialisations (IBA: choose two out of five; BK regular: *optional* one out of five)

Human Resource & Organisation Studies (Coordinator: Looise)					
Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
201000157	Organisational Theory and Design		201000050	5	1
191841580	Human Resource Management		201000050	5	2
201100040	Seminar Human Resource & Organisation Studies		201000157, 191841580	5	3 + 4wk 1-4

Business to Business Marketing (Coordinator: Von Raesfeld Meijer)					
Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
201100025	Fundamentals of Business-to-Business Marketing		201000073	5	1
201100030	Marketing Analysis and Strategy		201000073 194119160 201100025 +194119120 OR 201100098	5	2
201100037	Seminar Business-to-Business Marketing		201100025 201100030	5	3 + 4wk 1-4



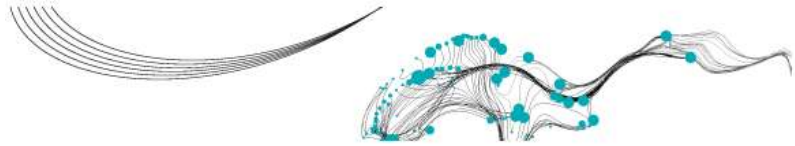
Supply Management (Coordinator: Schiele)					
Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
201100027	Supplier Relationship Management		201000048	5	1
201100032	Purchasing Organisation and Governance		201000048, 201100027	5	2
201100039	Seminar Supply Management		201000048, 201100027	5	3 + 4wk 1-4

Business Information Management (Coordinator:: Katsma)					
Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
201100071	e-Business		201000050	5	1
201100029	Enterprise Systems and Business Intelligence		201000050	5	2
201100036	Seminar Business Information Management		201100071, 201100029	5	3 + 4wk 1-4

Corporate Finance (Coordinator: Kabir)					
Course code	Course name	Prior knowledge requirements		EC	Quartile
		obligatory	necessary		
201100026	Corporate Financial Management and Analysis		201000049, 201000055	5	1
201100031	International Financial Management		201000055	5	2
201100038	Seminar Corporate Finance		201100026	5	3 + 4wk 1-4

#### 11.10. Course descriptions

Please Note! For up-to-date information, full course descriptions, information about prerequisites and study materials, please see OSIRIS <https://OSIRIS.utwente.nl/student/OnderwijsCatalogus.do>. No rights can be derived from the contents of this Study Guide.



## 12. HEALTH SCIENCES

### 12.1. Master of Science in Health Sciences: profile

The healthcare sector is undergoing far-reaching changes. Various measures are being taken in order to bring about improvements in effectiveness, costs, safety and quality. The Master's in Health Sciences trains students to be able to analyze healthcare-related changes and new medical technology and to translate them into organizational measures or policy recommendations. The Master's turns out professionals who have a clear understanding of the organizational and business aspects of healthcare, public administration, healthcare policies and what can and cannot be achieved through the deployment of medical technology. They acquire the knowledge and skills that enable them to prepare the dynamic field of healthcare for increasing demand and the high expectations of its users.

### 12.2. Admission to the Master's programme in Health Sciences

If you have obtained your Bachelor's in HS, you are automatically eligible for the Master's in HS. If you are transferring from elsewhere to this Master's programme, the procedure is as follows:

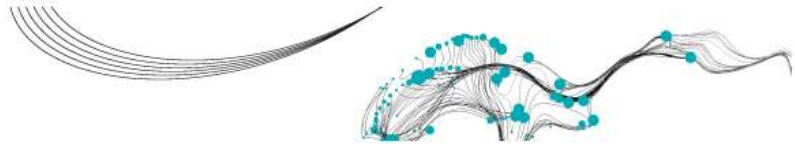
- You report to the Educational Affairs Office of the School, shortly before you are due to graduate from the Bachelor's programme;
- You state on the '*Aanmelding bachelorcolloquium*' (Bachelor's colloquium application) form which Master's programme you would like to register for. The Educational Affairs Office will then pass this on to the Central Student Administration
- When your Bachelor's graduation has been confirmed you will be registered automatically for the Master's.

