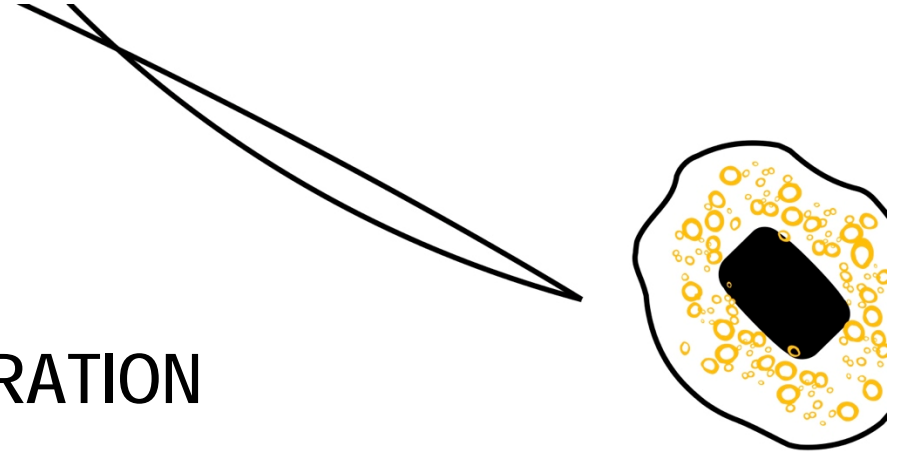


UNIVERSITY OF TWENTE.



# MSC BUSINESS ADMINISTRATION

## INTRODUCTION LECTURE

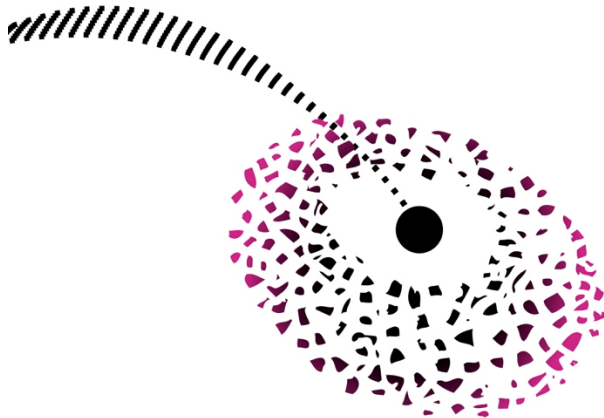
FEBRUARY 1, 2016

DR. IR. ANDRÉ VEENENDAAL

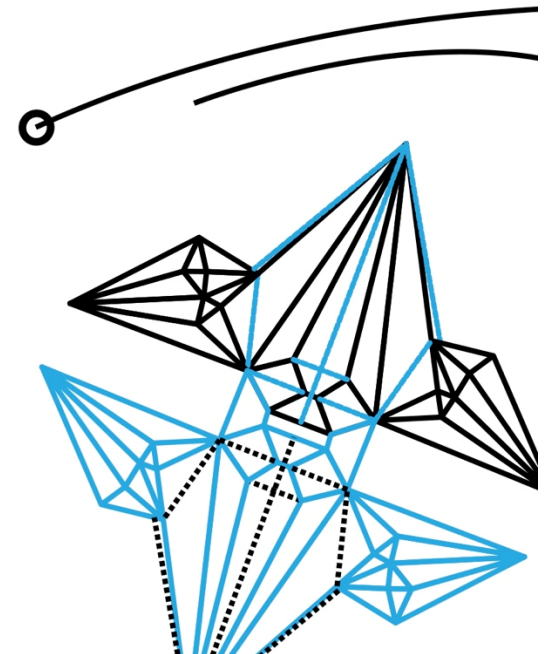
(PROGRAMME COORDINATOR MSC BA)

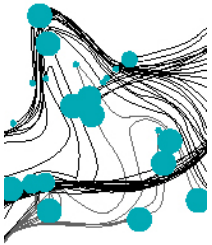
CHARLOTTE RÖRING

(STUDY ADVISOR MSC BA)



[www.utwente.nl/ba](http://www.utwente.nl/ba)





## MEET THE PROGRAMME TEAM

[WWW.UTWENTE.NL/BA/ORGANIZATION/STAFF-MASTER/](http://WWW.UTWENTE.NL/BA/ORGANIZATION/STAFF-MASTER/)



Programme director  
Prof. dr. ir. Petra de Weerd-Nederhof  
RA2244

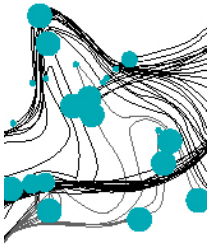
Programme coordinator  
dr. ir. André Veenendaal  
RA3117



Administration/ BOZ  
Uzi Wandt  
RA3262

Study advisor  
Charlotte Röring  
RA3270





# BE PREPARED

- Which courses?
  - Premaster

UNIVERSITY OF TWENTE.

