

ACADEMIC SECTION OF THE

Student Charter 2011/2012

including the Teaching and Examination Regulations (“OER”) and the Rules and Regulations of the Examination Boards (R&R)

for the **Bachelor of Science programmes**
of the School of Management and Governance

The Dean of the School of Management and Governance has resolved to, on behalf of the Executive Board of the University of Twente, adopt the programme-specific student charter, for the following Bachelor's programmes:

- **Business Information Technology (BIT)**
- **Business Administration (BK)** (including English-language variant International Business Administration)
- **Public Administration (BSK)** (including English-language variant European Studies)
- **Health Sciences (GZW)**
- **Industrial Engineering and Management (TBK)**

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Foreword

In accordance with the WHW (section 7.59), the University of Twente maintains a student charter. The student charter consists of two parts:

- the institutional section (ISS)
- the academic section (FSS)

Within the School of Management and Governance, the same academic section applies to all Bachelor's programmes offered. The following MG academic section, with accompanying appendices, is a shortened version of the student charter in Dutch for the Bachelor's programmes:

- Business Information Technology
- Business Administration (including the English-language variant International Business Administration)
- Public Administration (including the English-language variant European Studies)
- Health Sciences
- Industrial Engineering and Management

It contains a translation in English of parts A, B1, C and D mentioned below, plus from part B2 a translation of the programme-specific appendices for Public Administration and Business Administration, insofar they relate to the English-language variants European Studies and International Business Administration respectively.

The academic section of the student charter (FSS) of the School of MG consists of 4 parts:

- A) A description of the programme structure and the supporting facilities that the institution offers students, including but not limited to:
- information on the structure, organization and conduct of the teaching
 - student services
 - academic support facilities
- B) The Teaching and Examination Regulations, as adopted (in accordance with section 7.13 of the Higher Education and Research Act) and in this document referred to as "OER":
- the elements that are common to all MG Bachelor's programmes (B1)
 - the programme-specific appendices (B2)
- C) The rules and regulations of the Examination Board
- D) A description of the rules and procedures governing the programmes and which supplement the measures for the protection of the rights (of the students) enacted by the Executive Board (see institution-specific section of student charter).

Both sections of the student's charter (the institutional section and the MG academic section) can be viewed at the Educational Affairs Office of the Faculty of Management & Governance (MG), and are also available on the [MG website](#).

References in this student's charter to the male gender should also be understood to include the female gender.

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Glossary

In this student charter, the following terms and definitions apply¹:

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| academic year: | the term that starts on 1 September and ends on 31 August the following year. The academic year is 60 ECs or 1680 hours |
| Act: | the Higher Education and Scientific Research Act (WHW), in the Dutch Bulletin of Acs, Orders and Decrees, number 593, and as amended since |
| authorized proof of result | an authorized proof of result is a list or other written document initialled by or on behalf of an Examiner, or a result published via the Student Information System (SIS) |
| BA: | the one-year Master's programme in Business Administration (MSc) |
| BIT: | the Bachelor's programme in business information technology |
| BK: | the Bachelor's programme in business administration |
| BOZ: | the Educational Affairs Office of the School of MG |
| BSK: | the Bachelor's programme in public administration |
| Blackboard: | the electronic learning environment of the University of Twente |
| cohort: | generation or group of students who started the same academic programme in the same year |
| credit: | unit of study load, expressed in ECs (European Credit) in accordance with the European Credit Transfer System |
| Dean: | head of the faculty (section 9.12, WHW) |
| EB | Executive Board of the University of Twente |
| EC: | European Credit (EC), a credit point of 28 hours as described in the WHW |
| ECTS: | European Credits Transfer System: European agreements have been reached on a joint system for expressing study load; the study load of an academic year is 60 European Credit points, or 1680 hours (see article 7.4 of the WHW) |
| ES: | The one-year Master's programme in European Studies (MSc) |
| exam: | an evaluation of the knowledge, insights and skills of the student in relation to the unit of study, as well as the assessment of the result of that evaluation |
| examination: | An examination is deemed successfully completed if the exams required for the units of study of a programme or the propedeutic phase of a programme have been successfully taken |
| Examination Board: | the Examination Board of the programme as appointed by the Dean in accordance with section 7.12a of the WHW |
| Examination Programme: | The specific contents of units of study recorded in the Student Information System (SIS) that an individual student is to complete during the course of a programme, inclusive of any optional (elective) programme components. |
| Examiner: | the individual who has been appointed to hold the exams in accordance with article 7.12c of the WHW, |
| FSS: | faculty student's charter. This refers to the programme-specific section of the student's charter (as defined in section 7.59 of the WHW) for the Bachelor's programmes of the School of MG |
| GZW: | the Bachelor's programme in health sciences |
| HS: | the one-year Master's programme in Health Sciences (MSc) |
| IEM: | the two-year Master's programme in Industrial Engineering and |

¹ Terms printed in **bold** are terms and definitions defined by the Executive Board as used in the UT Teaching and Examination Regulations. These terms and definitions are understood to have the same meaning as they have in the Higher Education and Research Act (hereinafter 'the WHW'). All other terms are school-specific definitions of terms used in this charter (including Teaching and Examination Regulations and the Rules & Guidelines of the Examination Board).

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| | Management (MSc) |
| institution: | University of Twente |
| MG: | the School of Management and Governance |
| MBI: | the two-year Master's programme in Business Information Technology (MSc) |
| MEEM: | the post-graduate Master of Science programme in Environmental and Energy Management (MSc) |
| MPM: | the post-graduate Master's programme in Public Management |
| MRM: | the post-graduate Master's programme in Risk Management |
| MSc: | Master of Science; degree granted to a person successfully completing the Master's examination in the programmes BA, MBI, ES, HS, IEM, PA or MEEM (WHW, section 7.19a). |
| OER | Onderwijs- en Examenregeling; this is the Dutch name of the Teaching and Examination Regulations (TER) |
| OLC: | the programme committee (section 9.18, WHW) |
| OLD: | the programme director |
| OSIRIS: | the Student Information System (SIS) of the University of Twente |
| PA: | the one-year Master's programme in Public Administration (MSc) |
| programme: | the Bachelor's programme as described in the appendix to the Teaching and Examination Regulations. A programme is a cohesive set of units of study focused on the achievement of clearly described objectives in terms of knowledge, comprehension and skills that the person completing the programme must possess (section 7.3, paragraph 2, WHW) |
| programme committee: | committee (with both instructor and student members) that advises a programme director on the OER and all academic matters (section 9.18, WHW, and article 13, faculty regulations) |
| programme director: | a programme director is appointed by the dean to manage the programme (section 9.17, WHW, and articles 10 and 11, faculty regulations) |
| practical exercise: | a practical exercise, as described in section 7.13, paragraph 2 under d of the WHW is a unit of study or part of a unit of study, whereby the emphasis is placed on the student's activities, such as: <ol style="list-style-type: none"> 1. carrying out literature research, an assignment or a preliminary design, writing a thesis, article or 'position paper', or giving a presentation in public; 2. carrying out a design or research assignment, doing tests and experiments, participating in practicals, practicing skills; 3. following an internship, taking part in fieldwork or an excursion; 4. participating in other educational activities deemed as necessary and aimed at achieving the required skills |
| R&R: | the rules and regulations of the Examination Board (WHW, section 7.12, paragraph 4) |
| student: | Anyone registered with a programme in accordance with article 7.34 and 7.36 of the WHW |
| Student Information System (SIS): | web application authorized by the Board of the university for registration and for providing information on all relevant data on the students and the university, as described in the WHW |
| study adviser: | person appointed by the Dean who acts as contact between the student and the university, and in this role represents the interests of the students, as well as fulfilling an advisory role |
| student counsellor: | person appointed by the Board of the university who acts as contact point between the student and the university as described in article 7.34, paragraph 1 d of the WHW |
| study plan: | a plan prepared by the students describing their study programme itinerary |

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| study rate: | number of ECs achieved in a certain period divided by the number of ECs that can nominally be achieved in the period |
| study programme | The applicable curriculum of the programme as recorded in the programme-specific appendix |
| TBK: | the Bachelor's programme in industrial engineering and management |
| unit of study: | a unit of study in a programme as described in section 7.3, paragraphs 2 and 3 of the WHW, or a practical exercise. The units of study from which a programme is composed (also referred to as 'courses') are listed in the programme-specific annex for that programme. |
| UT: | University of Twente |
| WHW: | the "Wet op het Hoger onderwijs en Wetenschappelijk onderzoek, in this document also called the "Act" (see above) |
| working day: | one of the days from Monday to Friday except for official holidays and pre-approved days when university staff members are off work |

A: Description of the academic structure and facilities

A1) structure, organization and delivery of the Bachelor of Science programmes

Structure

All Bachelor's programmes offered by the School of Management and Governance are offered as full-time programmes only. They consist of three academic years of 60 EC each (total course load 180 EC/5040 hours) (see also section 7.4a, paragraph 1, WHW). All programmes have two examinations, the first-year examination and the Bachelor's examination.

A brief description of the content of each Bachelor's programme in the School of MG is found in the [study guide](#). A description of the final qualifications (attainment targets) of the programmes is provided in the programme-specific appendices (section B2 of this student charter).

The academic timetable for the Bachelor's programmes consists of two semesters per academic year, each semester consisting of two quartiles of ten weeks each. Most programmes schedule three courses of 5 EC (3 x 140 hours) each quartile. Each quartile concludes with two exam weeks. Further information on the academic timetable and the exam schedule can be consulted on www.smg.utwente.nl/education

| | <i>1st quartile</i> | <i>2nd quartile</i> | <i>3rd quartile</i> | <i>4th quartile</i> |
|---------------|---------------------|---------------------|---------------------|---------------------|
| <i>year 1</i> | 3 courses of 5 EC |
| <i>year 2</i> | 3 courses of 5 EC |
| <i>year 3</i> | 3 courses of 5 EC | 3 courses of 5 EC | 15 EC | 15 EC |

Courses are scheduled with the intent of spreading the study load (including essays, projects, participating in practical exercises, etc.) as evenly over the year as possible. The students will be able to reasonably meet the standards of academic progress (see also section 7.4, second paragraph, Higher Education & Research WHW).

First-year phase

The first year of the Bachelor's programme is also referred to as the 'propedeutic' phase. The course load of the first year is 60 EC (1680 hours). The components of the first year and the course load per component are listed in the programme-specific appendices (part B2 of this student charter).

The first-year phase is structured with the objective of applying the academic advising for the first-year phase (section 7.8b, WHW) so as to gain insight into the content of the programme with the option of referral and selection at the end of the phase.

The first-year phase concludes with a examination. A student officially passes the examination when he has completed all components (for further information, see B2: programme-specific appendices).

Post-propedeutic phase

The second and third year of the Bachelor's programme are sometimes referred to as the 'post-propedeutic' phase. The course load of the post-propedeutic phase consists of 120 EC (3360 hours). The components of the post-propedeutic Bachelor's phase and the course load per component are listed in the programme-specific appendices (part B2 of this student charter).

A minor is scheduled in the third year and in the first semester in every programme. The minor is a cohesive set of electives of 20 EC. (For more information, see <http://www.utwente.nl/majorminor/en>). The programme allows students to choose electives. A student can choose freely from the curriculum of the school, UT or another academic institute. In addition, each programme offers a Bachelor's thesis or project in the second semester of the third year. The programme concludes with a Bachelor's examination. A student officially passes the examination when he has completed all components (for further information, see B2: programme-specific appendices).

Courses and exams

Every study unit, also referred to as 'course', concludes with an exam. An exam may consist of multiple components. Information on the exam format and the required knowledge is found in the programme-specific appendices (part B2 of this student charter).

To enable students to take the exams (of the relevant programme), an exam session will be scheduled twice per academic year for each course not being a practical exercise. The first session follows immediately after the academic period in which the course was taught. The second follows in the period thereafter or at such date and time as to allow a reasonable interval between the two successive exam opportunities.

An exam schedule is available from Osiris Self Service for students. Check Blackboard for the deadlines for assignments, projects, etc.

For a description of the content of the study units, see the information on OSIRIS (for general information) and on Blackboard (two weeks before the start of the programme for current updates).

Cohesion and prerequisites

Bachelor's programmes follow a certain structure. An instructor of one course will build on what the students have learned in a previous course. This means that courses may have prerequisites. Prerequisites may be desired, required and obligatory prerequisite knowledge.

- desired: the student will benefit from having this prerequisite knowledge
 - required: the prerequisite knowledge is indispensable
 - obligatory: students who do not have the prerequisite requirements will not be admitted
- Take this into account when planning your studies! Information on the obligatory prerequisites is found in the programme-specific appendices (part B2 of this student charter).

A number of prerequisites apply to most programmes:

- A student who has passed less than 40 EC of the first year of the programme (B1) may not take second and third-year courses. Exemptions may be obtained from the Examination Board upon submission of a recommendation from the study adviser and an approved study plan
- To participate in a minor (elective package scheduled in the first semester of the third year), a student must have passed a minimum of 80 EC at the closing of registration for the minor
- Before starting the qualifying Bachelor's thesis (in all programmes except BIT):
 - a. the student must have passed the first-year examination *and*
 - b. the student must have completed 135 EC *and*
 - c. the Bachelor's thesis plan must have been approved by the relevant examiner.

Advanced options: graduating with distinction and honours programme

All programmes allow students to graduate with distinction. Furthermore, excellent students are offered the opportunity to pursue an honours programme in addition to the standard programme. For more information, see the OER (part B1 of this student charter), article 7A.

Contribution of students to their programme: course evaluations and programme committee

Course evaluations

The faculty considers student input an important part of improving the curriculum. All courses are evaluated by the students upon conclusion of the course.

Programme committee

Pursuant to section 9.18 of the WHW, every programme has a programme committee. Article 13 of the MG Faculty Regulations dictates the composition of the committee and the process of appointing its members. The committee's main tasks are:

- to make recommendations on the OER
- to annually evaluate the implementation of the OER
- to give solicited or unsolicited recommendations to the programme director (and the dean) on all academic matters relating to the programme

If you are interested in participating in the programme committee, notify the secretariat of the faculty (☎ (053) 489 3520) or the registrar (☎ (053) 489 2402)

General and practical information

Information on student associations (including reduced-price course materials), studying abroad, and many other subjects can be found in the [study guide](#).