Section 2.12 of this prospectus describes the steps you should take when continuing from the Bachelor's in HS to another UT Master's degree programme.

### 12.3. Graduating from the Master's in HS

The conclusion of the Master's HS programme takes the form of an individual graduation assignment (worth 25 EC). This assignment should preferably have a direct and practical relationship with the specific area of study. In addition, the assignment should contain sufficient evaluative and reflective elements, founded in a theoretical and scientific framework supported by thoroughly researched literature sources. The results of the assignment should be expressed in a Master's thesis which you will present to your supervisors in a colloquium. After you have completed the Health Sciences Master's degree programme you will receive your Master of Science title.

You may start your Master's assignment provided you have no more than two modules (with the exception of the masterclass) still to be completed. For information about graduating in the Master's phase, consult the 'School of Management and Governance Master's assignment' syllabus which can be found at [www.utwente.nl/mb](http://www.utwente.nl/mb).



#### 12.4. Health Sciences: contact persons

The HS programme is in the hands of a team of experts. In addition to the director of educational programmes, a curriculum and education coordinator are involved with HS.

##### *Director of educational programmes*

The HS director of educational programmes is Prof. Maarten IJzerman. He has final responsibility for the organization of the programme, the educational content, the development of new modules, quality assurance, external contacts and similar matters. He is supported in his duties by the employees in the Educational Support Office.

E-mail: [m.j.ijzerman@utwente.nl](mailto:m.j.ijzerman@utwente.nl)  
Telephone: 053 489 3684  
Room: Ravelijn 5246

##### *Education coordinator*

The HS education coordinator is Anouk Prins. She has the task of providing policy support to the director of educational programmes and is responsible for the organizational and procedural coordination and cohesiveness of the actual content of the teaching. If you have any complaints about the programme, particular subjects, or if you feel you have not been treated fairly, you can contact her.

E-mail: [a.h.prins@utwente.nl](mailto:a.h.prins@utwente.nl)  
Telephone: 053 489 4143  
Room: Ravelijn 2349

##### *Student Services Staff*

The Student Services staff are responsible for providing students with information on registration, termination of registration, tuition fees, registration statements, etc. In addition, Student Services undertakes a number of BOZ tasks, including printouts of grade lists, Bachelor's request submissions, Master's certificates, public transport reimbursement forms or forms to deregistration for exams. The Student Service Centre is open from Monday to Friday, from 9am to 5pm, located in room 239b in the Vrijhof building. In addition to these services, staff members available by telephone to answer any questions on week days from 9am to 5pm. Telephone: 053 489 2124.

For more information, please visit <http://www.utwente.nl/so/studentervices/>.

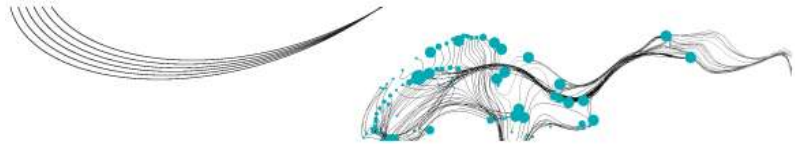
##### *The Office of Educational Affairs (BOZ)*

Contactperson GZW / HS: Marjon Luttkhedde-Leusink  
E-mail: [m.luttkhedde-leussink@utwente.nl](mailto:m.luttkhedde-leussink@utwente.nl)  
Telephone: 053 489 4123  
Room: Ravelijn 2313

#### 12.5. Health Sciences Programme Committee

The HS Programme Committee deals with all matters that are directly related to the structure and quality of the teaching. For example, they discuss the evaluations of the various modules and where necessary advise that certain modules be changed. The Programme Committee may also make recommendations – whether solicited or not – to the programme management and the dean regarding all educational matters. The Programme Committee consists of at least one student and one member of the teaching staff from the Master's programme, and two students and two members of the teaching staff from the Bachelor's programme. The members are appointed by the dean.