SCHOOL OF MANAGEMENT AND GOVERNANCE  
*Business Administration*



Your pre-master programme consists of the courses:

201300063	Research Methodology and Descriptive Statistics	5
201000157	Organization Theory and Design	5
192412240	Academic Writing	5
201300064	Introductory Statistics	5
201400014	Strategy & Marketing	5
201400016	Accounting & Finance	5

EC  
5  
5  
5  
5  
5  
5

For information about the tuition fee for the master programme, please see our website  
[www.graduate.utwente.nl](http://www.graduate.utwente.nl)

Your final admission to the pre-master programme will be arranged after you have met the above-mentioned conditions and the formal and financial requirements.

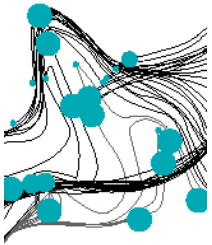
To make further arrangements for your arrival and registration we would like to draw your attention to the following: the pre-master programme will start on 31 August 2015. A short introductory period will start approximately one week before this. Please check our website regularly <http://www.graduate.utwente.nl/ba/>.

P.O. Box 217  
7500 AE Enschede  
The Netherlands  
[www.utwente.nl](http://www.utwente.nl)

University of Twente (UT) is registered at the Dutch Chamber of Commerce under no. 5015058000

More information on UT's education systems and websites:  
[www.utwente.nl/ces/studentservices/en/education/](http://www.utwente.nl/ces/studentservices/en/education/)

UNIVERSITY OF TWENTE.



For abbreviations of location:  
[www.utwente.nl/download/campusmap.pdf](http://www.utwente.nl/download/campusmap.pdf)



## SCHEDULE

CHECK IT REGULARLY

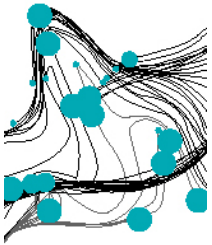
week 5 | Monday, 1 February 2016 - Sunday, 7 February 2016 | Activities of all types shown | Today

	Mon 1 Feb	Tue 2 Feb	Wed 3 Feb	Thu 4 Feb	Fri 5 Feb
8:00					
9:00	<b>08:45 - 10:30</b> Introductory Breakfast School of BMS Other RA 1501 Student set(s): BA M 2A group 01, BA PM 2A Groep 01, ES M 2A, ES PM 2A, IEMF M1 2A Group 01, and 8 other...			<b>08:45 - 10:30</b> Academic Writing Premaster192412240 Tutorial Group 1 MUMF Verheggen RA 4334 Student set(s): BA PM 2A Groep 01	
10:00			<b>09:45 - 10:30</b> Workshop Effective Reading Other		
11:00			<b>10:45 - 12:30</b> Organization Theory and Design Project supervised L Brouwers-Ren RA 2502 Student set(s): BA PM 2A Groep 01	<b>10:45 - 12:30</b> Academic Writing Premaster192412240 Tutorial Group 2 WB Tollenaar CR 3E Student set(s): BA PM 2A Groep 01, ES PM 2A	<b>10:45 - 12:30</b> Research Methodology and Descriptive Statistics 201300063 Tutorial RA 2334 RA 2338 Student set(s): BA PM 2A Groep 01
12:00					
13:00	<b>12:45 - 13:30</b> BA Premaster - Introductory Lecture Other				
14:00		<b>13:45 - 15:30</b> Organization Theory and Design Lecture L Brouwers-Ren SP 3 Student set(s): BA PM 2A Groep 01		<b>13:45 - 15:30</b> Research Methodology and Descriptive Statistics 201300063 Lecture HJ Vos SP 2 Student set(s): BA PM 2A Groep 01, CS PM 2A	
15:00					
16:00	<b>15:45 - 17:30</b> Research Methodology and Descriptive Statistics 201300063 Lecture HJ Vos WA 2 Student set(s): BA PM 2A Groep 01, CS PM 2A				
17:00					

Enroll in Osiris/  
Blackboard (Electronic Learning Environment)

[WWW.UTWENTE.NL/ONDERWIJSSYSTEMEN/EN/ABOUT\\_THE\\_APPLICATIONS/NEW\\_STUDENTS/EDUCATIONAL-SYSTEMS-UT-TEM.PDF](http://WWW.UTWENTE.NL/ONDERWIJSSYSTEMEN/EN/ABOUT_THE_APPLICATIONS/NEW_STUDENTS/EDUCATIONAL-SYSTEMS-UT-TEM.PDF)

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## AIM OF PREMASTER

“Preparing and qualifying students for master of science programme in Business Administration (University of Twente)”

Business  
Administration

Academic and  
Research skills

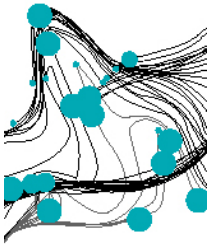


UNIVERSITY OF TWENTE.

