

UNIVERSITY OF TWENTE.

Programme Guide

Master of Science in Business Administration

(Faculty of Behavioural, Management and Social Sciences)

2016 - 2017

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

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This handbook is produced for your guidance only. Nothing in this handbook shall replace rules and regulations of the Faculty of BMS / University of Twente.

1. Introduction

Welcome to University of Twente! This study guide provides referrals and information to the current students of the Master of Science (MSc) Programme in Business Administration at the University of Twente (UT). The information provided in this handbook is accurate as of August 18, 2016 and therefore may change as time progresses. Students are therefore requested to regularly consult appropriate university websites for up- to-date information. Please also note that nothing in this Handbook shall replace official rules and regulations of the Faculty of BMS/ University of Twente.

2. Programme administration

www.utwente.nl/ba/organization/staff-master/

The Programme is administered by a team of individuals. Although many colleagues and professional staff work in the background and contribute towards the success of the Programme, the exhibit below provides information of those with whom you will have the most interactions.

Programme Director	<i>Responsible for the quality and content of the programme.</i>	prof.dr.ir. Petra de Weerd-Nederhof p.c.deweerd@utwente.nl
Programme coordinator	<i>Supports Programme Director and coordinates processes (organization/ implementation/ evaluation) regarding the content, structure and organization of the programme.</i>	dr.ir. André Veenendaal Programmecoordinator-ba@utwente.nl RA 3117
Study Advisor	<i>Supports students concerning their study programme and studying in general, regulations and solutions for personal problems</i>	Charlotte Röring c.g.m.roring@utwente.nl RA 3270 To make an appointment use the following link: www.planzelf.nl/enterprise/bij/utwente_bms/en
Coordinator internationalization	<i>Contact for internationalization in the faculty of BMS. Informs students on international affairs.</i>	drs. Inge van Haare i.vanhaare@utwente.nl RA 3276
BOZ	<i>Focuses on study progress registers, including mark registers, schedules, timetables, exam schedules and supporting examination committees and course committees</i>	Uzi Wandt BOZ-IBA-CES@utwente.nl RA 3262
Examination Committee	<i>Committee of experts which determines whether a student meets the required conditions concerning the knowledge, comprehension and skills required to obtain a degree</i>	Website Examination Committee
Programme Committee	<i>Committee of teachers and students which advises the programme director on the quality of the programme</i>	Website Program Committee

Table 1: Contact information

Contact information for all academic and supporting staff is available on the web pages of different departments (see tab 'research' on the following internet page):

www.utwente.nl/en/organization/structure/faculties/bms/organization

Please also check:

www.utwente.nl/telefoongids

3. University of Twente

www.utwente.nl/en

The University of Twente aims to produce outstanding graduates who excel by combining expertise from a range of fields as they design solutions that meet the demands of the future. A future defined by ambition, innovation and entrepreneurship. The UT alumni are well-rounded individuals with a thorough knowledge of their discipline. They are uniquely capable of taking a smart and relevant approach to applying their expertise. This approach is informed by their keen awareness of the interdependence between technology, the individual and society, this is reflected by the UT slogan 'High Tech Human Touch' (HTHT). . The core values of the University of Twente (UT) is what makes the

UT unique: focused on society, driven by synergy, entrepreneurial, and international. The UT seeks to develop a wide range of personal skills in the three areas of researching, designing and organizing. The school of Behavioural, Management & Social Sciences (BMS) is embedded in UT's high tech environment, which provides ample opportunities for smart innovations. BMS graduates are educated on the interface between the technological and the social domain. The research focus is on how technology interacts with people and society. The school of BMS thus brings the human touch in the 'High Tech Human Touch'. The school has a strong basis of disciplinary knowledge from the behavioural management and social sciences domains and collaborates in multidisciplinary teams in research and education, within and across the school. Where social science researchers at other universities often stop after having described the social challenges and analyzed them to provide an explanation of the phenomena at hand, at the University of Twente we take two additional steps:

1. We seek to design a solution (intervention) that may help to solve the problem identified, and
2. We seek out how best to implement these interventions, and we evaluate the success or failure of the intervention.