The current members of the HS Programme Committee can be found at <http://www.utwente.nl/mb/onderwijs/>



## 12.6. Sirius Student Association

Sirius is an association for students in the Public Administration, European Studies and Health Science educational programmes at the University of Twente. Since 1977, Sirius Study Association has organised many spontaneous and education-related activities. The association organises excursions, educational support activities, congresses, symposiums and faculty introductions. Next to these activities, Sirius publishes a quarterly magazine which is sent to both Sirius members and graduates. Sirius also arranges many social activities for students, such as weekend outings, barbecues and informal social gatherings to have drinks together.

Active members take the time to enthusiastically organise activities for their fellow students. Currently, Sirius has 13 committees, varying from a Drinks Party Committee to a Study Trip Committee. Membership fees are €10.- per year and €5.- for members who also belong to another student association. As a member, you will have access to all organised activities, and you can order books from Sirius at a discount.

For more information you are always welcome in the Sirius room - room 1324 in the Ravelijn. They are open every working day between 10.00 and 16.00. You can also receive information by e-mail, from the website or by phoning.

E-mail: [sirius@mb.utwente.nl](mailto:sirius@mb.utwente.nl)  
 Website: [www.sirius.utwente.nl](http://www.sirius.utwente.nl)  
 Telephone: 053 489 3204

## 12.7. Pre-Master HS Subject overview

The School of Management and Governance offers a pre-Master's programme that enables students from related HBO (institutes of higher education) and other university courses to make up any deficiencies in prior knowledge requirements they may have. The pre-Master's programme is set on a case-by-case basis for each individual student.

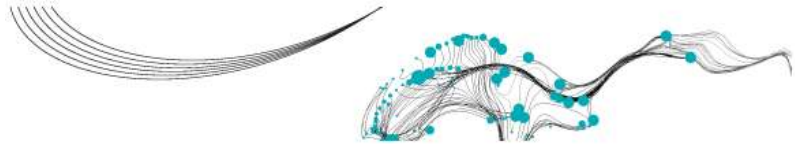
The Pre-Master for students with an applied science degree (HBO-level) or a related study (nursing or physiotherapy) has a maximum of 30 EC and is offered every semester, commencing in September and February. Students whose previous education is not related are assessed on an individual basis. A considerable part (20 EC) of the Pre-Master requirements for students, who have studied at a University of Applied Science, consists of courses in methodology and technical education. These are four required subjects with a study load of 5 EC each (see the table below). **Mathematics at a pre-university educational level is a pre-requisite.**

### Semester 1 (Dutch version)

Course code	Course name	EC	Quartile
201100060	Introductie tot Onderzoeksmethodologie	5	1
194119160	Data Analysis	5	1
194119030	Methodologie en Onderzoeksonwerp	5	2
194124130	Ontwerpmethodologie	5	2

### Semester 2 (English version)

Course code	Course name	EC	Quartile
201100060	Introduction to Research Methodology	5	3
194119160	Data Analysis	5	3
194119030	Methodology and Research Design	5	4
194124130	Design Methodology	5	4



The remaining 10 EC consist of programme-specific tuition: two modules each worth 5 EC. Which specific modules students need to take depends on the prior education of the student. They are allocated by the admissions committee.

The pre-Master's programme for university students is worth no more than 20 EC and depends on the prior education of the student.

*Note:*

Pre-Master's programmes should be completed within twelve months. Students are given two chances for every exam module. Failure to complete the pre-Master's within twelve months will cause all your exam results to be annulled. If it looks as this might happen to you, but you are able to demonstrate that it is due to compelling circumstances, you may submit a request to the Examination Board for the rule to be waived. The student advisor should be notified immediately of any compelling circumstances.

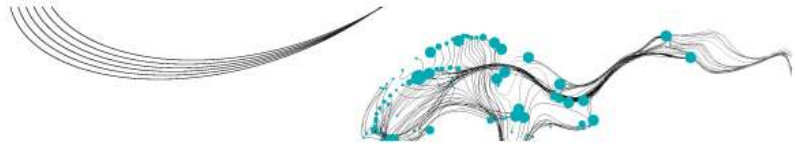
### 12.8. Overview of HS Master's courses

The Health Sciences Master's programme offers two specializations: Health Technology Assessment and Health Services and Management. Each specialization consists of six courses of 5 EC, a masterclass and a graduation assignment of 25 EC. Below is an overview of the courses in the Health Sciences Masters's.