A2) student facilities

The University of Twente makes use of an electronic learning environment. Both internet and the university's intranet are used to provide information about its academic programmes and administrative procedures.

Students of the School of Management and Governance in cohort 2009 and later require a laptop computer for participation in the programme. Students may avail themselves of the computers on offer through the Notebook Service Network (NSC) of the University of Twente. Through their laptop or notebook computer students can log onto the university network, which provides intranet and internet access.

The university provides a number of student services and facilities like lecture halls and tutorial rooms, project rooms, a library, accommodations for supervised and independent study, and research facilities for educational purposes. The university has a limited number of publicly accessible computers.

The facilities of the School of Management and Governance are listed in the [study guide](#).

The School of Management and Governance offers in house accommodation for the study associations Sirius (for students Public Administration, including European Studies, and Health Sciences) and Stress (for students (International) Business Administration and Industrial Engineering and Management), to carry out their activities.

A3) academic support services

The faculty has a number of study advisers. They advise students on problems relating to studying in general and their study programme in particular. They can be called upon to discuss the student's study experiences, complaints, the fitness of a programme choice, study plans and planning, study delay, the regulations on education and examinations, and affairs of legal status and position. The study advisers are complaints officers too and give suggestions on study matters. If deemed appropriate or necessary, they refer to more specialist supporting departments within or outside the university.

Appointments can be made via the academic secretariat (☎(053) 489 3200/ (053) 489 3987). Further information can be found on the [study advisers' webpage](#).

B: Teaching and Examination Regulations (OER)

(under articles 7.13 and 7.59 of the Higher Education and Research Act)

The Dean of the School of Management and Governance,

in view of the articles 9.5, 9.15, first paragraph under a, 7.13 first and second paragraph, 9.38 under b, 9.18, first paragraph under a and 7.59 of the Higher Education and Research Act (WHW), and

in due consideration of the recommendations of the programme committees, as well as the approval by, or advice of, the Faculty Council, pertaining to the programme-specific annex of the programme in question²

hereby authorizes

the **Teaching and Examination Regulations 2011 / 2012**

of the UT Bachelor's programmes:

- **Business Information Technology (BIT)**
- **Business Administration (BK) (including English-language variant International Business Administration)**
- **Public Administration (BSK) (including English-language variant European Studies)**
- **Health Sciences (GZW)**
- **Industrial Engineering and Management (TBK)**

N.B.:

- the passages in **bold** apply to all UT Bachelor's programmes; (these are the guidelines of the Executive Board, which the Dean requires to be included in the Bachelor's programme OERs)
- all other passages are supplementary additions and apply to the Bachelor's programmes offered by the school of MG

² The right of recommendation pertains to section 7.13, parts a through g, of the WHW. The right of consent refers to the other parts of section 7.13.

Contents of the Teaching and Examination Regulations (OER)

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B1 Common Elements

Preamble – Applicability

1. Each programme has a specific programme appendix.
2. For each programme, the common elements and the specific programme appendix together form the Teaching and Examination Regulations for the applicable Bachelor's programme.
3. The common elements as well as the programme-specific appendix of the Teaching and Examination Regulations are authorized by the Dean.
4. The Teaching and Examination Regulations (OER) apply to all students registered with the applicable programme. For MG this refers to the Bachelor of Science degree programmes BK (including the English language variant IBA), BIT, BSK (including the English language variant European Studies), GZW and TBK.
5. A programme's Examination Board sets down the Examination Board Regulations for the execution of its tasks and powers in accordance with art. 7.12b of the WHW.
6. The jurisdiction of a programme's Examination Board extends to all units of study that are part of the student's programme.
7. The stipulations in this general section of the Teaching and Examination Regulations, in the programme-specific appendix of the Teaching and Examination Regulations and in the rules and regulations of the programme's Examination Board also apply to units of study provided by lecturers from other programmes or institutions.
8. An English translation of the general section and the specific programme appendices of the Teaching and Examination Regulations and the Examination Board Regulations is available for the English-language Bachelor's programmes. In conflicting situations the Dutch text shall take priority over the English text.
9. Please read all qualifications such as him, her, he and she as gender neutral.

Section 1 - General

Article 1 - Terms and definitions

The terms used in these regulations should be interpreted as meaning the same as in the Higher Education and Scientific Research Act (WHW), insofar as they are defined in that Act.

For a full, alphabetical list of terms and definitions, please see the glossary on page 4 of the Student Charter (FSS).

Article 2 – Programme content

1. The items as described in article 7.13, paragraph 2, a to j and l, s and t of the WHW are laid out in the specific appendix of each programme. The programme-specific appendices include descriptions of the following:
 - a. the content of the programme and its examination (WHW, section 7.13, paragraph 2a)
 - b. content of the specializations (WHW, section 7.13 paragraph 2b)
 - c. the qualifications as for the knowledge, insight and skills that a student must have acquired after having finished the programme (Article 7.13, paragraph 2c of the WHW)
 - d. content of practical exercises (section 7.13, paragraph 2d of the WHW)
 - e. study load of the programme and of all study units that comprise the programme (Article 7.13 paragraph 2e of the WHW)
 - f. number and sequence of exams and practical exercises (section 7.13, paragraph 2h of the WHW)

- g. programme format: full-time, part-time, sandwich, according to the CROHO registration (Central Register of Higher Education Study Programmes) (Article 7.13 paragraph 2i of the WHW)
- h. format of the exams: oral, written, individual, group etc. (section 7.13, paragraph 2l of the WHW)
- i. required sequence of exams: whether or not passing certain exams is a condition for admission to participation in teaching activities or other exams; admission standards and participation requirements for practical exercises (7.13 paragraph 2s, t of the WHW)
- j. requirements related to electives and students' individual choices
- k. transitional system, as referred to in Article 24 of the OER
- l. language to be used for teaching and exams (section 7.2 of the WHW)
- m. Master's programme(s) that are continuations to the Bachelor's programme (or the Bachelor's specialization). (section 7.13, paragraph 3 of the WHW)

The School of Management and Governance has chosen to bundle the descriptions of the common elements of the WHW's paragraphs mentioned above (part B1 of this OER). The descriptions of the remaining paragraphs are offered in the programme-specific appendices (part B2).

Article 3 – Final attainment targets of the programme (WHW, article 7.13 paragraph 2 sub c)

The goals and final attainment targets (article 7.13 paragraph 2c of the WHW) are described in the specific programme appendices (part B2).

The final attainment targets of the Bachelor's programme either fit the internationally recognised level descriptions of the so-called Dublin Descriptors, or are in accordance with the equivalent Criteria for Academic Bachelor and Master Programmes agreed upon by the 3TU..

The *Dublin Descriptors* are:

- | | |
|---|--------------------|
| a. Knowledge and insight | d. Communications |
| b. Application of knowledge and understanding | e. Learning skills |
| c. Critical thinking | |

The 3TU *Criteria for Academic Bachelor and Master Programmes* are:

1. expertise in one or more academic disciplines
2. research competence
3. design competence
4. a scientific approach
5. basic intellectual skills
6. competence in cooperation and communication
7. awareness of temporal and social context

Article 4 - Admission to the programme

1. **Admission is granted to the programme if at least one of the requirements with regard to prior education for enrolment in university education is met in accordance with the WHW, article 7.24 on prior education requirements, article 7.25 on additional entry requirements, article 7.28 on exemption on the basis of other diplomas and article 7.29 on exemption on the basis of successfully completed entrance exams.**
2. **The conditions for admission to the programme are described in detail in the latest version of the document entitled “Colloquium Doctum and other Admission Agreements for Admission to Bachelor Programmes”. This document can be found on the University of Twente’s website.** Additional requirements, if in place, have been included in the programme-specific appendix.

Artikel 4a Language

1. **The Bachelor's programmes are taught in Dutch, in accordance with the University of Twente's Code of Conduct Languages of Instruction and in accordance with art. 7.2 of the WHW.**
2. **An alternative language may be used for a Bachelor's programma with the authorization of the programme director if:**
 - a. **It concerns teaching in the form of a guest lecture by a non-Dutch speaking lecturer, or**
 - b. **the specific nature, design or quality of the programme, or the origin of the students, requires it**
3. **If neither the examiner nor the student objects, the exam can be taken in a different language**
4. **Programme-specific supplements to the stipulations in this article and the manner in which an English-language programme can guarantee that it meets the conditions of the above-mentioned Code of Conduct Languages of Instruction are recorded in the programme-specific appendix and/or the Rules and Regulations of the Examination Boards. MG has chosen to do so in the programme-specific appendix.**

Article 4b - Advanced options: graduating with distinction and honours programme

1. The school has a regulation for graduating with distinction. The designation 'with distinction' may be granted on both the first-year examination and the Bachelor's examination.
2. If upon sitting the first-year examination, the student has given evidence of exceptional capability, 'with distinction' will be noted on the degree certificate. A student is considered to have exceptional capacity if each of the following conditions is met:
 - a) the average marks earned for study units of the first-year examination is at least 8
 - b) in the determination of this average, the study units that are not evaluated with a numerical mark or for which an exemption is granted are not considered
 - c) no study unit was evaluated as not passing, and no more than one unit was evaluated with a mark of 6
 - d) the student was not granted exemptions for more than one-third of the total first-year degree programme
 - e) the study speed ratio was at least 0.8, and the first-year degree was completed within two years, barring exceptional circumstances at the discretion of the Examination Board that would justify a longer period. Special cases explicitly include (but are not limited to) the circumstances recognized for the allocation of graduation support.
3. If upon sitting the Bachelor's examination, the student has given evidence of exceptional capability, 'cum laude' ('with distinction') will be recorded on the degree certificate. A student is considered to have exceptional capability if each of the following conditions is met:
 - a) the average mark awarded for the study units of the Bachelor's examination (B2 and B3 programme) is at least 8
 - b) in the determination of this average, the units that were not evaluated with a numerical mark or for which an exemption was granted are not considered
 - c) no study unit in the B2/B3 programme was evaluated as not passing, and no more than one unit was evaluated with a mark of 6
 - d) the student was not granted exemptions for more than one-third of the total post-propaedeutic degree programme
 - e) the mark for the final unit (Bachelor's project, BIT project) is at least a 9
 - f) the Bachelor's programme is completed within four years, barring exceptional circumstances at the discretion of the Examination Board that would justify a longer period. Special cases explicitly include (but are not limited to) the circumstances recognized for the allocation of graduation support.
4. If these guidelines are not fully met, the chairman of the Bachelor's committee of examiners or the Bachelor's coordinator may submit a proposal for the granting of the designation of 'with distinction' to the Examination Board. In such cases, argumentation of the special circumstances and the exceptional nature of the performance must be provided.

5. Students who have completed the first-year examination and belong to the best (best 5-10%) students of their programme have the opportunity to follow a special honours programme, which will be stated on a separate document attached to the degree certificate. Information on the honours programmes can be found [here](#). Motivated students of the English-language variant European Studies of the BSK-programme may follow a special 15 EC honoursprogramme geared to the ES-domain. More information can be found on the [CES-site](#).

Section 2: Student supervision

Article 5 - Study plan (Monitoring of academic progress: Article 7.13 paragraph 2u of the WHW)

1. The student is required to submit a study plan for a semester prior to the start of this semester. The deadline for submitting the study plan is communicated to the student by the Dean of the programme in due time.
2. The programme itself determines the student's study plan for the first semester of the first academic year. This study plan will comprise all units of study of the first semester of the first academic year of the programme. In exceptional situations, the student may change this study plan in consultation with the Study adviser.
3. After the deadline as described in paragraph 1 above, second sentence, the student can change the study plan in consultation with the Study adviser.
4. The student may receive an advice about the study plan he submitted if the Study adviser deems this necessary
5. The details of the method used by the Study adviser to advise on the students' study plans will be made known by the Programme Director before the start of the academic year.

Article 6 – Student Supervision (Article 7.13 paragraph 2u of the WHW)

1. The Dean is responsible for student supervision, among others to inform the student of study opportunities within and without the programme. The Dean has given a mandate to the Programme Director of the programme to execute the tasks of student supervision.
2. Each student is appointed a Study adviser.
3. The Study adviser supervises the student and offers advice on study-related matters, as well as personal problems if the student so desires. The Study adviser also advises the student on facilities for specialized supervision inside and outside the university.
4. Within 20 working days of publication of the results of the 1st semester, the Study adviser provides the student with a student progress evaluation in anticipation of the expected evaluation for the end of the first year. The performance and circumstances of the student, as they are known to the programme, are taken into account.
5. Each student receives a written student progress evaluation, at the latest by the end of the first year of registration with the programme, on the continuation of his/her studies within or without the programme. This evaluation is based on the results achieved and the advice of the Study adviser.
6. If a student wishes to make use of his/her right to specific supervision or facilities, they must contact the Study adviser. The Study adviser records the agreements with the student in the SIS, from which agreements rights may be derived.
The following applies to special facilities:
 - a. Students who fall behind in their studies through demonstrable circumstances beyond their control or personal circumstances have the right to request extra supervision or facilities.
 - b. The right to the aforementioned supervision or facilities concerns the right to additional individual student supervision. This includes dispensation from participation in programme components and/or the use of special facilities, if

necessary and possible. Such dispensation and special facilities can only be granted by the Examination Board.

Article 7 - Studying with a disability (Article 7.13, paragraph m of the WHW)

1. A disability is a protracted physical, sensory or other functional disorder that might limit the student's academic progress.
2. The extra facilities considered most effective for the student in question are discussed in an interview with the Study adviser and/or the Student Counsellor. The extra facilities are intended to safeguard the student's achievement of the final attainment targets.
3. On the basis of the interview described in paragraph 2, the student submits a written application for the facilities in consultation with the Study adviser.
4. The application is submitted to the Dean, preferably three months before the student is to participate in classes, exams and practical exercises for which the facilities are required.
5. The application is supported by documents that can reasonably be requested in support of the application (such as a doctor's or psychologist's letter or, in case of dyslexia for example, a report by a testing bureau registered with BIF, NIB or NVO).
6. The Dean makes a decision, within 20 working days of receipt of the application, or as earlier as the urgency of the application necessitates it, on the validity of the application as described in paragraph 3, and informs the student and the Study adviser of his/her informed decision.
7. The Study Adviser ensures that the relevant parties are notified in due time of the facilities granted to the student with a disability.
8. Should the Dean turn down the application in full or in part, the Dean will inform the student of the justification for this rejection and the possibilities for making an objection and an appeal. An objection must be submitted in writing to the Student Services' [Complaints Desk](#) within six weeks of notice of the decision.
9. Should extra facilities be granted, it will be stated for what period this grant will apply. The applicant and the Study adviser will evaluate the facilities before the end of this period. During this evaluation parties will discuss the effectivity of the facilities provided and whether they should be continued.
- 10 The dean has charged the processing of the applications in paragraphs 2 to 9 to the programme director.