Research &  
Methods

Business Administration  
related courses in an  
academic skills setting





# "THEORY" AND "PRACTICE"

MASTER OF SCIENCE IN BUSINESS ADMINISTRATION: NOT AN MBA

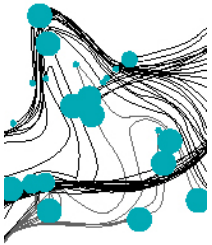
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He who loves practice without theory is like the sailor who boards ship without a rudder and compass and never knows where he may cast.

(Leonardo da Vinci)

izquotes.com



# SCIENCE AND THEORY

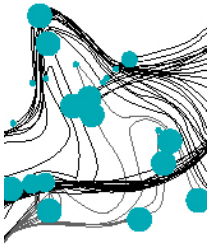
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“The object of science is to move beyond observation, beyond the development of measures to record observations, and beyond the study of the associations between recorded variables to the task of putting together explanations for associations – in short, to build theories.

A *theory* is a proposed explanation for a set of coordinated occurrences, or relationships” (Baker, 1999: p. 50)

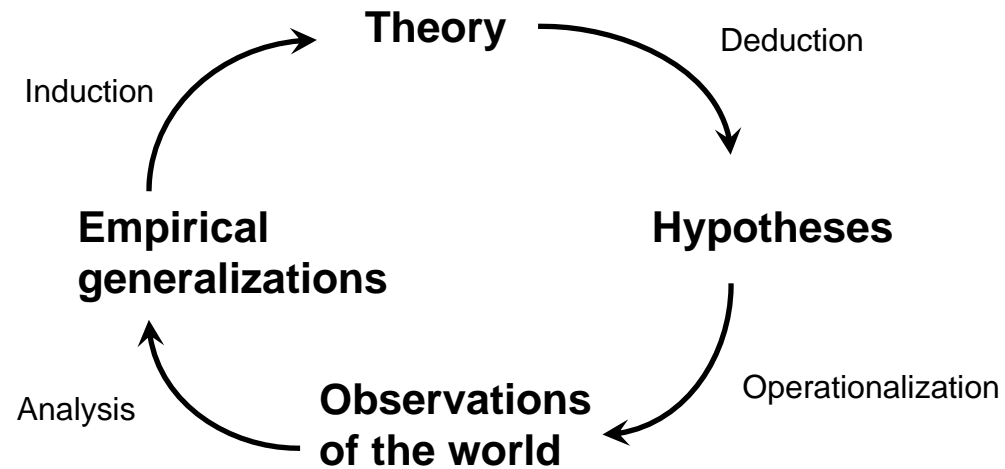




# ACADEMIC SKILLS (BACKGROUND) (1)

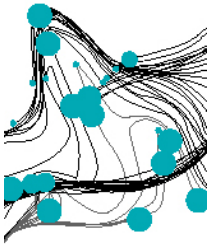
## RELATIONSHIP BETWEEN THEORY AND 'REALITY'

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EXAMPLE





## ACADEMIC SKILLS (BACKGROUND) (2)

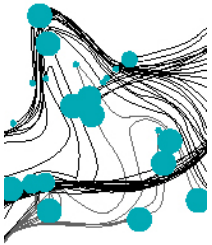
(Stahl & Caligiuri, 2005)

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9
1. Cultural distance <sup>a</sup>			—								
2. Position level <sup>a</sup>			.04	—							
3. Time in host country	5.61	5.86	.11	.31**	—						
4. No. of problem events	8.32	3.61	.22*	-.06	-.21*	—					
5. % of problem-focused coping strategies	.47	0.13	-.19*	.19*	.28**	-.22*	—				
6. Work adjustment	3.27	0.77	-.05	.40**	.17	-.26**	.34**	—			
7. Interaction adjustment	1.98	1.44	-.46**	-.20*	.31**	-.44**	.45**	.22*	—		
8. General adjustment	2.76	0.97	-.40**	-.04	.26**	-.36**	.56**	.35**	.77***	—	
9. Intention to stay on assignment	1.66	1.42	-.46**	.02	.38**	-.48**	.36**	.32**	.78***	.70***	—

<sup>a</sup> Mean and standard deviation not defined for nominal data.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