Course code	Course name	Health Technology Assessment	Health Services & Management	Quartile
194111220	Clinical Efficacy and MTA	5	5	1
194112600	E-health & Quality of Care	5	-	1
193190000	Managing Service Organizations	-	5	1
194111210	Medical Decision making	5	-	1
191800671	Management of Technology	-	5	1
201100077	Policy Analysis in Public and Technological Domain	5	-	1
201100002	Health Care Purchasing	-	5	1
194112110	Health and Health Systems	5	5	2
201100068	Risk Assessment and regulation of Health Care Technologies	5	-	2
201100003	Public Health Policy	5	-	2
201000066	Quantitative methods for Operations Management in Healthcare	-	5	2
194112170	Quality and Safety in healthcare	-	5	2
194119090	Master class health sciences methodology	5	5	1/2/3/4
194100050	Masterthesis Health Sciences	25	25	3/4

### 12.9. HS course descriptions

Please Note! For up-to-date information, course descriptions, information about prerequisites and study materials, please see OSIRIS <https://OSIRIS.utwente.nl/student/OnderwijsCatalogus.do>. No rights can be derived from the contents of this Study Guide.



## 13. INDUSTRIAL ENGINEERING AND MANAGEMENT

### 13.1. What is Industrial Engineering and Management?

Organizations and business do not run on thin air. They have to generate turnover and make profits, responding to the wishes of customers and taking account of the interests of their employees. For that reason, they have to be managed. This has probably made you think: 'business administration'. However, in order to survive, businesses have to be constantly aware of technological developments, to be continuously thinking of which technological applications could be useful to them, and at the same time consider what the consequences for their employees could be. This focus on technology is the difference with 'regular' business administration.

Industrial Engineering and Management (IEM) covers a very wide area, founded on the pillars of economics, mathematics and technology. Take a brewery, for example. A complicated production process: fermenting, filtering, bottling, storing, transporting, and so on. You have to deal with limited capacity in the tanks, storage life and managing the stock of raw materials. Everything has to be very carefully planned. At the same time, you have to consider what is being sold in the shops, the stocks in the distribution centres, and so on. In fact, you have to make sure that every link in the chain (such as storage, transport, production) is run and organized to the maximum benefit of the other links. That is the task of the industrial engineer and manager.

### 13.2. Master's Programme in Industrial Engineering and Management Profile

The two-year Master's Programme in Industrial Engineering and Management (IEM) has four specialisations. These areas are as follows: Production and Logistic Management, Financial Engineering and Management, Information Technology and Management, and Health Care Technology and Management. Within these clusters, there is plenty of room for (inter)national choices. The main language of the Master Programme is in English.

#### 13.2.1. Specialist clusters in the Industrial Engineering and Management Programme

##### *Financial Engineering and Management*

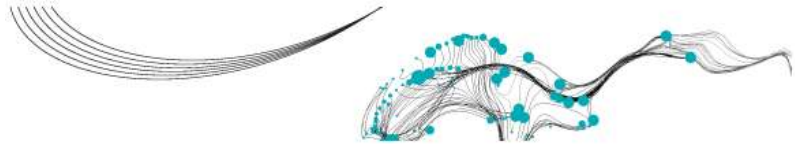
Businesses try to manage their risks and one way of doing so is to use financial products, such as forward contracts, options or insurance. Products of this kind have become more and more complex in recent years, leading to a sharp rise in the demand for graduates who are able to analyse these risks, work in international markets and develop and use these products. This specialization will prepare you for a bright future in the financial departments of large corporations.

##### *Health Care Technology and Management*

Organizations in the healthcare sector ask for not only knowledge about business administration, but also about the substance, structure and working methods of various medical specialisms, as well as the medical technology and developments relevant to these. You learn about the primary process of healthcare; ultimately you will be able to work as a manager in the fascinating world of doctors, organizations and care institutions.