Section 2a – Examination Board

Article 7a – Examination Board and Examiners (WHW article 7.12 and 9.15)

Examination Board (art. 7.12)

1. Every programme or group of programmes in the institution has an Examination Board.
2. The Examination Board is the body that determines in an objective and expert manner whether a student meets the conditions set under the Teaching and Examination Regulations concerning the knowledge, comprehension and skills required to obtain a degree.

Appointment and composition of Examination Board (art. 7.12a)

3. The Executive Board will institute the Examination Board and appoint the members on the basis of their expertise in the field of the programme or group of programmes in question.
4. The Executive Board will ensure that a sufficient level of independence and expertise in the functioning of the Examination Board is adequately guaranteed.
5. Before appointing a member, the Executive Board will consult with the relevant Examination Board.

Tasks and authorities of Examination Board (article 7.12b.)

6. Along with the tasks and authorities referred to in articles 7.11, an Examination Board has the following tasks and authorities:

- a. guaranteeing the quality of the exams and examinations without prejudice to article 7.12c (see R&R art. 13)
 - b. establishing guidelines and instructions within the framework of the Teaching and Examination Regulations, as referred to in article 7.13, for evaluating and registering the result of exams and examinations (see R&R art. 6)
 - c. the most appropriate Examination Board granting a student permission to follow a programme compiled by the student, as referred to in article 7.3c, with an examination leading to a degree, by which the Examination Board will also indicate the programme of the institution that the student's programme should be considered to fall under for the purposes of application of this act (see R&R, art.14) and
 - d. granting an exemption for one or more exams (see R&R art. 12).
7. If a student or non-degree student commits fraud, the Examination Board may revoke the person in question's right to sit one or more exams or degree audits specified by the Examination Board for a period to be determined by the Examination Board (not to exceed one year).
In cases of serious fraud, the administration of the institution may definitively terminate the person's registration in the programme at the request of the Examination Board. (see R&R art.7)
8. The Examination Board will set rules on the performance of the tasks and authorities referred to in the first (parts a, b and d) and second paragraphs of this article, and on the measures that the Examination Board may take in that regard (R&R). The Examination Board may determine, under conditions of its own choosing, that not every exam must be successfully completed in order to make the determination that the examination has been successfully completed.
9. The Examination Board will draft an annual report of its activities. The Examination Board will issue the report to the Executive Board or the Dean.
- Examiners (article 7.12c.)**
10. The Examination Board will appoint examiners to administer exams and record the exam results.
11. The examiners will provide the Examination Board with the requested information.

Section 3 - Exams

(cancelled: Article 7c – Exams)

Article 8 – Frequency, periods, registration and withdrawing registration (Article 7.13, paragraph 2j of the WHW)

1. **Each year, two separate opportunities are offered for taking a written or oral exam associated with a specific unit of study. Practical exercises can be completed at least once per year.**
2. **There is in any case at least one opportunity to sit an exam at the end of the period in which the applicable unit of study had been taught.**
- 2a Study units offered more than once per academic year may offer more than two exam opportunities per year. In these cases, too, the student is authorized to sit a maximum of two exam sessions.
3. **If a student fails to achieve a mark of 6 or higher after two assessments of a unit of study, and the student wishes another opportunity to sit this exam, an application must be made to the Examination Board. This application must be accompanied by a plan of action, which will be drawn up by the student in consultation with the Study Adviser. The Examination Board decides whether or not to grant the application.**
4. **The details of the stipulation in par. 3 are made known by the Programme Director before the start of the academic year.**
5. **In contradiction with that determined in paragraph 1 of this article, an opportunity to take an exam for a unit of study that is part of the study programme, but which was**

not taught during that particular academic year, shall be offered at least once per academic year.

6. In certain cases the Examination Board can deviate from the number of times and the manner in which exams can be taken.
- 6a. In individual cases, the Examination Board will always consult a study adviser on this decision.
7. At least one month before the start of the semester the exam timetable for that semester is published with the dates and times of the exams, at the Student Portal.
8. An exam can only be moved to another time slot than indicated in the exam timetable with the permission of the Programme Director. Students will be informed of the change. The Programme Director must inform the Examination Board at the first meeting of the Board taking place after his decision to move the exam.
9. The student must register for exams and tests via the SIS. The exam timetable provides information about the registration closing date for written exams and tests.
- 9a. Students of the postgraduate Master's programmes are not obliged to register for the exams of their programme.
10. Should the student fail to register before the close of registration, he will lose the right to take that particular exam.
11. The student can withdraw his registration up to 24 hours prior to an exam. via the SIS.
12. Should a student fail to appear for an exam for which he registered via the SIS, and for which he failed to withdraw no later than 24 hours prior to the exam, this is recorded in the SIS as a fail. This will count as an unsuccessful exam attempt as meant in par. 3.

Article 8a – Exam formats and information about the exams

1. A unit of study is completed with an exam. An exam can comprise one of the following formats:
 - a written exam
 - an oral exam
 - a series of tests
 - the assessment of practical exercises as meant in art. 1 (Glossary)
 - a combination of the above.
2. No later than two weeks before the start of the teaching period of a study unit the responsible examiner will publish the following details about the exam:
 - the exam requirements (in any case which material is to be tested)
 - further information concerning the method of examination
 - in case of a series of tests or a combination of exam formats as referred to in par. 1, the weight to be attributed to each of the constituent elements in determining the exam's final result.
3. The information referred to in par. 2 is in any case published in the electronic learning environment (the Blackboard site) of the unit of study in question.
4. The student has the right to view model exam questions or trial exams or representative past exams including the corresponding model answers and norm criteria for the evaluation.

Article 9 - Oral exams (Article 7.13 paragraph 2n of the WHW)

1. Oral exams are taken in public, unless the Examination Board decides otherwise due to extraordinary circumstances.
2. A student or examiner who wishes third parties to be present during an oral exam, must inform the Examination Board at least 10 working days prior to this exam.
- 2a. Bachelor colloquia are exempted from this rule.
3. If the Examination Board has determined that members of the Examination Board or an observer representing the Examination Board is to be present during an oral exam, the examiner and the student will be informed by the Examination Board at least one working day prior to the exam.

Article 10 - Validity of exams (Article 7.13 paragraph 2k of the WHW)

1. A successfully completed unit of study is valid for a term of six years.
2. The student can submit a request to the Examination Board to have the validity of an exam result extended. The Examination Board may not refuse this request without a valid reason. The Examination Board will provide a written justification if it turns down the request.
3. If an exam is composed of a series or combination of tests or formats, the validity of test results of the individual components does not exceed the academic year in which they are achieved. The examiner of the unit of study may determine an alternative arrangement. In this case the examiner will inform the Examination Board. The alternative arrangement must be made known via the electronic learning environment (the Blackboard site) of the study unit in question).

Article 11 – Confirmation and publication of the results (Article 7.13 paragraph 2o of the WHW)

1. **The result of a written exam or practical exercise is published via the SIS within 20 working days.** The publication will be done bij BOZ (Office of Educational Affairs).
 - 1a The examiner will determine the result of a written exam within 15 working days after the exam and notify BOZ of the result.
2. **The result of an oral exam is made known within one working day in the form of an authorized proof of result provided by the Examiner.**
3. **The provisions of paragraph 2 do not apply if the oral exam is part of a series of oral exams of the same study unit held on more than one day. In that case, the examiner determines the result within one working day after conclusion of the series of oral exams.**
4. **If the result for a unit of study is based on the completion of one or more assignments, writing a paper or thesis, then the date of submission of the final assignment, paper or thesis will count as the exam date.**
5. **Should the Examiner not be able to meet the term as described in paragraphs 1 and 2 due to extraordinary circumstances, he/she reports this with reasons to the Examination Board. The student is informed of the delay as soon as possible by the Examination Board whereby the new term within which the result will be made known is also communicated. If the Examination Board is of the opinion that the Examiner has not met his/her obligations, it may appoint another Examiner to ascertain the result of the exam.**
6. **If a second exam is planned shortly after the first, the results of the first exam will be published at least ten working days prior to the second exam.**
7. **The student can request a certified study progress overview from the Student Services desk in the Vrijhof if required.**
8. **If a student receives more than one authorized result for one and the same unit of study, the highest result will apply.**

Article 12 - Right of inspection and justification (Article 7.13 paragraph 2p of the WHW)

1. **The student has the right to hear a justification of the results of an exam from the examiner at a post-hoc discussion. If no collective discussion is held, the student may submit a request for a post-hoc discussion to the examiner within two weeks of publication of the exam results. This discussion, or a collective discussion, must be held within five weeks of publication of the exam results. After this term of five weeks the student will no longer have the right to a post-hoc discussion of his exam work and a justification of the assessment by the examiner.**
2. **The Examiner responsible for the assessment of a student's written exam is also responsible for ensuring that this work is stored for at least two years, following**

publication of the results, in the applicable chair's or department's administration. During this term the student has the right of inspection of his work as assessed.

- 2a. The School of MG adheres to a term of 2 years.
3. **The Examination Board may permit deviations from the provisions of paragraphs 1 and 2.**

Article 13 – Administrative errors

If, following the publication of an exam result, a marks sheet, or an overview of a student's progress, an alleged error is discovered, the discoverer, be it the university or the student, is required to make this known to the other party immediately upon finding the error and to cooperate with rectification of the error.

Article 14 – Exemption from an exam or practical exercise (Article 7.13 paragraph 2 r+t of the WHW)

1. **The Examination Board can, at a student's request, grant that student exemption from an exam or practical exercise. If applicable, the Examiner in question may be consulted first.**
2. **The grounds under which the Examination Board can grant exemption from a specific exam pertain solely to the level, content and quality of exams or tests previously taken by the student, or knowledge, insight and skills acquired by the student outside of the sphere of university education.**
3. **Students may also be exempted from assignments or practical exercises by the Examination Board if they can demonstrate that a specific assignment or practical exercise, or the execution of such assignment or exercise, will likely place them before a moral dilemma. In such a case the Examination Board decides whether the practical exercise or assignment can be carried out in another manner to be determined by it.**
4. The rules enforced by the Examination Board for granting exemptions are set out in article 12 of the R&R (part C, student charter).

Section 4 - Examinations

Article 15 - Flexible programme (Article 7.3 c of the WHW)

The Examination Board of the programme decides whether a student may follow a flexible programme as described in article 7.3c of the WHW. The Examination Board assesses whether a flexible programme is appropriate and consistent within the domain of the programme and whether the level is high enough in light of the final attainment targets of the programme (see also article 13 of the R&R).

Article 15a – Free minor

1. A minor is a cohesive package of study units. In most programmes, students can choose a minor in their third year. Each programme has set rules for the minors from which a student can select. For more information see the [major-minor webpage](#).
2. The Examination Board of the programme will decide on a request for permission for a free minor. The rules for the free minor are found in article 13 of the Examination Board's R&R (Part C of the student charter).

Article 16 - Programme examinations (Articles 7.10 and 7.13 paragraph 2a of the WHW) and Permission to sit components of qualifying examination (Article 7.30 of the WHW)

1. **The programme has a first-year examination ('propaedeuse') and a Bachelor's examination.**
2. **The first year of study at the programme is known as the propedeutic phase and has a study load of 60 ECs.**
3. **The Bachelor's programme has a study load of 180 ECs. The programme consists of a propedeutic phase with a study load of 60 ECs, and a second and third year, each with a study load of 60 ECs.**
4. To register for a programme after the first-year examination, the student must have a degree certificate for a successfully completed first-year examination, or a certificate issued in the Netherlands or elsewhere, which is considered of equivalent value by the Executive Board
5. A student who has completed 40 ECs of the propedeutic phase may participate in components of the post-propedeutic phase in observance of the prerequisites applicable to the study units (see programme-specific appendix B2).
6. A student who has completed less than 40 ECs of the propedeutic phase may only participate in courses in the post-propedeutic phase with the approval of the Examination Board. The applicable rules can be found in the Examination Board's Rules and Regulations (article 3.1, Annex C).

Article 17 – Periods, frequency of examinations and issuing of certificates and statements (Article 7.13 paragraph 2j of the WHW)

1. **In accordance with article 7.10 par. 2 of the WHW, the propedeutic or Bachelor's examination is deemed successfully completed if the exams in the propedeutic or Bachelor's phase have been taken successfully.**
2. **The Examination Board declares the student to have successfully completed the propedeutic or Bachelor's examination if he meets the examination requirements, and invites the student to accept the relevant degree certificate and marks sheet or supplement. The date recorded on the certificate - the examination date - is the date on which the student successfully completed the last remaining unit of study.**
3. **The student may submit a motivated request in writing to the Examination Board to postpone declaring the examination as 'successfully completed' and also to postpone the presentation of the degree certificate. The student must indicate the length of postponement he desires in this request.**
4. **The Examination Board will include the details of the stipulation in par. 3 in the Rules and Regulations of the Examination Boards.**
5. **If the student has requested postponement on the basis of par. 3, the examination date will be the date on which the Examination Board has decided to declare the student to have successfully completed the examination.**
6. A student who has successfully completed more than one exam and to whom a degree certificate as referred to in paragraph 2 cannot be issued may, upon request, be given a statement to be issued by the Examination Board in which, at a minimum, the successfully completed exams are listed.

Article 18- Degree (Article 7.19 of the WHW)

Participants who have successfully met all requirements for the Bachelor's examination are awarded a Bachelor of Science (BSc) degree.