(Source: University of Twente Vision 2020/Tech4people)

4. Programme objectives

The graduate of the **MSc Business Administration programme** at the University of Twente is an entrepreneurial, academically trained and globally oriented middle(-level) management specialist, competent in independently conducting multidisciplinary research, designing complex innovative business solutions and organizing management and change processes in high tech human touch contexts. He/she is specialized content-wise in one or a combination of the HTHT Twente fields: Human Resource Management, Financial Management, Change Management, Innovation and Technology Management, Innovative Entrepreneurship, Marketing and Strategy, Business Information Management, Purchasing and Supply Management.

5. Learning outcomes

The intended learning outcomes of the Programme cover three distinct elements: business research, business design and organizational competences. These are chosen to meet high academic standards that correspond with national and international requirements, in context of UT's focus and expertise.

Table 2: Intended learning outcomes (ILO) of the MSc programme in Business Administration

<p>1. The UT MSc BA graduate is competent in business research, as he/she is able to deal with research issues based on an analytical and conceptual approach to contribute to the existing body of knowledge and to create new knowledge in HTHT business contexts.</p> <p><i>The graduate is:</i></p> <p>1.1 able to develop relevant interdisciplinary research questions and formulate problem statements</p> <p>1.2 able to critically reflect on business models and theories to build a clear theoretical framework and fitting research design</p> <p>1.3 able to analyse qualitative and quantitative data and interpret findings related to the research question/problem statement</p> <p>1.4 able to draw and discuss conclusions and to formulate recommendations for future research</p>
<p>2. The UT MSc BA graduate is competent in business design, as he/she is able to independently apply an iterative design cycle to create/generate innovative/research based solutions to business problems and challenges in HTHT business contexts.</p> <p><i>The graduate is:</i></p> <p>2.1 able to relate academic insights/theories to people, business and societal and identify criteria and constraints</p>

2.2 able to combine theoretical and practical insights to design and develop solutions/ interventions
2.3 able to implement business solutions/ intervene
2.4 able to critically evaluate alternative solutions/interventions
3. The UT MSc BA graduate is competent in organizing, managing and taking a leading role in change processes in global HTHT business contexts, using (inter-) cultural entrepreneurial business skills.
<i>The graduate is:</i>
3.1 able to organize and manage through the use of communication skills, project management skills, and an entrepreneurial attitude
3.2 able to potentially lead and manage change processes, by using consultancy skills to create added-value for practice out of scientific knowledge
3.3 able to reflect on both the process and the content, also on the ethical aspects , and use this as input for decision making and professional development. Furthermore the graduate has organizational and cross-cultural sensitivity and is able to recognize the impact and consequence of decisions and actions within an organization and across cultures.

Table 2: Intended learning outcomes (ILO) of the MSc programme in Business Administration

6. Teaching and Examination Regulations

www.utwente.nl/ba/master/Rules/

The Teaching and Examination Regulations 2016-2017 for the Master's programmes of the faculty of BMS can be found on the internet page mentioned at the beginning of this section. These regulations consist of a part that is common to all programmes and therefore is called "Common Elements", and a number of programme-specific appendices. For the MSc BA programme, the "Common elements" and the programme-specific appendix, together make up the Teaching and Examination Regulations for this individual programme. These rules and regulations are important for you as a student, to learn about your rights, responsibilities and expectation towards the programme.

7. Academic calendar

www.utwente.nl/ces/planning-roosters/en/

The academic calendar of the University is popularly known as *Jaarcirkel* (literal translation: year cycle). It determines the beginning of the academic year, the weeks for lectures, written examinations, academic holidays, etc. The academic year runs from the beginning of September to the end of June and is divided into two semesters: September – January; February - June. Each semester is further subdivided into two study blocks, commonly known at UT as Quartiles. In principle, each Quartile is ten weeks long, of which eight are devoted to lectures/tutorials and two to examinations. Most courses are completed within the same Quartile. The detailed academic calendar can be seen on the website mentioned at the beginning of this section.