##### *Information Technology and Management*

In the past, people, machines and resources (money) were considered the three pillars of any labour organization. If any of three were absent, the organization would collapse. Nowadays, these three are no longer sufficient. They have been joined by a fourth indispensable pillar, information. Computerization is important to every business administrator. You will learn how to design, develop and maintain the information operations in an organization in a systematic way that is in accordance with the organization's policies.



### *Production and Logistic Management*

Logistics refers to the management and administration of a flow of goods. This starts with the raw materials and production and ends with delivery. Take, for example, a factory where printed circuits for computers are assembled. They consist of hundreds of different components. This means that purchasing, dispatching, stock and supply have to be meticulously coordinated. The Production and Logistic Management specialization captures problems of this kind in mathematical models. With the help of computer systems, a realistic situation is reconstructed and you can quickly work out how many components have to be ordered, when, and how they should be dispatched.

### **13.3. Admission to the Master's in IEM**

If you have obtained your Bachelor's degree in Industrial Engineering and Management Science, you are automatically eligible for the Master's in Industrial Engineering and Management. If you are transferring from elsewhere to this Master's programme, the procedure is as follows:

- You report to the Educational Affairs Office (S&O) of the school, shortly before you are due to graduate from the Bachelor programme;
- You state on the '*Aanmelding bachelorcolloquium*' (Bachelor's colloquium application) form which Master's programme you would like to take. S&O will then pass this on to the Central Student Administration (CSA).
- When your Bachelor's graduation date is confirmed you will be registered automatically for the Master's programme.

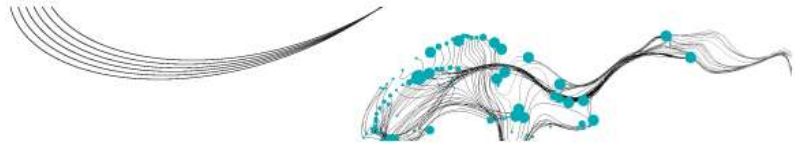
Section 2.12 of this prospectus describes the steps you should take when continuing from the Bachelor's in IEM to another UT Master's programme.

Bachelor's students who are not yet in possession of their Bachelor's degree may start studying for their Master's subjects provided they have completed 135 EC of the Bachelor phase. However, you may not start work on the Master's assignment. Also, specific prior knowledge is required for certain subjects.

### **13.4. Graduating from the Master's in IEM**

You conclude your Master's in IEM by writing a Master's thesis (30 EC). You can deploy the applications that you have learned during the programme in a real-life situation. For this reason students generally graduate externally (outside the university). Students are themselves responsible for finding a suitable assignment, but the school will provide them with support whenever it is needed. After completing the Master's in IEM you will receive the 'Master of Science' title.

You may start your Master's assignment provided you have no more than two subjects (with the exception of the Master's class) still to be completed. For information about graduating in the Master's phase, consult the 'School of Management and Governance' syllabus which can be found at [www.utwente.nl/mb](http://www.utwente.nl/mb).



### 13.5. IEM Contact Persons

#### *Director of Educational Programmes*

The director of educational programmes is dr. Ir. Erwin Hans. He has ultimate responsibility for the organization of the programme, the educational content, the development of new subjects, quality assurance, external contacts and similar matters. He is supported in his function by the staff of the Educational Support Office (BOO).

E-mail: [e.w.hans@utwente.nl](mailto:e.w.hans@utwente.nl)  
Telephone: 053 489 3500  
Room: Ravelijn 3313

#### *Co-ordinator education*

The Industrial Engineering and Management co-ordinator education is Ms. Bernadette Pol. She has the task of providing policy support to the director of educational programmes and is responsible for the organizational and procedural coordination and cohesiveness of the actual content of the teaching of IEM. If you have any complaints about the programme about particular subjects, or if you feel have not been treated fairly, you can contact her.