Article 18a – Admission to Master's programme (Article 7.13 paragraph 3 of the WHW)

1. Students who meet the final attainment targets of a Bachelor's programme listed in the programme-specific appendix and have been issued the corresponding certificate will be unconditionally admitted to the Master's programme(s) listed in the programme-specific

- appendix.
- 2 Bachelor's students who have not yet earned their diploma as referred to in paragraph 1 will not be admitted to the Master's programmes referred to in paragraph 1, although they may participate in study units of these Master's programmes (excepting the Master's thesis/project) if they meet certain conditions. The exact conditions are specified in the programme-specific appendices.
 3. In exceptional cases, particularly if not doing so would seriously impede a student's academic progress, Bachelor's students who do not meet the conditions of paragraphs 1 and 2 may be granted permission to participate in a limited number of study units of the Master's programme. The student may submit a request for this permission to the Examination Board of the Master's programme (R&R, article 3.1).

Section 5 - Appeal and objections

Article 19 - Individual appeals and objections (Article 7.61 of the WHW)

An appeal against a decision made by the Examination Board or an examiner, and objections to decisions made by the Dean on the basis of these regulations, must be submitted in writing to the Student Services' [Complaints Desk](#), within six weeks of notice of the decision .

Article 19a - Group right of complaint (Article 9.28 of the WHW)

The Faculty Regulations determine the way a group of students may submit an objection to the Dean in regard to the university's compliance with its obligations towards students, and the term within which the Dean will take steps in cases in which, in the Dean's view, the complaint is well-founded. (see Article 23 of of the [Faculty Regulations](#))

Section 6 - Conflicts, amendments and implementation

Article 20 - Conflict with these regulations

If other additional regulations and/or provisions pertaining to education and/or examinations conflict with these Teaching and Examination Regulations, the present Teaching and Examination Regulations take precedence.

For the purposes of international cooperation with higher education institutions abroad, the arrangements made between the School of Management and Governance and foreign institutions may differ from the regulations of this OER. Arrangements made with foreign institutions that differ from the arrangements in this OER will be announced as quickly as possible and set out in the programme-specific appendix (part B2).

Article 21 - Amendments to the regulations

1. **Amendments to these Teaching and Examination Regulations are determined by the Dean in a separate decree.**
2. **In principle, amendments to these regulations do not apply to the current academic year. Amendments to these regulations may apply to the current academic year if the interests of the students' are not prejudiced within reasonable bounds, or in situations of force majeure.**
3. **Amendments to these regulations have no effect on earlier decisions of the Examination Board.**

Article 22 - Transitional arrangements

1. In case of amendment of the Teaching and Examination Regulations, the Dean may decide on a transitional arrangement with a predetermined term of validity.
2. The transitional arrangement will be published on the applicable programme's website.
3. Points of departure for a transitional arrangement if a study programme is changed:
 1. changes to a study programme are published before the start of the academic year in which they are to apply
 2. no guarantee can be given that all the units of study of a programme, as these were defined upon a student's registration with the programme, will actually be taught in the study programme. The study programme as most recently authorized by the Dean is taken as the basis for establishing the results of the propedeutic and Bachelor's examination.
4. The transitional arrangements shall at all events include:
 - a) which lapsed units of study are equivalent to which units of study, or part thereof, in the changed study programme as recorded in the programme specific appendix;
 - b) that if a unit of study that does not involve a practical exercise is deleted from a programme, then students are to be given at least two opportunities in the following academic year to take the relevant exam, either orally or in writing, or to undergo another form of assessment;
 - c) that if a unit of study that does involve practical exercises is deleted from a programme, and during that academic year no opportunities are offered to carry out these practical exercises, at least one unit of study is designated to replace the lapsed unit of study;
 - d) the term of validity of the transitional arrangements.
5. The stipulations in article 4 of a transitional arrangement must be approved by the Examination Board
6. In exceptional cases, and if this is to the student's advantage, the Examination Board may allow for a deviation from the number of times and the way in which exams for a lapsed unit of study may be taken.

Article 22a - Assessment of the Teaching and Examination Regulations

The Programme Director, under mandate by the Dean, is responsible for the regular review of the Teaching and Examination Regulations and takes into account the resultant study load for the students to enable this to be monitored and adjusted if necessary. In accordance with article 9.18 of the WHW, the Programme Committee ('OLC') is responsible for issuing an advice on the Teaching and Examination Regulations as well as the annual assessment of the manner in which the Teaching and Examination Regulations are executed.

Article 23 - Publication

The Teaching and Examination Regulations (OER) and the associated appendices are published via the website of the university and the programme in question.

Article 25 – Date of commencement

The date of commencement of these regulations is 1 September 2011.

B2b: Programme-specific appendix to the OER 2011-2012

for the Bachelor of Science programme

Business Administration

1. *Objectives (subject 1 NVAO accreditation system)*
 - 1a Profile of the programme
 - 1b Final attainment targets of the programme (OER, art. 3)
 - 1c Level of the programme (facet 2 NVAO accreditation system; OER, art. 3)
 - 1d Connecting master's programmes (OER, art. 2.m)

2. *Composition of the programme*
 - The content of the programme and its associated examination (OER, article 2.1a)
 - Nature of the programme (OER, Article 2.1g)
 - Study load of the programme and of each of the study units making up the programme (OER, article 2.1e)
 - The exam formats (OER, article 2.1h)
 - Number and sequence of exams and practical exercises (OER, article 2.1f)
 - Required sequence of exams (OER, article 2.1i)

3. *Coherence and didactic concept (facet 6 NVAO accreditation system)*
(not yet included)

4. *Electives and practical exercises*
 - 4a Content of the specializations (OER, Article 2.1b)
 - 4b Requirements related to electives and student's individual choices (OER, 2.1j)
 - 4c Content of practical exercises (OER, article 2.1d)

5. *General information*
 - 5a Admission to the programme (OER Article 4)
 - 5b Language of teaching and exams (OER article 2.1l)
 - 5c International cooperation
 - 5d Programme Committee (OLC) and Examination Board

6. *Transitional arrangements (OER, article 2.1k; OER, article 22)*

1. Objectives

1a: Profile of the programme

The Bachelor of Science in Business Administration is an academic programme in business administration with special emphasis on organizations, the environments they operate in and the way in which they are managed.

- “Organizations” - this encompasses the internal aspects, functions and processes of organizations including their diverse nature, purposes, structures, governance, operations and management and the historical development, together with the individual and corporate behaviors and cultures which exist within and between organisations and their influence upon the external environment.
- “External environment” - this encompasses a wide range of factors, including economic, environmental, ethical, legal, political, sociological and technological, together with their effects at local, national and international levels upon the strategy, behaviour and management of organisations.
- “Management” - this encompasses the various processes, procedures and practices for effective management of organisations. It includes theories, models, frameworks, tasks and roles of management together with rational analysis and other processes of decision making within organisations and in relation to the external environment.

The BSc BA programme at the University of Twente is further distinguished from other programmes by the special focus given to innovation and entrepreneurship from an international network perspective.

The Bachelor of Business Administration programme is orientated to providing the graduate with sufficient qualifications for a junior level position in the wider field of business administration. Additionally, the programme is designed as preparation for advanced business studies, in particular Master's of Science programmes, either in the Netherlands or abroad.

Since 2010-2011 there is an English-language variant of the Dutch Business Administration programme. The official title of the English variant is 'International Business Administration' (IBA), and this variant is described as follows:

International Business Administration, the English-language variant of the Bachelor's programme in Business Administration (Bedrijfskunde), offers the same broad portfolio as the Dutch-language variant. However, the Bachelor's programme in International Business Administration has a strong international emphasis that builds on the University of Twente's unique location: situated near the Dutch-German border and surrounded by major ports and industrial and business centres in North West Europe. The degree programme consistently aims to build a bridge between various disciplines and nationalities and between theory and practice in the business sector. English-language communication skills in the broadest sense are essential.

1b: Final attainment targets

Table 1: Final attainment targets of the BSc and MSc programmes in Business Administration

| | Final Qualifications for the Bachelor's of Science in Business Administration (includes the English-language IBA variant) | Final Qualifications for the Master's of Science in Business Administration |
|---|--|--|
| | Core Knowledge | |
| 1 | Demonstrates relevant basic knowledge and understanding of organizations, the external environment in which they operate and how they are managed. | Demonstrates broader and deeper relevant knowledge as well as insight into one of the specialisations. |

| | | |
|---|---|--|
| 2 | Demonstrates relevant basic knowledge and understanding of the inter-relationships among, and the integration of, organizations, external environment and management. | Demonstrates broader and deeper relevant knowledge as well as insight into one of the specialisations. |
| | Demonstrates relevant basic knowledge and understanding of change, consideration of the future of organizations and the external environment in which they operate. | Demonstrates broader and deeper relevant knowledge as well as insight into one of the specialisations. |
| Description and analysis, problem-solving and change | | |
| 4 | Ability to describe, structure and analyse a complex organization and/or an organizational or business problem. | Ability to describe, structure and analyse a complex organization and/or and organizational or business problem within their chosen specialisation. |
| 5 | Ability to apply one of the currently widely-used business administration models in the analysis of organizations and organizational problems. | Ability to demonstrate broader and deeper relevant knowledge as well as insight into one of the specialisations. |
| 6 | Ability to systematically (under supervision) conduct research (using the empirical cycle): <ul style="list-style-type: none"> - (re)formulate the definition of a problem - make and implement research questions - formulate a research topic - data collection - data analysis - draw and support conclusions. | Ability to conduct empirical research independently and systematically regarding a question of knowledge in their area of specialisation. |
| 7 | Ability to work systematically to formulate design solutions (under supervision) for relatively simple organizational or business problems (using the design cycle): <ul style="list-style-type: none"> - inventorise desires and demands and identify a problem - formulate a diagnosis - design a solution - implementation of the solution - evaluate the solution.- | Ability to work independently and systematically in order to design solutions for complex organizational problems in the area of specialisation, and to create knowledge, if required, from empirical research. |
| 8 | Ability to initiate a change plan on the basis of a simple, structured design. | Ability to initiate a change plan on the basis of a structured design. |
| Other (general) skills and competences | | |
| 9 | Ability to reflect critically (on own work and that of colleagues). | Ability to reflect critically (on own work and that of colleagues) |
| 10 | Ability to independently and critically assess existing business research and to assess its usefulness, including the ability to critically assess elementary test statistics and mathematical model formulation within this business administration research. | Ability to independently and critically assess existing business research and to assess its usefulness, including the ability to critically assess elementary test statistics and mathematical model formulation for a complex research project in the area of specialisation. |
| 11 | Ability to identify and weigh the effects of ethical, normative, cultural and social aspects on the management in the analysis and solution of business problems. Ability to identify the ethical, normative, | Ability to identify and weigh the effects of ethical, normative, cultural and social aspects on the management in the analysis and solution of business problems. Ability to identify the ethical, normative, cultural |

| | | |
|----|--|---|
| | cultural and social implications of business decisions. | and social implications of business decisions. |
| 12 | Ability to collect, assess and analyse information from diverse sources. Demonstrated facility with widely-used computer programmes in the analysis of businesses, the design of solutions for business problems, the investigation of business research questions and to support presentations (e.g. internet, Word, Excel, PowerPoint, SPSS and other software for presenting graphical information such as figures and tables). | Ability to collect, assess and analyse information from diverse sources. At the master's level elementary computer skills are assumed. |
| 13 | Ability to monitor (with supervision) the realisation of a business product (advice, knowledge, etc.) in line with (self-)established quality criteria. | Ability to monitor (with supervision) the realisation of a business product (advice, knowledge, etc.) in line with (self-)established quality criteria. |
| 14 | Ability to work autonomously (under supervision). | Ability to work autonomously (effective self-management). |
| 15 | Demonstrates effective teamwork skills (incl. interpersonal skills of effective listening, negotiation, persuasion). | Demonstrates effective teamwork skills (incl. interpersonal skills of effective listening, negotiating, persuasion). At the master's level basic communication skills are assumed. And while no further instruction is provided regarding communication (it is not part of the programme's educational goals), feedback and evaluations regarding communication are provided. |
| 16 | Ability (under close supervision) to plan and organise relatively simple projects. | Ability to plan and organise projects. |
| 17 | Ability to identify gaps in own knowledge and skills and can address shortfalls through study. | Ability to determine own knowledge and skill needs and is aware of channels to use in the fulfilment of these needs. |
| 18 | Ability to give a structured verbal or written presentation on a subject in business administration, for colleagues from within and outside of their own discipline (i.e. from Business Administration [BK] as well as the English-language International Business Administration and Business Administration programmes). | Ability to give a structured verbal or written presentation on a subject in business administration, for colleagues within and outside of the discipline (e.g. From business administration and from the English-language international business administration Business Administration programmes). In the Master's programme, basic communication skills are assumed. While no further instruction is provided regarding communication (it is not part of the programme's educational goals), feedback and evaluations regarding communication skills are provided. |
| 19 | Ability to demonstrate effective consulting skills. | Ability to demonstrate effective and efficient consulting skills. |

1c: Level of the programme
(not yet included)

1d: Connecting Master's programmes

A successful examination for the Bachelor of Science in the Business Administration programme automatically qualifies students for immediate acceptance into the one-year Master of Science programme in Business Administration at the University of Twente. For further admissions requirements for the Master of Science programme in Business Administration at the University of Twente, see the OER for this MSc programme.

Bachelor's students in Business Administration may begin following courses in the Master's programme in Business Administration in 2011-2012 after passing a minimum of 170 EC within their own programme. In all cases, completion of the Bachelor's programme takes priority over the Master's courses.

2. Composition of the programme

The Bachelor's programme consists of three academic years (B1, B2 and B3) of 60 ECs each (total study load 180 ECs = 5040 hours) (see also section 7.4a, paragraph 1, WHW). The programme is full-time and has two examinations, the 'propedeutic' (first year) examination and the Bachelor's examination at the end of the third year.

The academic timetable for the Bachelor's programme consists of two semesters per academic year, each semester consisting of two quartiles of ten weeks each. Generally, three study units of 5 EC (3 x 140 hours) are scheduled each quartile. Each quartile concludes with two exam weeks. Further information on the academic timetable and the exam timetable can be consulted on the [Studentportal](#).

Tables 2 and 3 below show the study units (courses) making up the programme of the Dutch- and English-language variant respectively and the study load in EC (1 EC = 28 hours) per study unit. The tables also show the exam format for each study unit and any applicable prerequisites as to prior knowledge (see also OER, article 18).