EXAMPLE



## ACADEMIC SKILLS (BACKGROUND) (3)

(Stahl & Caligiuri, 2005)

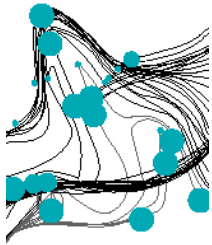
Table 4  
*Moderated Regression Predicting Cross-Cultural Adjustment and Intention to Stay*

Predictor variable	Work adjustment		Nonwork adjustment		Intention to stay	
	$\beta$	$\Delta R^2$	$\beta$	$\Delta R^2$	$\beta$	$\Delta R^2$
Step 1		.19		.42		.44
Time in host country	-.09		.31***		.35***	
Position level	.35***		-.29**		-.11	
Cultural distance	.05		-.32***		-.38***	
No. of problem events	-.17*		-.21**		-.26**	
Step 2		.04		.10		.02
% of problem-focused coping strategies (PFCS)	.23*		.36**		.13	
Step 3		.09		.03		.01
Time in Host Country $\times$ PFCS	.03		-.12		-.04	
Position Level $\times$ PFCS	-.23**		-.12		-.06	
Cultural Distance $\times$ PFCS	.17*		.14*		.10	
Overall $R$	.57		.74		.68	
Overall $R^2$	.32		.55		.47	
Adjusted $R^2$	.27		.52		.43	
Overall $F$ (9, 115)	6.26***		16.56***		11.76***	

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

EXAMPLE





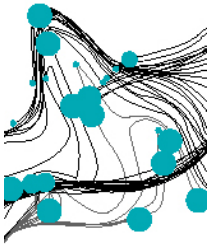
# INTENDED LEARNING OUTCOMES HIERARCHY

University /school aim (A)	<p>The University of <u>Twente</u> 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'. The core values of the University of <u>Twente</u> (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.</p> <p>The school of Behavioural, Management &amp; 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 analysed them to provide an explanation of the phenomena at hand, at the University of <u>Twente</u> we take two additional steps:</p> <ol style="list-style-type: none"><li>1. We seek to design a solution (intervention) that may help to solve the problem identified, and</li><li>2. We seek out how best to implement these interventions, and we evaluate the success or failure of the intervention.</li></ol> <p>Source: University of <u>Twente</u> Vision 2020/Tech4people</p>											
Overall programme aim (B)	<p>The graduate of the <b>MSc Business Administration programme</b> at the University of <u>Twente</u> 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 specialised content wise in one or a combination of the HTHT <u>Twente</u> fields: Human Resource Management, Financial Management, Change Management, Innovation and Technology Management, Innovative Entrepreneurship, Marketing and Strategy, Business Information Management, Purchasing and Supply Management.</p>											
Programme specific (C)	<p>1. The UT MSc BA graduate is competent in <i>business research</i>, 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. The graduate is / has:</p>				<p>2. The UT MSc BA graduate is competent in <i>business design</i>, 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. The graduate is / has:</p>				<p>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. The graduate is/has:</p>			
Programme specific ILO	1.1 able to develop relevant interdisciplinary research questions and formulate problem statements	1.2 able to critically reflect on business models and theories to build a clear theoretical framework and fitting research design	1.3 able to analyse qualitative and quantitative data and interpret findings related to the research question/problem statement	1.4 able to draw and discuss conclusions and to formulate recommendations for future research	2.1 able to relate academic insights/theories to people, business and societal and identify criteria and constraints	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	3.1 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 has organizational and cross-cultural sensitivity: is able to recognize the impact and consequence of decisions and actions within an organization and across cultures.	
	Research				Design				Organize			

Research

Design

Organize



## UNIVERSITY AIM

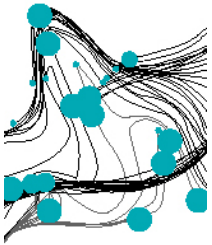
The University of Twente aims to produce outstanding graduates who excel by combining expertise from a range of fields as they design solutions that meet the demands of the future. A future defined by ambition, innovation and entrepreneurship. The UT alumni are well-rounded individuals with a thorough 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'. 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 analysed them to provide an explanation of the phenomena at hand, at the UT 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.

**UNIVERSITY OF TWENTE.**



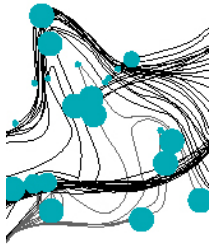


## OVERALL PROGRAMME AIM

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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 specialised 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.



## PROGRAMME SPECIFIC RESEARCH

---



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.