E-mail: [b.g.f.pol@utwente.nl](mailto:b.g.f.pol@utwente.nl)  
Telephone: 053 489 2096  
Room: Ravelijn 2355

#### *Student advisor*

The student advisor for TBK and IEM is Cornelis ten Napel. He monitors the progress of your studies. You can also turn to him for questions on your studies and/or personal matters that may affect your studies.

E-mail: [c.tennapel@utwente.nl](mailto:c.tennapel@utwente.nl)  
Telephone: 053 489 3201  
Room: Ravelijn 2416

#### *Student Services Staff*

The Student Services staff are responsible for providing students with information on registration, termination of registration, tuition fees, registration statements, etc. In addition, Student Services undertakes a number of BOZ tasks, including printouts of grade lists, Bachelor's request submissions, Master's certificates, public transport reimbursement forms or forms to deregistration for exams. The Student Service Centre is open from Monday to Friday, from 9am to 5pm, located in room 239b in the Vrijhof building. In addition to these services, staff members available by telephone to answer any questions on week days from 9am to 5pm. Telephone: 053 489 2124.

For more information, please visit <http://www.utwente.nl/so/studentservices/>.

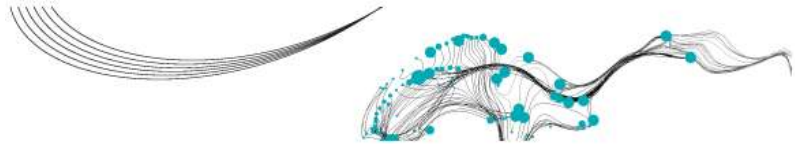
#### *The Office of Educational Affairs (BOZ)*

Contact person TBK / IEM: Wendy Stockentree

E-mail: [j.f.stockentree@utwente.nl](mailto:j.f.stockentree@utwente.nl)  
Telephone: 053 489 4596  
Room: Ravelijn 2313

### 13.6. IEM Programme Committee

The IEM Programme Committee deals with all matters that are directly related to the structure and quality of the teaching. For example, they discuss the evaluations of the various subjects and where necessary advise that certain subjects be changed. The Programme Committee may also make recommendations – whether solicited or not – to the programme management and the dean regarding all educational matters. The Programme Committee consists of at least one student and one member of the teaching staff from the Master's programme, and two students and two members of the teaching staff from the Bachelor's programme. The members are appointed by the dean.



### 13.7. Stress Students Association

Stress is the name of the Industrial Engineering and Management Science, Business Administration, International Business Administration and Business Information Technology association. Stress organizes various activities that serve to support and expand the scope of students' studies. Examples include parties or other social events, courses, excursions and lectures. All the activities are organized by approximately 100 active members.

Membership costs €8.50 and for those who are already members of any other student association, €4.25. As a member you are entitled to attend or take part in the activities and you can also order your books through Stress. You can get more information by visiting the Stress room, 1336 in the Ravelijn building. Alternatively, you can send an e-mail, go to the website, or phone.

E-mail: [info@stress.utwente.nl](mailto:info@stress.utwente.nl)  
 Website: [www.stress.utwente.nl](http://www.stress.utwente.nl)  
 Telephone: 053 489 3527

### 13.8. BeKader Alumni Association

BeKader is an association for the UT's Technical Business Administration and Business Administration Programme graduates. The association's objective is to stimulate a mutual bond between graduates to facilitate the exchange of knowledge and information, and maintain and strengthen contact between the University and the faculty.

BeKader organises network meetings with specific themes. The alumni association achieves its objectives by organising thematic meetings, workshops, company visits and social events. These meetings take place at various locations throughout The Netherlands, giving everyone the opportunity to attend a meeting in their local vicinity. Members are encouraged to actively contribute and to give direction to the association's activities. All members receive the periodical BKTrends.