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

The time-table of lecture hours is:

1st lecture hour: 08:45 - 09:30

2nd lecture hour: 09:45 - 10:30

3rd lecture hour: 10:45 - 11:30

4th lecture hour: 11:45 - 12:30

5th lecture hour = lunch break: 12:45 - 13:30

6th lecture hour: 13:45 - 14:30

7th lecture hour: 14:45 - 15:30

8th lecture hour: 15:45 - 16:30

9th lecture hour: 16:45 - 17:30

8. Programme information

Study programme: www.utwente.nl/ba/master/studyprogramme/studyprogramme/

ILA: www.utwente.nl/ba/master/studyprogramme/form/

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

Our programme offers students an opportunity to specialise on areas that they find interesting and want to learn further, in the format of Specialisation Tracks. The Specialisation Tracks students can choose from in academic year 2016-2017 are related to the research departments and UT's MSc BA foci:

- Entrepreneurship, Innovation and Strategy;
- Strategic Marketing and Business Information;
- Human Resource Management;
- Purchasing and Supply Management;
- Financial Management.

An overview of the MSc programme of 2016-2017 is presented on the internet page mentioned at the beginning of this section. As you can see in the study programme you can choose several electives as well. Also students have the option to follow Double Degree programmes. A double degree programme results in two diploma's, one Master of Science diploma in Business Administration of the University of Twente and one diploma provided by the partner university. Students will follow courses for two degree programmes (120EC), therefore taking an extra year of efforts. Given all opportunities and choices, students are urged to plan wisely. The Programme Management wants to facilitate this. One of the ways this is done is through 'Individual Learning Agreements' (ILA's). Every student is obliged to hand in an ILA within two weeks after starting the programme (using the website form as stated in the beginning of this section), which contains a study planning to which the student and the programme are committed if agreed upon. After the ILA is handed in, the Programme Administration will confirm a correct study programme.

9. Education & examination related information

www.utwente.nl/ces/studentervices/en/

The Centre for Educational Support (www.utwente.nl/ces/en/) is the central department responsible for support for education. The Bureau of Educational Affairs (BOZ) is the main point of contact for information about the organizational aspects of courses, such as the time-tables, marks and all other educational support arrangements. Most education-related information is available on the website of Student & Education Service Centre. Time-tables, examination results are not available by telephone and e-mail. There is no need to contact course instructors regarding teaching and exam time-tables as these are not administered by them. The time-table for you is available via: <https://rooster.utwente.nl/>.

OSIRIS

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

etc. You can also use the course code in OSIRIS to access all relevant information about examinations, such as times and locations.

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

Blackboard

<http://blackboard.utwente.nl>

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

Assessment

www.utwente.nl/ba/master/Rules/

Rules and regulations concerning assessments are published in TER 2016-2017 (see internet page mentioned at the beginning of the section). It is therefore important to know what the rules and regulations are. There you can also see what the required prerequisites are for following courses (if any).

Study advisor

Throughout the study period, students' academic progress are being closely monitored by a study advisor. They should always be contacted for any query on study planning & progress and graduation. They can also help you if you have any inquiry with regard to education and examination regulations, submitting applications to the Examination Board, and any other question or problem related to study. There is a standard consulting hour on Tuesdays: 12:30-13:30. It is also possible to make an appointment with the study advisor (see table 1).

Programme Committee

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

Examination Board

www.utwente.nl/bms/examboard

The Dutch Law on Higher Education also requires the establishment of an Examination Board for each education programme or groups of programmes. The MSc programme in Business Administration

has a Examination Board that determines whether a student meets the conditions set under the Teaching and Examination Regulations (*TER*) concerning the knowledge, skills and attitudes required to obtain a degree. The Board ensures that all exams meet the required quality standards, enforces the rules regarding education and exam(ination)s, and deals with cases of fraud. The Board follows the BMS Students' Charter regulations, and if a student needs to deviate from these regulations, (s)he must submit a formal application to the Examination Board. Students should contact the study advisor in this regard. You can find additional information on the website mentioned at the beginning of this section.

Cheating / Fraud / Plagiarism

There is no need to explain why cheating in examinations is wrong. For the university not to treat cheating as an extremely serious offence would be unfair to its students, and would jeopardize the standard of its degrees. Therefore, a student caught in fraud/cheating, or even in an attempt to do it, will be severely punished. Fraud/Cheating includes making use of unfair means in any examination or test; assisting another student to make use of such unfair means; copying from notes, published sources or electronic devices; and plagiarism (an attempt to gain undeserved credit by presenting the work of another as one's own, and not putting any effort into group assignments while still gaining from the work undertaken by others).