The graduate is / has:

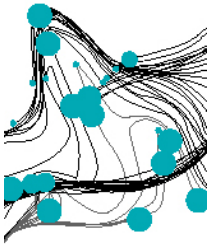
1.1 able to **develop** relevant interdisciplinary research questions and **formulate** problem statements

1.2 able to critically reflect on **business models and theories** to **build** a clear theoretical framework and fitting research design

1.3 able to **analyse** qualitative and quantitative data and **interpret** findings related to the research question/problem statement

1.4 able to **draw and discuss** conclusions and to **formulate** recommendations for future research





## PROGRAMME SPECIFIC DESIGN



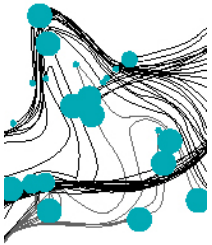
2. The UT MSc BA graduate is competent in *business design*, as he/she is able to independently apply an iterative design cycle to create/generate innovative/research based solutions to business problems and challenges in HTHT business contexts.

2.1 able to relate **academic insights/theories** to people, business and societal and identify criteria and constraints

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



## PROGRAMME SPECIFIC ORGANIZE

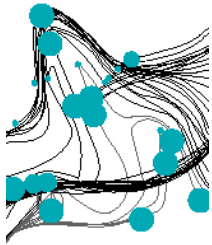


3. The UT MSc BA graduate is competent in organizing, managing and taking a leading role in change processes in global HTHT business contexts, using (inter-) cultural entrepreneurial business skills. The graduate is/has:

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

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.



# MSC BA STUDY PROGRAMME

[WWW.UTWENTE.NL/BA/MASTER/STUDYPROGRAMME/MSCBA20162017DRAFT/](http://WWW.UTWENTE.NL/BA/MASTER/STUDYPROGRAMME/MSCBA20162017DRAFT/)

- Which courses?
  - Master
  - Fill in Individual Learning Agreement (ILA)  
(Only for MSc BA!)

[www.utwente.nl/ba/master/studyprogramme/mscba20162017draft/](http://www.utwente.nl/ba/master/studyprogramme/mscba20162017draft/)

[▲ BACK TO HOMEPAGE UTWENTE.NL](#)

UNIVERSITY OF TWENTE.

Student & Staff information for (International) Business Administration

BMS School > Home > ... > Programme Information > Draft Study programme 2016-2017

<< BMS SCHOOL

HOME

BACHELOR

PRE-MASTER

**MASTER**

QUALITY ASSURANCE

EDUCATION

ORGANIZATION & CONTACT

SITEMAP

SEARCH

News | Vision and Goals | **Programme Information** | Study Information | Double Degree Master 'Innovation Management and Entrepreneurship' (TU Berlin) | Double Degree MSc Supply Management and BA, LUT and UT | Thesis and Graduation | Links and Applications

## DRAFT STUDY PROGRAMME 2016-2017

**DRAFT** 2016-2017 curriculum MSc BA version 1 February 2016

**Please mind:** this programme is still in draft, changes can still be made. We publish it now for planning purposes. Not all course descriptions are available yet (end of February the next step in formal procedures will be taken, then we will publish the missing course descriptions as soon as possible). The courses MOOTI, Managing Service Organisations, and Principles of Entrepreneurship will be stopped after academic year 2015-2016. Accounting & Financial Management will be taught for the last time in 2016-2017.

The general programme is as follows:

Curriculum MSc in Business Administration			
Course code	Course name	EC	
<b>Q1</b>			
201500084	Entrepreneurial Leadership & Responsible Organizational Design	5	based on 201500084 Entrepreneurial Leadership
	<i>Elective</i>	5	
	<i>Elective</i>	5	
<b>Q2</b>			
	Business Research	5	
	Master's thesis BA (part 1)	10	
<b>Q3</b>			
new	Finance & Corporate Governance	5	overlap with 201200008 Accounting and Financial Management
	<i>Elective</i>	5	
	<i>Elective</i>	5	
<b>Q4</b>			
201500102	Master's thesis BA (part 2)	15	
<b>Total EC</b>		<b>60</b>	

**For those started before 1 September 2016**

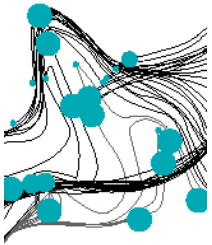
If you obtained more than 5EC, you follow the programme that you started with (September 2015 or February 2016 intake). If you obtained 5EC or no EC, your exam programme will be per 1 September 2016 this programme mentioned here.

**From Sept 2016: SPECIALISATION TRACKS- each offers at least 3 specialised electives**

The new MScBA Specialisation Tracks are:

1. Human Resource Management (HRM)
2. Entrepreneurship, Innovation and Strategy (EIS)

UNIVERSITY OF TWENTE.