Are you interested in our activities or would like to get in touch with another alumnus? You are welcome to attend one of our association meetings! Contact us via:

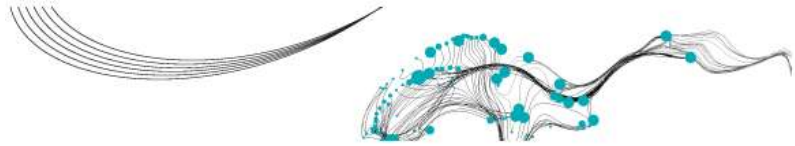
E-mail: [info@bekader.nl](mailto:info@bekader.nl)  
 Website: [www.bekader.nl](http://www.bekader.nl)

### 13.9. List of subjects of the IEM pre-Master's programme

The School of Management and Governance offers a pre-Master's programme that enables students from related higher vocational education (HBO) and other university courses to make up any deficiencies they may have. The pre-Master's programme for HBO students has a maximum study load of 30 EC. A considerable proportion (20 EC) of the pre-Master's for HBO students consists of mathematics and statistics. These are a total of four subjects, each with a study load of 5 EC (see the table below).

Course code	Course name	EC	Quartile
191513000	Mathematics and programming 1	5	1
191530420	Statistics and Theory of Probability	5	1
191513050	Mathematics and Programming 2	5	2
191530431	Statistical Techniques	5	2

In addition to these subjects, HBO students are given two modules (10 EC) that are specific to the specialization they have chosen. As a rule, students will get the subjects in the table below. Exceptions are made to this however, if circumstances give rise to it.



Course code	Course name	PLM	ITM	FEM	HCTM	Quartile
412201	Productiemanagement	X				2
412109	Deterministische modellen in de OR*	X			X	1
412101	Logistiek management*	X				1
237450	Bedrijfsfunctiesupport		X			2
411002	Finance en accounting		X	X		1
173007	Internationale Economie			X	X	2

\* Depends on prior education

*Please note:*

Pre-Master's programmes should be completed within 12 months of starting. Students may sit exams twice for each subject. If after 12 months you have failed to complete the pre-Master's, all your study results will be cancelled. Should you find yourself in this situation but are able to prove that it was caused by exceptional circumstances, you may submit a request to the Board of Examiners the rule to be waived. If any such exceptional circumstances occur, this should be reported immediately to the student advisor.

### 13.10. Master IEM subject overview

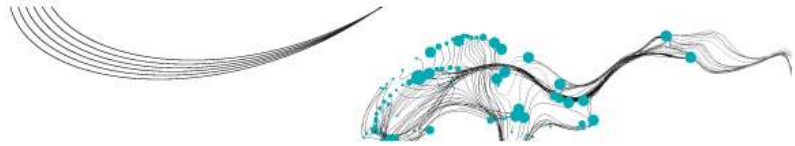
The Industrial Engineering and Management (IEM) Master's programme consists of four specialisation clusters: Production and Logistic Management (PLM), Financial Engineering and Management (FEM), Information Technology and Management (ITM) and Health Care Technology and Management (HCTM). The Master's programme runs for two years and all students follow five common subjects (25 EC). In addition to these requirements, each cluster is made up of cluster-specific subjects (30 EC), optional subjects (30 EC) and a cluster-related thesis project (35 EC).

Five optional subjects may be selected for each Master IEM cluster and students may replace five subjects from their Master's Programme with other subjects from the IEM Master's Programme or by choosing subjects from other technical Master's Programmes at the University of Twente (the CTW, EWI and TNW faculties), without the approval of the Examination Committee. See your student advisor as soon as you know which subjects you want to exchange. Students must also inform and get approval from the cluster coordinator.

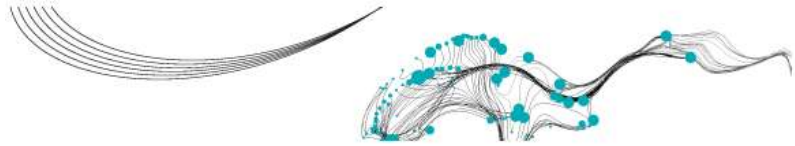
If you would like to follow subjects at the Faculty of Behavioural Science (GW) or the Faculty of Management & Governance (with the exception of the Master IEM), you will need permission from both the cluster coordinator and the examination committee.

Do you have any questions on taking optional subjects? Contact your student advisor.