Definition prior knowledge requirements in tables 2 and 3:

Verplichte voorkennis/ Obligatory prior knowledge:

Students who have not successfully completed study unit 'a' will not be admitted to unit 'b'

Noodzakelijke voorkennis/ Required prior knowledge:

Study unit 'b' builds on knowledge, comprehension and skills from study unit 'a'; this prior knowledge is indispensable for study unit 'b'

Key to exam formats table 2:

S: written exam

PS: individual practical exercise with written report

PSS: practical exercise(s), written or oral report of practical exercise(s) and written exam (exam may only be sat after successful completion of practical exercise(s))

PSM: practical exercise, written report of practical exercise and oral exam (exam may only be sat after successful completion of practical exercise(s))

Key to exam formats table 3:

W = written exam

A = assignment(s)

T = test(s) during course

P = group report

R = individual report

O = presentation

Further details can be found in OSIRIS and/or will be announced in time by the examiner in conformance with what is said in article 4, "Regels & Richtlijnen Examencommissies".

For more information on the content of the study units, consult OSIRIS and Blackboard.

Table 2: Curriculum 2011-2012 BSc BK, (regular, Dutch-language variant)

| | Kwartiel | Vakcode | Vaknaam | EC | Toetsvorm | Voorkenniseisen | |
|-------------------------------|----------|-----------|---|------------|-----------|--|---------------------------------------|
| | | | | | | Verplicht | Noodzakelijk |
| B1: 1^o jaar | | | | | | | |
| | 1 | 201100098 | Introduction to Research Methodology | 5 | PSS | | |
| | 1 | 194110020 | Finance & Accounting | 5 | S | | |
| | 1 | 194108010 | Marketing voor BK | 5 | S | | |
| | 2 | 191530041 | Statistiek 1 | 5 | S | | |
| | 2 | 194122010 | Productiemanagement | 5 | PSS | | |
| | 2 | 194117010 | Bedrijfsrecht | 5 | S | | |
| | 3 | 191516200 | Modelleren van Voortbrenging | 5 | PSS | | |
| | 3 | 194102030 | Algemene Economie | 5 | PSS | | |
| | 3 | 194115040 | Management & Organisatie | 5 | PSS | | |
| | 4 | 194108140 | Innovatie & Ondernemerschap | 5 | PSS | | |
| | 4 | 194105080 | Informatiemanagement | 5 | PSS | | |
| | 4 | 194115050 | Project BK1: Organisatie- en Omgevingsbeschrijving | 5 | PSS | | 201100098 + 194115040 |
| B2: 2e jaar | | | | | | 40 EC | |
| | 1 | 194107020 | Maatschappelijke Organisatie of Specialization course 1 (see Specializations IBA)* | 5 | S | | |
| | 1 | 194120010 | Interne Organisatie | 5 | PSS | | 194115040 |
| | 1 | 194108130 | Strategisch Management | 5 | PSS | | |
| | 2 | 194101170 | Recht, Markt en Innovatie of Specialization course 2 (see Specializations IBA)* | 5 | PSS | | |
| | 2 | 194121150 | Logistiek Management voor BK | 5 | PSS | | 191530041 + 191516200 |
| | 2 | 191841580 | HRM | 5 | PSS | | |
| | 3 | 201100053 | Management en Organisatie van Professionele Organisaties of Specialization seminar (see Specializations IBA)* | 5 | PSS | | |
| | 3 | 201100034 | Business Research Methods | 5 | PSS | 194119020/ 201100098 + 191530041 | |
| | 3 | 191880801 | International Business | 5 | S | | |
| | 4 | 194107060 | Project BK 2: Organisatie- en omgevingsanalyse | 5 | PSS | | 194115050+ 194119010+ 194120010 |
| | 4 | 194110040 | Management Accounting & Control | 5 | S | | -- |
| | 4 | 194119030 | Methodologie & Onderzoeksontwerp | 5 | PSS | 194119020/ 201100098 + 191530041 | 201100034 |
| B3: 3e jaar | | | | | | | |
| | 1+2 | | Minor/Study abroad | 30 | | 80 EC | |
| | 3 | 20xxxxxxx | Business Ethics & Corporate Governance | 5 | nbn | | |
| | 3 | 20xxxxxxx | International Business Development | 5 | nbn | | |
| | 3 | 20xxxxxxx | Leadership, Change Management & Consultancy | 5 | nbn | | |
| | 4 | 194100010 | Bacheloropdracht BK | 15 | PSM | B1 + 75 EC (135 EC totaal) 194119030 | |
| Totaal | | | | 180 | | | |

*: Starting from the academic year 2011-2012, Bachelor's students Business Administration may choose to exchange from one up to three courses of the second year of the regular curriculum for an equal number of courses from the IBA curriculum.

This possibility is open only to students of the 2009 and 2010 cohorts who meet the following conditions:

- The student has obtained at least 40 EC of the first year's (propedeutic) programme
- The student is sufficiently proficient in the English language
- The student has obtained the consent of the student adviser Charlotte Röring.

Students who meet these conditions can choose one of the following options:

1. Take 1 IBA course from the first block (5 EC)
2. Take 1 IBA course from the first block and 1 IBA course from the second block (10 EC total). Both courses have to be chosen from the same specialization (see the specializations below)
3. Take 1 IBA course from the first block, 1 IBA course from the second block and the IBA seminar in the third block (15 EC total) . Both courses and the seminar have to be chosen from the same specialization.

N.B. 1: Other combinations are not allowed, due to prerequisite knowledge demands.

N.B. 2: The courses and seminar of the 'Human Resources & Organisation Studies' specialization are excluded from the exchange options described above, because of too much overlap with the regular BSc BK curriculum.

Tabel 3: Curriculum 2011-2012 English spoken bachelor variant International Business Administration

| | Quar- tile | Course code | Course name | EC | Exam format (1) | Prior knowledge requirements | |
|-----------------------|---------------|----------------|--|-----------|-----------------------|---------------------------------|----------|
| | | | | | | obligatory | required |
| B1: first year | | | | | | | |
| | 1 | 201000073 | Marketing for IBA | 5 | W | | |
| | 1 | 201000044 | International Business & Strategy | 3 | W | | |
| | 1 or 2* | 201000045 | Business English | 2* | - | | |
| | 1 or 2* | 201000046 | Communication Skills | 2* | - | | |
| | 1 | 201100098** | Introduction to Research Methodology | 5 | W, A | | |
| | 2 | 201000047 | Technology Development & Production Management | 5 | W, A | | |
| | 2 | 201000048 | Purchasing | 3 | W, A | | |
| | 1 or 2* | 201000045 | Business English | 2* | - | | |
| | 1 or 2* | 201000046 | Communication Skills | 2* | - | | |
| | 2 | 201000049 | Accounting & Controlling | 5 | W, T | | |
| | 3 | 201000050 | Management, Organisation and Information | 5 | W, P, T | | |
| | 3 | 201000051 | Innovation & Entrepreneurship | 3 | W | | |
| | 3 or 4* | 201000045 | Business English | 2* | - | | |
| | 3 or 4* | 201000046 | Communication Skills | 2* | - | | |
| | 3 | 201000052 | Economics I | 5 | W | | |
| | 4 | 201000053 | Economics II | 5 | W, P | | |
| | 4 | 201000054 | European Law for Business Administration | 3 | W | | |
| | 3 or 4* | 201000045 | Business English | 2* | W | | |
| | 3 or 4* | 201000046 | Communication Skills | 2* | R | | |
| | 4 | 201000055 | Finance | 5 | W, T | | |
| Total | | | | 60 | | | |

| B2: 2nd year | | | | | | 40EC | |
|---------------------|--------------|-----------|--|------------|-----|------------------------------------|------------------------------------|
| | 1 | 194119160 | Data Analysis | 5 | W | | 194119120 or 201100098 |
| | 1 | | Course 1 of Specialization 1 (see Specializations) | 5 | | | |
| | 1 | | Course 1 of Specialization 2 (see Specializations) | 5 | | | |
| | 2 | 201100028 | Information and Decision Making | 5 | A | | 194119160 |
| | 2 | | Course 2 of Specialization 1 (see Specializations) | 5 | | | |
| | 2 | | Course 2 of Specialization 2 (see Specializations) | 5 | | | |
| | 3 | 201100034 | Business Research Methods | 5 | W,P | 194119160 + 194119120 or 201100098 | |
| | 3 | 201100033 | Managing People in a Global Context | 5 | W | | |
| | 3 | 201100035 | Academic Writing | 2 | A | | 201000045 |
| | 3 + 4 wk 1-4 | | Seminar Specialization 1 (see Specializations) | 5 | | | Course 1 and 2 of Specialization 1 |
| | 3 + 4 wk 1-4 | | Seminar Specialization 2 (see Specializations) | 5 | | | Course 1 and 2 of Specialization 2 |
| | 4 wk 5-10 | 201100041 | IBA project (optional: extension in summer) | 8 | R | 15 EC of 2 nd year | |
| B3: 3d year | | | | | | | |
| | 1+2 | | Study abroad | 30 | | | |
| | 1+2 | | or Minor | | | 80 EC | |
| | 3 | 20xxxxxx | Business Ethics & Corporate Governance | 5 | | | |
| | 3 | 20xxxxxx | Leadership, Change Management & Consultancy | 5 | | | |
| | 3 | 20xxxxxx | International Business Development | 5 | | | |
| | 4 | 20xxxxxx | Bachelor's Thesis | 15 | | B1 + 75 EC (135 EC total) | 201100034 |
| Total | | | | 180 | | | |

* Both Business English (20100045) as well as Communication Skills (20100046) are year courses each with a total study load of 4 EC. Students have a total study load of 2 EC per quarter for the combination of both courses. Schedules per quarter are different per group of students.

** For students started in 2010 the course number was 194119120

(1) Exam format:

W = written exam

P = group report

A = assignment(s)

R = individual report

T = test(s) during course

O = presentation

Table 4: Specializations (IBA: choose two out of five; BK regulier: optional one out of five)

| | quar- tile | course code | course name | EC | exam format | prior knowledge | |
|--|---------------|----------------|--|----|----------------|-----------------|--|
| | | | | | | oblig. | required |
| Human Resource & Organization Studies (coordinator: Looise) | | | | | | | |
| Course 1 | 1 | 201000157 | Organizational Theory and Design | 5 | W,P | | 201000050 |
| Course 2 | 2 | 191841580 | Human Resource Management | 5 | W,A | | 201000050 |
| Seminar | 3 + 4wk 1-4 | 201100040 | Seminar Human Resource & Organization Studies | 5 | W,P,O | | 201000157 191841580 |
| Business to Business Marketing (coordinator: von Raesfeld Meijer) | | | | | | | |
| Course 1 | 1 | 201100025 | Fundamentals of Business-to-Business Marketing | 5 | W,P,O | | 201000073 |
| Course 2 | 2 | 201100030 | Marketing Analysis and Strategy | 5 | W,P | | 201000073 194119160 201100025 194119120 or 201100098 |
| Seminar | 3 + 4wk 1-4 | 201100037 | Seminar Business-to-Business Marketing | 5 | W,P,O | | 201100025 201100030 |
| Supply Management (coordinator: Schiele) | | | | | | | |
| Course 1 | 1 | 201100027 | Supplier Relationship Management | 5 | W | | 201000048 |
| Course 2 | 2 | 201100032 | Purchasing Organisation and Governance | 5 | W | | 201000048 201100027 |
| Seminar | 3 + 4wk 1-4 | 201100039 | Seminar Supply Management | 5 | W,P,O | | 201000048 201100027 |
| Business Information management (coordinator: Katsma) | | | | | | | |
| Course 1 | 1 | 201100071 | e-Business | 5 | W,P | | 201000050 |
| Course 2 | 2 | 201100029 | Enterprise Systems and Business Intelligence | 5 | W,P,T | | 201000050 |
| Seminar | 3 + 4wk 1-4 | 201100036 | Seminar Business Information management | 5 | W,P,O | | 201100071 201100029 |
| Corporate Finance (coordinator: Kabir) | | | | | | | |
| Course 1 | 1 | 201100026 | Corporate Financial Management and Analysis | 5 | W,T | | 201000049 201000055 |
| Course 2 | 2 | 201100031 | International Financial Management | 5 | W,O | | 201000055 |
| Seminar | 3 + 4wk 1-4 | 201100038 | Seminar Corporate Finance | 5 | W,P,O | | 201100026 |

3. Coherence and didactic concept

(not yet included)

4. Electives and practical exercises

4a. Content of the specializations

The general, Dutch-language variant of the Bachelor of Science programme in Business Administration ("Bedrijfskunde") is an academic, applied programme in business administration with special emphasis on organisations, their external environment and the way they are managed. Students can direct their exam programme to some extent to areas preferred by them by carefully choosing their electives and bachelor project subject.

International Business Administration, the English-language variant of the programme, offers the same broad portfolio as the Dutch-language variant. However, the Bachelor's programme

in International Business Administration has a stronger international emphasis. English-language communication skills are an essential element of this programme.

4b Requirements related to electives and student's individual choices

The curriculum of the English-language variant IBA offers the following possibilities for electives and individual choices:

- 30 EC for the minor/ study abroad. A student may only participate in a minor/study abroad after completing 80 EC.
The UT offers a broad range of minors. A student may not participate in a minor with a large degree of correspondence in terms of content and learning objectives with the study units of the main programme. For further information, see the [minor site](#).
- 30 EC to be distributed over two specializations to be chosen by the student (two out of 5; see table 4 above).

The curriculum of the regular, Dutch-language variant, for cohorts 2011 and onward, includes 30 EC of electives in the third year of the programme:

- 30 EC for the minor/study abroad. A student may only participate in a minor after completing 80 EC.
The UT offers a broad range of minors. A student may not participate in a minor with a large degree of correspondence in terms of content and learning objectives with the study units of the main programme. For further information, see the [minor site](#).

Students of the Dutch-language variant may, under certain conditions, choose some of the courses of the IBA specializations (see table 2 and the explanation below it, and table 4).

4c. Content of practical exercises

A practical exercise a unit of study or part of a unit of study, whereby the emphasis is placed on the student's activities, such as:

1. carrying out literature research, an assignment or a preliminary design, writing a thesis, article or 'position paper', or giving a presentation in public;
2. carrying out a design or research assignment, doing tests and experiments, participating in practicals, practicing skills;
3. following an internship, taking part in fieldwork or an excursion;
4. participating in other educational activities deemed as necessary and aimed at achieving the required skills

Practical exercises are generally part of a study unit for which there is a responsible examiner. The structure of the practical exercise(s) is described in general terms in OSIRIS, and in more detail on Blackboard at the start of the programme.