# CHECK YOUR STUDENT MAIL @STUDENT.UTWENTE.NL

HOME > BUSINESS > BUSINESS TIPS > 5 EMAIL DO'S AND DONT'S THAT CAN MAKE OR BREAK RELATIONSHIPS

## 5 EMAIL DO'S AND DONT'S THAT CAN MAKE OR BREAK RELATIONSHIPS

April 21, 2014 / Written by: IBT Girls

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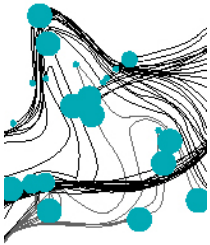
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Source: [www.inspiredbythis.com/business/email-etiquette-tips/](http://www.inspiredbythis.com/business/email-etiquette-tips/)



# CIRCUMSTANCES? CONTACT STUDY ADVISOR ASAP

[HTTP://WWW.UTWENTE.NL/CES/STUDENTENBEGELEIDING/EN/REGULATIONS/CHARTER/CHARTER\\_PFD/CHARTER.PDF](http://www.utwente.nl/ces/studentenbegeleiding/en/regulations/charter/charter_pfd/charter.pdf)



Charlotte Röring

([c.g.m.roring@utwente.nl](mailto:c.g.m.roring@utwente.nl))

- As soon as circumstances arise: contact study advisor
- You are responsible: make sure it is not too little, too late...

## **Master's programmes**

Programmes culminating in a MSc. degree run for one, two, or, occasionally, three years. These programmes provide more in-depth and specialised knowledge and education within a specific discipline.

Master's programmes are concluded with a final examination. Students passing the examination are awarded a master's diploma, the accompanying diploma supplement, and, if and when applicable, a note conferring a honour or distinction and/or full teaching qualifications, by the examination board. These students are granted the title of Master of Science (MSc.). All programmes start on 1 September of any given year. It is possible to enter as per 1 February of the following year, but prospective students will have to consult with their study adviser to determine whether following the programme is still feasible.

The Geo-Information Science and Earth Observation master's programme is a higher professional education programme and runs for one year (twelve months).

As of 1 September 2012, students are to have completed their required previous education in full before being allowed to follow the master's programme. For students not yet having obtained their bachelor's diploma, this has the following effect:

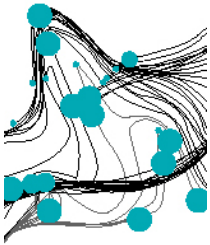
- The credits obtained for master's programme courses completed prior to 1 September 2012 may, at the student's request, be transferred to the master's programme upon their completion of their bachelor's education.
- Should the programme's Education and Examination Regulations so permit, submarks valid for more than one year will be processed in the same way as the credits obtained for master's programme courses completed prior to 1 September 2012.
- Should a student be required to complete a master's programme course as part of their bachelor's programme's set of examination courses<sup>1</sup>, or should they wish to do so, such requires the permission of the examination committee.

Exceptions will be made only in exceptional and distressing circumstances, as determined by the hardship clause of the master's programme's Education and Examination Regulations. These

Regulations are published on the programme's website.

For practical information on the Bachelor-before-Master rule, refer to:

<http://www.utwente.nl/ces/studentenbegeleiding/en/regulations/bsa/>



# TEACHING AND EXAM REGULATIONS

[WWW.UTWENTE.NL/BMS/EXAMBOARD/GENERAL/REGULATIONS/](http://WWW.UTWENTE.NL/BMS/EXAMBOARD/GENERAL/REGULATIONS/)

- Student Charter (UT)
- General part (Faculty)
- Programme specific part (Business Administration)

## Programme-specific appendix to the TER 2015-2016

for the Master of Science programme

### **Business Administration**

#### **1. Structure and content of the programme**

- Composition of the programme (including the content of the programme, the content of the specializations, and the content of practical exercises)
- Study load of the programme and of each of the units of study making up the programme
- Other programme-specific characteristics (including the nature of the programme and the organization of the programme)
- Honours programmes

#### **2. Aims and final attainment targets**

- Aims of the programme
- Final attainment targets of the programme

#### **3. Examination and exams**

- Examination
- Exam formats and the number and sequence of exams and practical exercises
- Required sequence of exams / Prerequisites