Quartile/Code	Course name	EC
<b>1.1</b>		
	equalization course 1	
191515603	Introduction to Investment Theory	5
191506103	Statistics and probability	5
191863960	Foundations of Information Systems	5
192350200	E-strategizing	5
191820160	Purchasing	5
191820200	Discrete Optimization of Business Processes(1)	2,5
191820210	Simulation (1)	2,5
194111220	Clinical efficacy & MTA	5



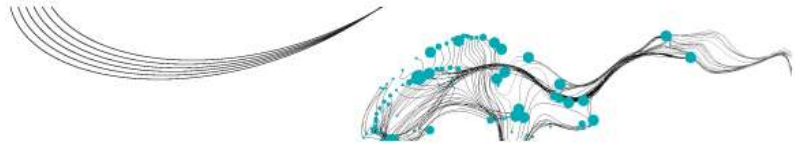
<b>1.2</b>		
	equalization course 2	
194121110	Introduction to Industrial Engineering and Management	5
191515201	Mathematical Finance	5
193160060	Information Services	5
191820210	Simulation (2)	2,5
191820200	Discrete Optimization of Business Processes(2)	2,5
194112110	Health & Health Systems	5
<b>1.3</b>		
191570350	Financial Econometrics	5
191860181	Risk management	5
191810840	M & O of Technological Innovation	5
192340101	Implementation of IT in organizations	5
192360021	ICT Management	5
191820190	Supply Chain - & Transport Management	5
191852630	Reliability engineering & Maintenance management	5
193640070	Clinical Safety and Quality Assurance	5
<b>1.4</b>		
191861641	Financial accounting	5
201000202	Management Control for Financial Institutions	5
191570300	Structured Products	5
NEW	Global Project Management	5
192376000	Business Case Development for IT Projects	5
194105040	Information System Research Methods	5
191852620	Advanced Production Planning	5
191820120	Warehousing	5
194122030	New Production Concepts	5
194112060	The Nature of Hospital Work Healthcare Workers	5
192360501	E-health strategies	5
<b>2.1</b>		
191800671	Management of Technology	5
191860651	Micro Economics	5
191599850	Special topics in Financial Engineering	2,5
191820210	Simulation (1)	2,5
192376500	Business Process Integration Lab	5
191852640	Production & Logistic IS	5
194121020	Optimization of Healthcare Processes	5
194111210	Medical decision making	5
<b>2.2</b>		
191864610	Organization & Strategy	5
191800770	Empirical Research & Data Analysis	5
191599850	Special topics in Financial Engineering	2,5
191820210	Simulation (2)	2,5
191820180	Reverse Logistics & re-manufacturing	5
194112170	Quality and Safety in Health Care	5



<b>2.3 + 2.4</b>		
194100060	Master thesis	30
Total		
<b>Legenda:</b>		
Core courses		
<i>Cluster specialization courses:</i>		
FEM		
ITM		
PLM		
HCTM		

### 13.11. IEM course descriptions

Attention! For up-to-date course descriptions, obligatory pre-requisites and study materials, go to OSIRIS <https://OSIRIS.utwente.nl/student/OnderwijsCatalogus.do>. No rights can be derived from the contents of this Study Guide.



The information in this prospectus has to be supplied at an early stage. The information is based on the current situation combined with expectations for the next academic year. For up-to-date information, see <http://www.utwente.nl/education/smg>

This prospectus has been written with the greatest possible care, but the authors cannot guarantee its completeness or accuracy.  
**No rights can be derived from the contents of this Study Guide!**

If you have any comments or find information missing, please contact us via [info@mb.utwente.nl](mailto:info@mb.utwente.nl).

## **PUBLICATION INFORMATION**

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Educational Support Office  
Communication Department  
School of Management and Governance

**BACHELOR**

EUROPEAN STUDIES  
INTERNATIONAL BUSINESS ADMINISTRATION

**MASTER**

BUSINESS ADMINISTRATION  
BUSINESS INFORMATION TECHNOLOGY  
EUROPEAN STUDIES  
HEALTH SCIENCES  
INDUSTRIAL ENGINEERING AND MANAGEMENT  
PUBLIC ADMINISTRATION