The Bachelor's thesis is not overseen by a single responsible instructor; instead, a Bachelor's committee is assembled for each assignment. The Bachelor's thesis is an individual project, and is evaluated on an individual basis. The Bachelor's thesis tests the student's competence in the integrated application of the knowledge, comprehension and skills covered in the study units. The Examination Board prescribes an evaluation checklist to help ensure the quality of the evaluation. More practical information on the Bachelor's thesis can be found in the Bachelor's assignment guide (to be found via [Blackboard](#)).

5. General information

5a. Admission to the programme

In addition to the stipulations in article 4 of the Common Elements of this OER and the admission regulations laid down in the document '[Colloquium Doctum and other Admission Agreements for Admission to Bachelor Programmes](#)' that this article refers to, the following

regulation applies to admission to the programme:

- Students with a foreign pre-university education diploma equivalent to the Dutch VWO-degree are admissible to the English-language variant International Business Administration. These students receive an exemption for the requirement of adequate command of Dutch.

5b. Language of teaching and exams

Teaching in the Bachelor's programme will be offered in Dutch or in English. Exam questions may use terminology in other languages insofar as normal in the field in question.

The report of the Bachelor's thesis in the regular, Dutch-language variant will be drafted in either Dutch or English. If an agreement has been reached that the report will be drafted in English, this must be recorded at the start of the Bachelor's thesis (upon formulation of the project) and the student should adhere a Dutch summary to the report.

The report of the Bachelor's thesis in the English-language variant IBA will be drafted in English. A Dutch summary to the report is not required.

To safeguard the quality of teaching and examination in the English language, MG has taken the following measures:

- Assessment of all MG teaching staff and examiners as for their command of the English language. If their IELTS score is slightly below the established minimum level of 7.5, they will be allowed a remediation period. Failing to meet the standard after this period will lead to exclusion of the English-language programme. Newcomers will be assessed upon their entry.
- Inclusion in the admission requirements for the English language programmes of MG of specific demands as for the proficiency in the English language, wherever a sufficient command may not be warranted by the candidate's prior education.

5c. International cooperation

Students in the School of MG are offered the opportunity to gain experience abroad. Information about this option is given in the MG Bachelor's guidelines in the section on [studying abroad](#).

5d. Programme Committee (OLC) and Examination Board

The members of the Programme Committee (OLC) are appointed by the dean of the faculty every (two) year(s) (faculty regulations article 13). The most recent composition of the committee can be found at the webpage of the [programme committees](#). Correspondence with the committee goes through olcsecretaris@mb.utwente.nl. For more information contact the secretariat at 3200.

Members of the Examination Board are appointed by the dean of the faculty every (two) year(s) (faculty regulations article 12). The recent composition of the Board can be found at the [webpage of the Examination Boards](#). Correspondence with the Boards goes through mastersgriffie@mb.utwente.nl. For more information contact the secretariat at 3200.

6. Transitional arrangements

The transitional arrangements for cohorts 2004 to 2010 are as shown on the next pages.

Transitional arrangements for the OER 2011-2012 for Cohort 2010

| B1 | 2009/2010 | | Course name | Can be replaced by: |
|-----|-----------|-----|---|--|
| 1.1 | 194119020 | 5 | inl. OZ methoden | 201100098 introduction to research methodology |
| | 194108010 | 5 | Marketing voor BK | |
| | 194110021 | 5 | finance & accounting | |
| 1.2 | 194122010 | 5 | productie mngt | |
| | 191530041 | 5 | statistiek 1 | |
| | 194117010 | 5 | bedrijfsrecht (privaatrecht) | |
| 1.3 | 194115040 | 5 | Management & organisatie | |
| | 194108130 | 5 | strategisch management | |
| | 191516200 | 5 | modellieren van voortbrenging | |
| 1.4 | 194105080 | 5 | Informatie management | |
| | 194108140 | 5 | innovatie & ondernemerschap | |
| | 194115050 | 5 | project BK 1; org.- en omg.beschrijving | |
| B2 | 2010/2011 | | | |
| 2.1 | 194107020 | 5 | maatschappelijke organisatie* | nog 2 tentamens in 2011-2012, of volg Business Research Methods |
| | 194119010 | 5 | meth&techn van evaluatie & ontwerp | |
| | 194120010 | 5 | interne organisatie | |
| 2.2 | 194101170 | 5 | Recht, Markt en Innovatie* | |
| | 191841580 | 5 | HRM | |
| | 194121150 | 5 | logistiek mngt voor BK | |
| 2.3 | 194105030 | 5 | ITC-toepassingen in organisaties | vak wordt nog voor GZW aangeboden Management en Organisatie van Professionele Organisaties |
| | 194107080 | 5 | service management* | |
| | 191880801 | 5 | international Business | |
| 2.4 | 194110040 | 5 | management acc. & control | |
| | 194119030 | 5 | Methodologie & onderzoeksontwerp | |
| | 194107060 | 5 | Project BK2: analyse | |
| B3 | 2011/2012 | | | |
| 3.1 | -- | 10 | Minor | |
| | -- | 5 | keuzevak | |
| 3.2 | -- | 10 | Minor | |
| | 194108120 | 5 | Strategic Marketing & Business Research | |
| 3.3 | 194111030 | 5 | Wetenschapsvisies & ethiek | |
| | 194120170 | 5 | Innovatie & veranderings- mngt | |
| | 194120070 | 5 | Project BK3: organisatie ontwerp | |
| 3.4 | 194100010 | 15 | Bacheloropdracht bedrijfskunde | |
| | | 180 | | |

* The courses marked by a star (*) can be replaced, from 2011-2012 on, by the three courses of one of the specializations. See the programma for cohort 2011 in paragraph 2.

Transitional arrangements for the OER 2011-2012 for Cohort 2009

| B1 | 2009/2010 | | Course name | Can be replaced by: |
|-----|-----------|-----|---|--|
| 1.1 | 194119020 | 5 | inl. OZ methoden | 201100098 Introduction to Research Methodology |
| | 194108010 | 5 | Marketing voor BK | |
| | 194110021 | 5 | finance & accounting | |
| 1.2 | 194122010 | 5 | productie mngt | |
| | 191530041 | 5 | statistiek 1 | |
| | 194117010 | 5 | bedrijfsrecht (privaatrecht) | |
| 1.3 | 194115040 | 5 | Management & organisatie | |
| | 194108130 | 5 | strategisch management | |
| | 191516200 | 5 | modellieren van voortbrenging | |
| 1.4 | 194105080 | 5 | Informatie management | |
| | 194108140 | 5 | innovatie & ondernemerschap | |
| | 194115050 | 5 | project BK 1; org.- en omg.beschrijving | |
| B2 | 2010/2011 | | | |
| 2.1 | 194107020 | 5 | maatschappelijke organisatie* | nog 2 tentamens in 2011-2012, of volg Business Research Methods |
| | 194119010 | 5 | meth&techn van evaluatie & ontwerp | |
| | 194120010 | 5 | interne organisatie | |
| 2.2 | 194101170 | 5 | Recht, Markt en Innovatie* | |
| | 191841580 | 5 | HRM | |
| | 194121150 | 5 | logistiek mngt voor BK | |
| 2.3 | 194105030 | 5 | ITC-toepassingen in organisaties | vak wordt nog voor GZW aangeboden Management en Organisatie van Professionele Organisaties |
| | 194107080 | 5 | service management* | |
| | 191880801 | 5 | international Business | |
| 2.4 | 194110040 | 5 | management acc. & control | |
| | 194119030 | 5 | Methodologie & onderzoeksontwerp | |
| | 194107060 | 5 | Project BK2: analyse | |
| B3 | 2011/2012 | | | |
| 3.1 | -- | 10 | Minor | |
| | -- | 5 | keuzevak | |
| 3.2 | -- | 10 | Minor | |
| | 194108120 | 5 | Strategic Marketing & Business Research | |
| 3.3 | 194111030 | 5 | Wetenschapsvisies & ethiek | |
| | 194120170 | 5 | Innovatie & veranderings- mngt | |
| | 194120070 | 5 | Project BK3: organisatie ontwerp | |
| 3.4 | 194100010 | 15 | Bacheloropdracht bedrijfskunde | |
| | | 180 | | |

* The courses marked by a star (*) can be replaced, from 2011-2012 on, by the three courses of one of the specializations. See the programma for cohort 2011 in paragraph 2.

Transitional arrangements for the OER 2011-2012 for Cohort 2008

| B1 | 2008/2009 | | Course name | Can be replaced by: |
|-----|--------------------------------|-----------------|--|--|
| 1.1 | 411902 410811 411002 | 5 5 5 | incl. OZ methoden Marketing finance & accounting | 410801 marketing voor BK |
| 1.2 | 412201 153004 411701 | 5 5 5 | productie mngt statistiek 1 bedrijfsrecht (privaatrecht) | |
| 1.3 | 411504 410813 151620 | 5 5 5 | management&organisatie strategisch management modelleren van voortbrenging | |
| 1.4 | 410508 410814 411505 | 5 5 5 | Informatie management innovatie & ondernemerschap project BK 1; org.- en omg.beschrijving | |
| B2 | 2009/2010 | | | |
| 2.1 | 410702 411901 412001 | 5 5 5 | maatschappelijke organisatie meth&techn van evaluatie & ontwerp interne organisatie | nog 2 tentamens in 2011-2012, of volg Business Research Methods |
| 2.2 | 410117 184158 412115 | 5 5 5 | Recht, Markt en Innovatie HRM logistiek mngt voor BK | |
| 2.3 | 410503 410708 188080 | 5 5 5 | ITC-toepassingen in organisaties service mngt international Business | vak wordt nog voor GZW aangeboden Management en Organisatie van Professionele Organisaties |
| 2.4 | 411004 411903 410706 | 5 5 5 | Management accounting & control Methodologie & onderzoeksontwerp Project BK2: org,- en omg.analyse | |
| B3 | 2010/2011 | | | |
| 3.1 | -- -- | 10 5 | minor keuzevak | |
| 3.2 | -- 410812 | 10 5 | Minor Strategic Marketing & Business Research | |
| 3.3 | 411103 412017 412007 | 5 5 5 | Wetenschapsvisies & ethiek Innovatie en veranderings-mngt Project BK3: organisatie ontwerp | |
| 3.4 | 410001 | 15 | Bacheloropdracht Bedrijfskunde | |
| | | 180 | | |

Transitional arrangements for the OER 2011-2012 for Cohort 2007

| B1 | 2007/2008 | | Course name | Can be replaced by: |
|-----|--------------------------------|-----------------|--|--|
| 1.1 | 411902 410811 411002 | 5 5 5 | incl. OZ methoden Marketing finance & accounting | 410801 marketing voor BK |
| 1.2 | 412201 153004 411701 | 5 5 5 | productie mngt statistiek 1 bedrijfsrecht (privaatrecht) | |
| 1.3 | 411504 410811 410203 | 5 5 5 | management&organisatie strategie & beleid algemene economie | 410813 strategisch mngt; |
| 1.4 | 410502 151610 411505 | 5 5 5 | organisatie en Informatie systemen Redeneren, argumenteren en modelleren project BK 1; org.- en omg.beschrijving | 410508 Informatie mngt; 151620 modelleren van voortbrenging |
| B2 | 2008/2009 | | | |
| 2.1 | 410702 411901 412001 | 5 5 5 | maatschappelijke organisatie meth&techn van evaluatie & ontwerp interne organisatie | nog 2 tentamens in 2011-2012, of volg Business Research Methods |
| 2.2 | 410701 188080 410706 | 5 5 5 | Externe organisatie international Business Project BK2: org.- en omg.analyse | wordt nog gegeven voor BSK |
| 2.3 | 410503 412005 412506 | 5 5 5 | ITC-toepassingen in organisaties Innovatie mngt & HRM Publiek recht | vak wordt nog voor GZW aangeboden 184158 HRM 410117 recht, markt & innovatie |
| 2.4 | 411004 410708 412007 | 5 5 5 | Management accounting & control Service management Project BK3: organisatie ontwerp | Management en Organisatie van Professionele Organisaties |
| B3 | 2009/2010 | | | |
| 3.1 | -- 410708 | 10 5 | Minor Methodologie & onderzoeksontwerp | |
| 3.2 | -- 410812 | 10 5 | Minor Stategic Marketing & Business Research | |
| 3.3 | 411103 -- 412003 | 5 5 5 | Wetenschapsvisies & ethiek Vrije keuze Project BK4: organisatie verandering | 412017 innovatie & veranderings.- mngt |
| 3.4 | 410001 | 15 | Bacheloropdracht Bedrijfskunde | |
| | | 180 | | |

Transitional arrangements for the OER 2011-2012 for Cohort 2006

| B1 | 2006/2007 | | Course name | Can be replaced by: |
|-----|--------------------------------|-----------------|--|--|
| 1.1 | 411902 410702 411002 | 5 5 5 | incl. OZ methoden maatschappelijke organisatie finance & accounting | |
| 1.2 | 412201 153004 411701 | 5 5 5 | productie mngt statistiek 1 bedrijfsrecht (privaatrecht) | |
| 1.3 | 411504 410811 410203 | 5 5 5 | management&organisatie strategie & beleid algemene economie | 410813 strategisch mngt; |
| 1.4 | 410502 151610 411505 | 5 5 5 | organisatie & Informatiesystemen Redeneren, argumenteren en modelleren project BK 1; org.- en omg.beschrijving | 410508 Informatie mngt 151620 modelleren van voortbrenging |
| B2 | 2007/2008 | | | |
| 2.1 | 410811 411901 412001 | 5 5 5 | marketing meth&techn van evaluatie & ontwerp interne organisatie | 410801 marketing voor BK nog 2 tentamens in 2011-2012, of volg Business Research Methods |
| 2.2 | 410701 188080 410706 | 5 5 5 | Externe organisatie international Business Project BK2: org.- en omg.analyse | wordt nog gegeven voor BSK |
| 2.3 | 410503 412005 412506 | 5 5 5 | ITC-toepassingen in organisaties Innovatie mngt & HRM Publiek recht | vak wordt nog voor GZW aangeboden 184158 HRM 410117 recht, markt & innovatie |
| 2.4 | 411004 410708 412007 | 5 5 5 | Management accounting & control Service management Project BK3: organisatie ontwerp | Management en Organisatie van Professionele Organisaties |
| B3 | 2008/2009 | | | |
| 3.1 | -- 410708 | 10 5 | Minor Methodologie & onderzoeksontwerp | |
| 3.2 | -- 410812 | 10 5 | Minor Strategic Marketing & Business Research | |
| 3.3 | 411103 -- 412003 | 5 5 5 | Wetenschapsvisies & ethiek Vrije keuze Project BK4: organisatie verandering | 412017 innovatie & veranderings.- mngt |
| 3.4 | 410001 | 15 | Bacheloropdracht bedrijfskunde | |
| | | 180 | | |