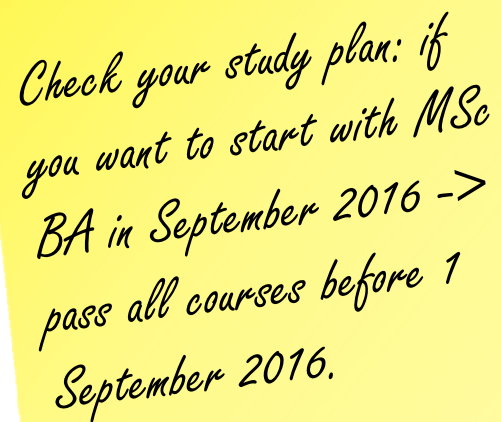
#### **4. General information**

- Admission to the programme
- Language of teaching and exams
- International cooperation and agreements
- Elective options and their related requirements
- Programme committee (OLC)
- Examination Board

#### **5. Transitional arrangements**

#### **6. Additional subjects**

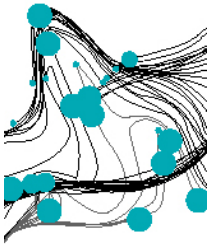
- Graduation with distinction
- Special regulation on the Master's thesis



*Check your study plan: if you want to start with MSc BA in September 2016 -> pass all courses before 1 September 2016.*

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# TEACHING AND EXAM REGULATIONS

[WWW.UTWENTE.NL/BMS/EXAMBOARD/GENERAL/REGULATIONS/](http://WWW.UTWENTE.NL/BMS/EXAMBOARD/GENERAL/REGULATIONS/)

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## Programme-specific appendix to the TER 2015-2016

for the Master of Science programme

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- c. Other programme-specific characteristics (including the nature of the programme and the organization of the programme)
- d. Honours programmes

#### **2. Aims and final attainment targets**

- a. Aims of the programme
- b. Final attainment targets of the programme

#### **3. Examination and exams**

- a. Examination
- b. Exam formats and the number and sequence of exams and practical exercises
- c. Required sequence of exams / Prerequisites

#### **4. General information**

- a. Admission to the programme
- b. Language of teaching and exams
- c. International cooperation and agreements
- d. Elective options and their related requirements
- e. Programme committee (OLC)
- f. Examination Board

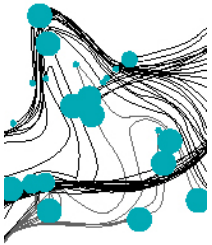
#### **5. Transitional arrangements**

#### **6. Additional subjects**

- a. Graduation with distinction
- b. Special regulation on the Master's thesis



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# RULES AND REGULATIONS: EXAMPLE 1

## PRE-MASTER

### 4. General information

#### 4a. Admission to the programme

A request to be admitted to the programme is assessed by an admission committee headed by/represented by the programme director.

The assessment of all applicant skills is based on academic background. The regulations for the different educational backgrounds are:

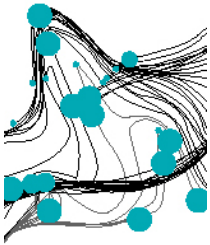
#### - Dutch Research University Degree

- a. A Bachelor's degree in Business Administration awarded by a Dutch university  
Applicants with a Bachelor's degree in Business Administration awarded by a Dutch research university will be admitted to the programme. With regard to proficiency in English, the admissions committee decides whether additional requirements should be set or a diagnostic test should be taken.
- b. Another Bachelor's degree awarded by a Dutch research university  
Applicants with another Bachelor's degree in a related field awarded by a Dutch research university will be admitted after completion of a pre-Master's programme. The admissions committee determines whether or not a pre-Master is awarded and depending on the bachelor programme determines the content of the pre-Master's programme. The applicant must have successfully completed the entire pre-Master's programme within 12 months<sup>1</sup>
- c. Another Bachelor's degree awarded by the University of Twente  
Applicants with a Bachelor's degree other than Business Administration awarded by the University of Twente may be admitted to the programme after completion of a pre-Master's programme. The admissions committee determines the content of the pre-Master's programme, depending on the Bachelor's programme. The applicant must have successfully

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<sup>1</sup> Per course of the pre-Master's programme no more than two attempts are permitted to sit the corresponding exam. If the student fails to successfully complete the pre-Master's programme on time, he/she will not be admitted to the Master's Programme.