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

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

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

10. Interaction with practice

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

11. Internationalization

www.utwente.nl/internationaloffice

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

Since it may take several months to make all necessary preparations for study or internship abroad, you are advised to start planning well ahead of time. Information about the opportunities for international study can be found in the manual on the programme's website: www.utwente.nl/ba/master. For (programme) specific information about study abroad opportunities, you can contact the Faculty's Coordinator of Internationalization: Inge van Haare (for contact information: see Table 1).

The International Office also provides information on outgoing grants, important news for international students, registration system for staying abroad, etc.

12. Master thesis

www.utwente.nl/ba/master/thesis-and-graduation/

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

13. Participating academic departments

www.utwente.nl/en/organization/structure/faculties/bms/research/

Academic staff from the following departments are mostly involved in organizing and teaching the courses of the MSc BA Programme. The website provides detailed information is mentioned above.

The following departments play an important role in the MSc BA programme, for which more information can be found through the page mentioned above:

Centre for Entrepreneurship, Strategy, International Business and Marketing (NIKOS)

Change Management & Organizational Behaviour (CMOB)

Finance & Accounting (F&A)

Human Resource Management (HRM)

Technology Management and Supply (TMS)

Industrial Engineering & Business Information Systems (IEBIS)

14. Campus

www.utwente.nl/en/campus

UT is the sole campus university in the Netherlands. The campus is quite large, beautiful and green too. There are dozens of buildings located inside the campus. These are used not just for teaching and research, but also for sports, student activities, restaurants, shops, student and staff accommodation. Even business offices, hotels and chalets are present in the campus. The campus has a cultural centre which houses more than 20 student societies and a sports centre which offers a range of 50-60 different sports. Each building in the campus has a name and is commonly indicated by a code.

Classes are held in buildings that are spread all over the campus. Many buildings are linked to one another as far as possible by means of footbridges and other walkways. During the initial months of your study at UT, it is useful to keep a copy of the map of the University on hand; see the website for more information.

15. Library

www.utwente.nl/ub/en

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

16. IT services

www.utwente.nl/icts/en

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

Students may bring their own laptops to the university which can be connected to the university network at various points on campus. Wireless network are available throughout the campus. Students are expected to have a notebook as some courses may require the use of notebooks. For more information on IT services, go to the website mentioned at the beginning of this section.

17. Study and student associations

www.stress.utwente.nl

www.utwente.nl/en/education/international-students/campus-life/

Every educational programme has its study association. It not only organizes different sorts of study-related activities, such as guest lectures, excursions and conferences, but also recreational activities such as get-togethers and parties. The study association for Business Administration programme is known as *Stress*. It is also the study association for students of Industrial Engineering and Management, and Business Information Technology. The mission of *Stress* is to stimulate academic and personal development of its members by offering them the opportunity to expand, complement and practice their studies, and to stimulate the contact between students, alumni, the staff. It also takes care sale of textbooks at reduced prices (for non-Dutch books the discount is 20% of the recommended retail price, and for Dutch books the discount is 10%).

There are also several student associations specifically for the international students in Enschede and at the University of Twente. More information is available on the website mentioned at the beginning of this section.

18. Alumni association

www.utwente.nl/bms/bekader

The association of all business administration alumni is known as *Bekader*. It was established in 1983. The main objective is to bring together all UT business administration graduates and foster underlying relationship between the alumni and the Faculty. We are extremely proud of our alumni, many of which hold top-level positions in companies home and abroad; a large number of alumni have also been successful in creating their own firms. *Bekader* regularly organizes network meetings on specific

themes, lectures on interesting topics, company visits and social events. It used to provide an annual best graduation thesis award. Alumni also try to help the Programme and our students in as many ways as they can. Further information can be received from: e-mail: info@bekader.nl.

19. List of some useful websites

University of Twente: www.utwente.nl/en

Faculty of Behavioural, Management and Social Sciences: www.utwente.nl/bms

My university (portal): my.utwente.nl

Master of Science programme in Business Administration: www.utwente.nl/ba

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

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

Library: www.utwente.nl/ub/en

Student services: www.utwente.nl/so/student-services/en

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

International office: www.utwente.nl/internationaloffice

Language Centre (TCP): www.utwente.nl/tcp

Student union: www.studentunion.utwente.nl/en

Study association Stress: www.stress.utwente.nl

For thesis preparation and execution check the relevant Blackboard sites and www.utwente.nl/ba/master/thesis-and-graduation/.