Transitional arrangements for the OER 2011-2012 for Cohort 2005

| B1 | 2005/2006 | | Course name | Can be replaced by: |
|-----|--------------------------------|-----------------|--|---|
| 1.1 | 411902 410702 411002 | 5 5 5 | inl. OZ methoden maatschappelijke organisatie finance & accounting | |
| 1.2 | 412201 153004 411701 | 5 5 5 | productie mngt statistiek 1 bedrijfsrecht (privaatrecht) | |
| 1.3 | 411504 410811 410203 | 5 5 5 | management&organisatie strategie & beleid algemene economie | 410813 strategisch mngt; |
| 1.4 | 410502 151610 411505 | 5 5 5 | organisatie & Informatiesystemen Redeneren, argumenteren en modelleren project BK 1; org.- en omg.beschrijving | 410508 Informatie mngt. 151620 modelleren van voortbrenging |
| B2 | 2006/2007 | | | |
| 2.1 | 410801 411901 410408 | 5 5 5 | marketing & inst, econ. meth&techn van evaluatie & ontwerp interne organisatiekunde | 410801 marketing voor BK nog 2 tentamens in 2011-2012, of volg Business Research Methods 412001 interne organisatie |
| 2.2 | 410701 188080 410706 | 5 5 5 | Externe organisatie international Business Project BK2: org,- en omg.analyse | wordt nog gegeven voor BSK |
| 2.3 | 410503 412005 412506 | 5 5 5 | Toepassing informatiesystemen Innovatie mngt & HRM Publiek recht | 410503 TC-toepassingen in organisaties, vak wordt nog voor GZW aangeboden 184158 HRM 410117 recht, markt & innovatie |
| 2.4 | 411004 410708 412007 | 5 5 5 | Management accounting & control Service management Project BK3: organisatie ontwerp | Management en Organisatie van Professionele Organisaties |
| B3 | 2007/2008 | | | |
| 3.1 | -- 410708 | 10 5 | Minor Methodologie & ontwerp | |
| 3.2 | -- 412003 | 10 5 | Minor Project BK4: organisatie verandering | 194120170 innovatie & veranderings.- mngt |
| 3.3 | 411103 -- 410812 | 5 5 5 | Wetenschapsvisies & ethiek Vrije keuze Strategic Marketing & Business Research | |
| 3.4 | 410001 | 15 | Bacheloropdracht bedrijfskunde | |
| | | 180 | | |

Transitional arrangements for the OER 2011-2012 for Cohort 2004

| B1 | 2004/2005 | | Course name | Can be replaced by: |
|-----|--------------------------------|-----------------|---|---|
| 1.1 | 411902 410702 411002 | 5 5 5 | incl. OZ methoden maatschappelijke organisatie finance & accounting | |
| 1.2 | 412201 151610 411701 | 5 5 5 | productie mngt redeneren, argumenteren en modelleren bedrijfsrecht (privaatrecht) | 151620 modelleren van voortbrenging |
| 1.3 | 411504 410406 410203 | 5 5 5 | management&organisatie beleid maken algemene economie | 410813 strategisch mngt |
| 1.4 | 410502 153004 411505 | 5 5 5 | organisatie & Informatiesystemen statistiek 1 project BK 1; org.-en omg.beschrijving | 410508 Informatie mngt |
| B2 | 2005/2006 | | | |
| 2.1 | 410801 411901 410408 | 5 5 5 | marketing & inst, econ. meth&techn van evaluatie & ontwerp interne organisatiekunde | 410801 marketing voor BK nog 2 tentamens in 2011-2012, of volg Business Research Methods 412001 interne organisatie |
| 2.2 | 410701 188080 410706 | 5 5 5 | Externe organisatie International Business Project BK2: org,- en omg.analyse | wordt nog gegeven voor BSK |
| 2.3 | 410503 412005 412506 | 5 5 5 | Toepassing informatiesystemen Innovatie mngt & HRM Publiek recht | 410503 TC-toepassingen in organisaties, vak wordt nog voor GZW aangeboden 184158 HRM 410117 recht, markt & innovatie |
| 2.4 | 411004 410708 412007 | 5 5 5 | Management accounting & control Service management Project BK3: organisatie ontwerp | Management en Organisatie van Professionele Organisaties |
| B3 | 2006/2007 | | | |
| 3.1 | -- 410708 | 10 5 | Minor Methodologie & ontwerp | |
| 3.2 | -- 412003 | 10 5 | Minor Project BK4: organisatie verandering | 412017 innovatie & veranderings.- mngt |
| 3.3 | 411103 -- 410000 | 5 5 5 | Wetenschapsvisies & ethiek Vrije keuze onderzoeksvoorstel bacheloropdracht | 410812 Strategic Marketing & Business Research |
| 3.4 | 410001 | 15 | Bacheloropdracht bedrijfskunde | |

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B2c: Programme-specific appendix to the OER 2010-2011

for the Bachelor of Science programme

Public Administration

(including the English-language variant European Studies)

1. *Objectives (subject 1 NVAO accreditation system)*
 - 1a Profile of the programme
 - 1b Final attainment targets of the programme (OER, art. 3)
 - 1c Level of the programme (facet 2 NVAO accreditation system; OER, art. 3)
 - 1d Connecting master's programmes (OER, art. 2.m)
2. *Composition of the programme*
 - The content of the programme and its associated examination (OER, article 2.1a)
 - Nature of the programme (OER, Article 2.1g)
 - Study load of the programme and of each of the study units making up the programme (OER, article 2.1e)
 - The exam formats (OER, article 2.1h)
 - Number and sequence of exams and practical exercises (OER, article 2.1f)
 - Required sequence of exams (OER, article 2.1i)
3. *Coherence and didactic concept (facets 6 and 10 NVAO accreditation system)*
4. *Electives and practical exercises*
 - 4a Content of the specializations (OER, Article 2.1b)
 - 4b Requirements related to electives and student's individual choices (OER, 2.1j)
 - 4c Content of practical exercises (OER, article 2.1d)
5. *General information*
 - 5a Admission to the programme (OER Article 4)
 - 5b Language of teaching and exams (OER article 2.1l)
 - 5c Expression of marks according to the German grade system for the Double Diploma
 - 5d International cooperation
 - 5e Programme committee (OLC) and Examination Board
6. *Transitional arrangements (OER, article 2.1k; OER, article 22)*

1. Objectives

1a: The Profile of the programme

The Twente Public Administration Programme is a science-based programme, dealing with questions regarding the structure and functioning of the public administration, with a special focus on the interaction between public administration and society at large. Public administration, as material object of Public Administration, is defined as: "the aggregate of organisations and activities that aim at the steering of society". This includes, next to the public sector, also semi-public, hybrid, private and societal actors.

The bachelor programme aims to instill academic as well as professional knowledge and skills in students, so that they can map public issues, analyse their causes and contribute to the design of effective solutions. Such analyses and problem approaches include different levels of scale (local, regional, national, European and international) and several levels of analysis and action:

- The operational level (esp. public policy)
- The tactical level (public management)
- The strategic constitutional level (public governance)

The bachelor programme furthermore aims to prepare students for admission to a master programme.

There is one largely Dutch-language variant within the programme. Within this variant, students may choose a European track in the post-propedeutic phase.

The programme also has a fully English-language variant, Public Administration – European Studies. More than the Dutch variant, the European Studies variant focuses on the European Union and other European and international institutions.

1b Final attainment targets of the programme

The final attainment targets of the Bachelor's programme in Public Administration are defined as follows below. The special attainment levels for the European track of the Dutch-language variant and for the English-language variant European Studies are printed in italics.

1. Analysis of Public Administration problems:

This student is able to clarify Public Administration problems by identifying and typifying aspects, relations and processes through theoretical insights from the constituent disciplines.

. The student:

- 1.1 has thorough knowledge of ideas, concepts and theories from the core disciplines: economics, political science, sociology and law
- 1.2 can apply various theoretical insights from the core disciplines regarding the cause, type and effects of political and administrative problems in concrete situations
- 1.3 is able to involve the societal context of these problems
- 1.4 can analyse and interpret the functioning of political administrative institutions in an existing context;
- 1.5 is sensitive for and experienced in connecting the insights from the core disciplines;
- 1.6 is able to improve and deepen the insights of the core disciplines;
- 1.7 *has profound knowledge of the European institutions (ES);*
- 1.8 *is able to approach problems from a multi-actor and multi-level perspective (ES).*
- 1.9 *can integrate and apply the various theoretical insights from the core disciplines to analyse the causes, nature and consequences of European integration, European external relations and European Governance problems.(ES)*

2. Research:

The student is familiar with the methodological knowledge base of the social sciences, especially the constituent disciplines of public administration. The student ...

- 2.1 is able to contribute to applied empirical-analytical research under supervision:

- 2.2 is able to formulate an appropriate problem definition
- 2.3 is able to collect literature independently
- 2.4 masters the basic skills required for research, such as conceptualization, operationalization, analysis and reporting about the results
- 2.5 has knowledge and experience in the field of descriptive and testing statistics
- 2.6 has knowledge and experience regarding the methodology of social science research
- 2.7 is able to critically assess existing research and independently reflect upon it,.

3. Designing solutions:

The student can contribute to the solution of a variety of Public Administration problems in various situations.

The student ...

- 3.1 can generate solutions for public governance problems
- 3.2 can derive and use normative criteria from various disciplines to test a design
- 3.3 is able to use relevant disciplinary methods in evaluation of designs
- 3.4 *can generate solutions for public governance problems in the European context (ES)*

4. Communication:

The student has skills for oral and written communication. Furthermore, think and argumentation skills needed for scientific work and -application. This also includes social skills needed for teamwork.

The student ...

- 4.1 can communicate with various groups in a clear and articulate way, in speaking and writing
- 4.2 can argue in a correct and logical manner
- 4.3 can communicate in Dutch or English in speaking and writing
- 4.4 can write a well-structured and coherent research report for an external client, including a management summary
- 4.5 is able to give brief presentations for various persons and groups in a goal-oriented way
- 4.6 can fruitfully participate in a debate
- 4.7 can cooperate in multidisciplinary teams, acknowledging everyone's position, interests and values
- 4.8 can cooperate with students in various groups
- 4.9 can actively participate in meetings in various roles (chairperson, secretary)
- 4.10 is able to present his/her own position, view and insights in (in)formal consultations and negotiations
- 4.11 can provide effective and correct feedback
- 4.12 Is able to reflect on his/her contribution and role in cooperation and is able to adjust positions, role and insight
- 4.13 *Can cooperate in multicultural teams with participants from different national backgrounds, acknowledge everyone's position, interests and values (ES) .*

5. Putting into perspective and reflection:

The student can put his/her own analysis and design for a solution into perspective and masters the skills to adjust.

The student:

- 5.1 has a critical attitude in both the analysis and solution of Public Governance problems
- 5.2 is aware of his/her own implicit and explicit values as well as the values of others, and the relativity of these values
- 5.3 can critically reflect on his/her own behaviour and is able to adjust.

1c Level of the programme

In accordance with Art. 3 of the OER, the final attainment targets of the programme match those of the general, internationally accepted descriptions of the qualifications of an academic Bachelor's programme. The table below shows how the final attainment targets of the Bachelor's programme in Public Administration are related to the level descriptions of the so-called Dublin Descriptors.

Table 1 the match between final attainment targets and the Dublin Descriptors

| | Bachelor kwalificaties (Dublin descriptoren) | Final attainment Levels PA |
|--|--|--|
| <i>Knowledge and understanding</i> | have demonstrated knowledge and understanding in a field of study that builds upon and supersedes their general secondary education, and is typically at a level that, whilst supported by advanced textbooks, includes some aspects that will be informed by knowledge of the forefront of their field of study | 1.1, 1.5, 1.6, 1.7, 2.1, 2.5, 2.6 |
| <i>Applying knowledge and understanding</i> | can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and have competences typically demonstrated through devising and sustaining arguments and solving problems within their field of study | 1.2, 1.3, 1.5, 1.6, 1.7, 1.8, 1.9, 2.1, 2.4, 2.5, 2.6, 3.1, 3.3, 3.4 |
| <i>Making judgements</i> | have the ability to gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues | 1.3, 1.4, 2.1, 2.2, 2.3, 2.7, 3.1, 3.2, 3.3, 3.4, 5.1, 5.2, 5.3 |
| <i>Communication</i> | can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences | 4.1 – 4.13 |
| <i>Learning skills</i> | have developed those learning skills that are necessary for them to continue to undertake further study with a high degree of autonomy | 1.6, 4.12, 5.3 |

1d Connecting Master's programmes

Students successfully completing the examination for the Bachelor's in Public Administration are automatically entitled to enrol in the one-year Master's programme in Public Administration. The Bachelor's degree in Public Administration also automatically entitles students to enrol in the Master's programme in European Studies.

Bachelor's students in Public Administration may begin following courses in the Master's programme in Public Administration in 2011-2012 after passing a minimum of 170 ECs in study credits. If the student chooses the Master's in European Studies (which has only one moment of intake), the Master's courses may be followed after passing a minimum of 150 ECs. In all cases, completion of the Bachelor's programme takes priority over the Master's courses.

2. Composition of the programme

The Bachelor's programme consists of three academic years (B1, B2 and B3) of 60 EC each (total course load 180 EC = 5040 hours) (see also section 7.4a, paragraph 1, WHW). The programme is full-time and has two examinations, the 'propedeutic' (first year) examination and the Bachelor's examination at the end of the third year.