# RULES AND REGULATIONS: EXAMPLE 2

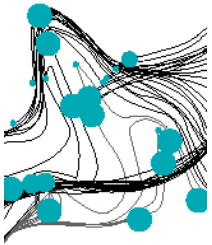
## MASTER PROGRAMME

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### 3c. *Required sequence of exams / Prerequisites*

Prior knowledge prerequisites in the MSc in Business Administration are restricted to the phase where the student starts the Master's project that is the methodology and the writing of the Master's thesis. See the next table for the prerequisites per course:

Course name	Course code	Prerequisites
Business Research	201500082	Recommended: 10EC
Master Thesis BA Part 1	201500101	Obligatory: 10EC + Students are only allowed to start with this course if they are enrolled in the course 'Business Research 201500101'
Master Thesis BA Part 2	201500102	Obligatory: Business Research + Master's Thesis Part 1 + total EC's earned of 35EC



# CODE OF CONDUCT

[WWW.UTWENTE.NL/HR/EN/TERMS-OF-EMPLOYMENT/CAO-REGULATIONS-CODES-CONDUCT/CODES-CONDUCT/](http://WWW.UTWENTE.NL/HR/EN/TERMS-OF-EMPLOYMENT/CAO-REGULATIONS-CODES-CONDUCT/CODES-CONDUCT/)

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- E.g. (p. 2)

Staff and students of the University of Twente will treat each other with respect.

Hands-on example:

I send an email to you with a question, requiring your answer.

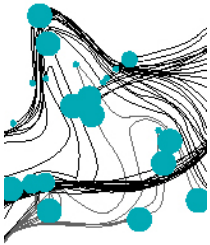
You do not reply within 10 minutes because you are attending a lecture.

I send that **same** email to a second student.

I do not mention this to you, nor to the second student.

I only need one answer, but two persons are working on the answer.

Would you appreciate this?



# ORGANIZATION THEORY & DESIGN

## REALITY CHECK

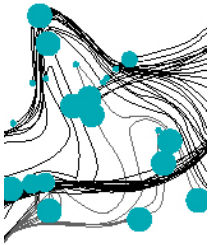
week 5 | Monday, 1 February 2016 - Sunday, 7 February 2016

	Mon 1 Feb	Tue 2 Feb	Wed 3 Feb	Thu 4 Feb
8:00				
9:00	<b>08:45 - 10:30</b> Introductory Breakfast School of BMS Other RA 1501 Student set(s): BA M 2A group 01, BA PM 2A Groep 1, ES M 2A, ES PM 2A, IEM-F M1 2A Group 01, and 8 other...			
10:00		<b>09:45 - 10:30</b> Workshop Effective Reading Other	<b>09:45 - 10:30</b> Tutorial Group 1 WB Tollenaar RA 4334 Student set(s): BA PM 2A Groep 1	
11:00		<b>10:45 - 12:30</b> Organization Theory and Design Project supervised L Brouwers-Ren RA 2502 Student set(s): BA PM 2A Groep 1	<b>10:45 - 12:30</b> Academic Writing Premaster192412240 Tutorial Group 2 WB Tollenaar CI	<b>10:45 - 12:30</b> Research Methodology and Descriptive Statistics 201300063 Tutorial RA 2334
12:00				
13:00	<b>12:45 - 13:30</b> BA Premaster - Introductory Lecture Other			
14:00	<b>13:45 - 15:30</b> Academic Writing 192412240 Tutorial WB Tollenaar RA 2334 RA 2336 Student set(s): BA PM 2A Groep 1	<b>13:45 - 15:30</b> Organization Theory and Design Lecture L Brouwers-Ren SP 3 Student set(s): BA PM 2A Groep 1	<b>13:45 - 15:30</b> Res 201 Lec HU SP Stu f, C	
15:00				
16:00	<b>15:45 - 17:30</b> Research Methodology and Descriptive Statistics 201300063 Lecture HJ Vos WA 2 Student set(s): BA PM 2A Groep 1, CS PM 2A groep 1, CS PM 2A groep 2, ES PM 2A, EST PM 2A, and 3 other...			
17:00				

Voluntary: if joining, bring book and laptop

Within 1 week: test of 6 chapters of the book

**Don't PANIC!**



## AND AGAIN... : ACADEMIC INTEGRITY



- Cooperation and dividing tasks
- For later concern: self-plagiarism is also plagiarism
- Questions: contact teacher, supervisor, study advisor, peers, etc.

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<http://www.utm.utoronto.ca/academic-integrity/plagiarism-scenarios>

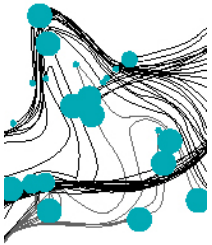


"Plagiarism?" But my roommate gave me permission to use his paper and said I didn't have to cite him.



# HTHT MSc BA@UT Fields: Meet the Pro(f)s





# QUALITY ASSURANCE OF EDUCATION

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Evaluation of courses

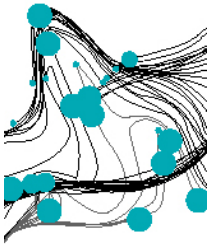
Evaluation of programme

We need your feedback!



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WORK HARD, HAVE FUN AND ...