The academic timetable for the Bachelor's programme consists of two semesters per academic year, each semester consisting of two quartiles of ten weeks each. Generally, three subjects of 5 EC (3 x 140 hours) are scheduled each quartile. Each quartile concludes with two exam weeks.

Tables 2, 3 and 4 show the study units (courses) making up the programme and the study load in EC (1 EC = 28 hours) per component. The table also shows the format of the exams for the study unit and any applicable prior knowledge requirements.

Obligatory prerequisite: Students who have not successfully completed study unit 'a' will not be admitted to study unit 'b'

Required prerequisite: Study unit 'b' builds on knowledge, comprehension and skills from study unit 'a'; this prior knowledge is indispensable for study unit 'b'

Key to exam formats:

S = written exam

PGI = practical exercise in group coupled with written report of group practical exercise, and (insofar as possible) individual assessment of the way in which the student participated in the group

PS = individual practical exercise with written evaluation

PSS = practical exercises or assignments, written and/or oral evaluation thereof, written exams. The exam may only be sat if the practical exercises have been performed and the report of the practical exercises has been evaluated as passing.

PSM = as PSS, but generally with oral exam

Further details can be found in OSIRIS and/or will be announced in time by the examiner on Blackboard, in conformance with what is said in article 4 of the "Rules & Regulations of the Examination Boards" (part C of this Student Charter).

For more information on the content of the study units, consult OSIRIS and Blackboard.

Dutch language variant, general track

Table 2: Bachelor's curriculum Public Administration 2011-2012, general track

| | Quar- tile | Course code | Course name | EC | Exam format | Prior knowledge requirements | |
|---|---------------|---|---|------------|----------------|------------------------------|-----------------------|
| | | | | | | obligatory | required |
| B1: 1st year cohort 2011 | 1 | 194119020 | inleiding onderzoeksmethoden | 5 | PSS | | |
| | 1 | 194102060 | recht en bestuur | 5 | PSS | | |
| | 1 | 194107020 | maatschappelijke organisatie | 5 | S | | |
| | 2 | 191530041 | statistiek 1 | 5 | S | | |
| | 2 | 201100004 | Inleiding politicologie | 5 | PSS | | |
| | 2 | 194107070 | BSK1: probleemanalyse | 5 | PGI | | |
| | 3 | 194102030 | algemene economie | 5 | S | | |
| | 3 | 194104060 | beleid maken | 5 | PSS | | |
| | 3 | 194125060 | bestuursrecht | 5 | PSS | | |
| | 4 | 194104040 | ontwerp en evaluatie van beleid | 5 | PSS | | |
| 4 | nya | explorative-interpretive methods for governance research | 5 | PSS | | | |
| 4 | 194104070 | BSK 2: ontwerpen van beleid | 5 | PGI | | | |
| B2: 2nd year | | | | | | 40 EC | |
| | 1 | 194103030 | openbare financiën | 5 | PSS | | |
| | 1 | 194104080 | interne organisatie | 5 | PSS | | 194107020 |
| | 1 | 194119010 | concept and observation | 5 | PSS | 194119020 + 191530041 | |
| | 2 | 194107010 | externe organisatie | 5 | PSS | | |
| | 2 | nya | evaluating democratic governance in Europe | 5 | PSS | | |
| | 2 | 194124050 | BSK 3: ontwikkeling van instrumentarium | 5 | PGI | 40 EC | 194107070 + 194104070 |
| | 3 | 194125050 | staatsrecht | 5 | PSS | | |
| | 3 | nya | management en organisatie van professionele organisaties | 5 | PSS | | |
| | 3 | 194114010 | praktijk van onderzoek & statistiek | 5 | PSS | 191530041 | |
| | 4 | 194110040 | management accounting & control | 5 | S | | |
| | 4 | 194102010 | institutionele economie | 5 | S | | 194102030 |
| | 4 | 194124100 | BSK 4: institutioneel ontwerp | 5 | PGI | 40 EC | 194124050 |
| B3: 3rd year | | | | | | | |
| | 1 | 194101020 | recht & governance | 5 | S | | |
| | 1 | | minor | 5 | | 80 EC | |
| | 1 | | minor | 5 | | 80 EC | |
| | 2 | 194119030 | methodology and research design | 5 | PSS | 194119010 | |
| | 2 | | minor | 5 | | 80 EC | |
| | 2 | | minor | 5 | | 80 EC | |
| | 3 | 194111030 | wetenschapsvisies & ethiek | 5 | PSS | | |
| | 3 | 194111800 | bestuurskundige vaardigheden | 5 | PSS | | |
| | 3 | 194128080 | onderzoeksvorstel bacheloropdracht BSK | 5 | PGI | | |
| | 4 | 194100070 | bacheloropdracht | 15 | | B1; 135 EC; 194119030 | |
| Total | | | | 180 | | | |

Dutch language variant, European track

The Bachelor's curriculum for the European track consists of:

- the first (propedeutic) and second year according to Table 2 (general track)
or
- the first and second year of the Bachelor's programme "Public Administration" of the Westfälische Wilhelms-Universität Münster, as published at the [CES site](#).
- the third year according to Table 3 below.

Table 3: *Third year of the Bachelor's curriculum Public Administration 2011-2012, "mixed track"*

| B3: 3rd year | quar- tile | course code | course name | EC | exam format | prior knowledge requirements | |
|--------------------|---------------|----------------|--|------------|----------------|------------------------------|----------|
| | | | | | | obligatory | required |
| | 1 | 194125040 | European legal governance | 5 | S | | |
| | 1 | 194103020 | European economic governance | 5 | PSS | | |
| | 1 | | minor | 5 | | 80 EC | |
| | 2 | 194119030 | methodolgy and research design | 5 | PSS | 194119010 | |
| | 2 | 194103020 | Governance of European social policies | 5 | PSS | | |
| | 2 | | minor | 5 | | 80 EC | |
| | 3 | | minor | 5 | | 80 EC | |
| | 3 | | minor | 5 | | 80 EC | |
| | 3 | | minor/elective | 5 | | | |
| | 4 | 194100070 | Bachelor's thesis | 15 | | B1; 135 EC | |
| Total | | | | 180 | | | |

English language variant European Studies

Table 4: Bachelor's curriculum Public Administration 2011-2012 – English-language variant European Studies

| | quar-tile | course code | course name | EC | exam format | prior knowledge | |
|---|-----------|-----------------------------|---|------------|--------------------------|-------------------------|----------|
| | | | | | | obligatory | required |
| B1: 1st year cohort 2011 | 1 | 194103080 | the institutional development of the EU | 5 | S | | |
| | 1 | 194102040 | introduction to economics | 5 | PSS | | |
| | 1 | 194191120 | introduction to research methodology | 5 | PSS | | |
| | 2 | 194107120 | introduction to sociology | 5 | S | | |
| | 2 | 194103070 | European economic integration | 5 | PSS | | |
| | 2 | 194124110 | introduction to political science | 5 | PSS | | |
| | 3 | 194101030 | introduction to law | 5 | S | | |
| | 3 | 194107130 | European social integration | 5 | PS | | |
| | 3 | 194119140 | quantitative research skills | 5 | PSS | | |
| | 4 | 194104100 | project 1: Introduction to policy analysis | 5 | PSS | | |
| | 4 | 194124140 | European political integration | 5 | PSS | | |
| | 4 | 194101050 | European legal integration | 5 | PSS | | |
| B2: 2nd year | 1 | 194119130 | concept and observation | 5 | PSS | 194119120 and 194119140 | |
| | 1 | 194103020 | European economic governance | 5 | PSS | | |
| | 1 | 194125040 | European legal governance | 5 | S | | |
| | 2 | 194107140 | governance of European social policies | 5 | PSS | | |
| | 2 | new | evaluating democratic governance in Europe | 5 | PSS | | |
| | 2 | 194101080 | project 2: International negotiations | 5 | PGI | 40 EC | |
| | 3 | 194101060 | EU external legal relations | 5 | PS | | |
| | 3 | 194107150 | global social problems | 5 | PS | | |
| | 3 | 194111190 | a history of Europe: science and technology | 5 | PS | | |
| | 4 | 194103090 | EU external economic relations | 5 | PS | | |
| | 4 | 194124150 | EU external political relations | 5 | PS | | |
| | 4 | 194104120 | project 3: Policy design in the EU context | 5 | PGI | 40 EC | |
| B3: 3rd year | 1 | 194101090 | project 4: Regional innovation in Europe | 5 | PS | 80 EC | |
| | 1 | | minor | 5 | | 80 EC | |
| | 1 | | minor | 5 | | 80 EC | |
| | 2 | 194119030 | methodology and research design | 5 | PSS | 194119120 and 194119140 | |
| | 2 | | minor | 5 | | 80 EC | |
| | 2 | | minor | 5 | | 80 EC | |
| | 3 | | optional course 1 * | 5 | | | |
| | 3 | | optional course 2 * | 5 | | | |
| 3 | 194128080 | research proposal BA-thesis | 5 | PGI | | | |
| 4 | 194100080 | BSc thesis research | 15 | PSS | B1; 135 EC and 194119030 | | |
| Total | | | | 180 | | | |

* The optional courses should be related to European Studies.

3. Coherence and didactic concept

The didactic concept of the PA-programme reflects two major principles:

1. Increasing levels of student's autonomy throughout the programme;
2. Increasing levels of issue complexity and knowledge integration.

Next to vertical and horizontal programme structuring, both principles are especially approximated through case-based learning. The didactic concept can be characterized as a mixture of classical knowledge development gradually expanding the body of knowledge regarding disciplinary backgrounds, and integration of that knowledge with other disciplines and in concrete cases in tutorials, seminars and projects.

Increasing levels of autonomy: The programme aims at increasing levels of student's autonomy. This means that a number of skills are especially trained to help students organize their learning process through increased levels of independence. The early courses are far more structured regarding teaching environment, assignments and teaching guidance than later courses. The early courses are usually graded through exams, but later in the programme also through essays, (individual and group) assignments, and papers. Students are expected to develop skills to cope with complexity and uncertainty.

Case-based learning: The programme acknowledges the importance of knowledge drawn from practice. This kind of knowledge is introduced in the curriculum through study visits/tours, guest lectures and the involvement of professionals in the projects. Furthermore, students are encouraged to do interviews outside the university and thus develop their competences and interaction with the outside world. Another strategy to train student's abilities is to design cases in which they have to find their ways through problems and dilemmas. We believe that the teaching with cases leads to the acquisition of knowledge, the development of competences and the development of self-reflective skills. Therefore, cases are the very soul of the projects. But cases are also important illustrations in discipline-driven courses. One of our strategies to adjust courses (that are frequently taught to various programmes) to particular public administration demands is to use cases in tutorials. Here students can easily identify with typical public administration issues and problems.

Increasing levels of integration: The projects are especially designed to facilitate integration. In early projects one can easily recognize the different analytical views, but advanced programmes integrate these views more, and the practice-oriented component increases. The rationale is that students are not yet familiar with the content and the connection and coherence of disciplines. Their insights develop throughout the programme and students are increasingly able to master higher complexity levels.

4. Electives and practical exercises

4a: Content of the specializations

As outlined above, the programme has three variants or "tracks": the Bachelor's degree in Public Administration, general track; the Bachelor's degree in Public Administration, European track; and the English-language Bachelor's degree in Public Administration, European Studies track.

The English language European Studies track shares many of the characteristics of the programme of the general (Dutch-language) Public Administration track, but is distinctive from it as well. The main difference lies in its international nature – it is completely English spoken – and its focus on the European (and international) level of government and governance (the European Union and other European and international institutions). The European track is a variant of the general (Dutch-language) track, with a third year that consists of courses and BSc-thesis work taught in the European Studies track.

4b. Requirements set on selection of electives and individual choices

The general track of the Bachelor's programme in Public Administration allows 20 EC of electives. A student may only register for a minor after completing 80 EC. The UT offers a broad range of minors. A student may not participate in a minor with a large degree of correspondence in terms of content and learning objectives to the study units/courses of the main programme. For further information, see the UT [minorsite](#).

The European track of the Bachelor's programme in Public Administration allows 25 EC of electives. A minimum of 20 EC of these is reserved for the minor, for which the rules as outlined above apply. Any remaining optional course may be selected from optional courses offered in the English-language Bachelor's in Public Administration, European Studies track. For further information, see the CES site: <http://www.mb.utwente.nl/ces/ba-dd/>.

The English-language variant (or also "track") European Studies allows for 30 EC of electives, of which 20 EC are for a minor and 10 EC for optional courses. The optional courses should be European Studies related. So we advise you to choose two from three courses on specific policy areas:

- * 194114050: Higher Education in a European perspective (CHEPS/Dassen)
- * 194107160: Safety policy in a European Perspective (IPIT/Meershoek)
- * 194107170: Immigrant integration in a European perspective (MR&V/Saharso)

Further information on the optional courses of the English-language European studies variant can be found on the CES site: <http://www.mb.utwente.nl/ces/bnew-es/>.

A student may only register for a minor after completing 80 EC. The UT offers a broad range of minors. A student may not participate in a minor with a large degree of correspondence in terms of content and learning objectives to the study units of the main programme. For further information, see the UT [minorsite](#).

4c. Content of practical exercises

A practical exercise a unit of study or part of a unit of study, whereby the emphasis is placed on the student's activities, such as:

1. carrying out literature research, an assignment or a preliminary design, writing a thesis, article or 'position paper', or giving a presentation in public;
2. carrying out a design or research assignment, doing tests and experiments, participating in practicals, practicing skills;
3. following an internship, taking part in fieldwork or an excursion;
4. participating in other educational activities deemed as necessary and aimed at achieving the required skills

Practical exercises are generally part of a study unit for which there is a responsible examiner. The structure of the practical exercise(s) is described in general terms in OSIRIS, and in more detail on Blackboard at the start of the programme.

The Bachelor's assignment is not supervised by a single responsible instructor; instead, a Bachelor's committee is assembled for each assignment. The Bachelor's committee for the Double Diploma of the University of Twente and the Westfälische Wilhelms-Universität Münster (see 5a below) consists of lecturers from both universities.

The Bachelor's assignment is evaluated on an individual basis. The Bachelor's assignment tests the student's competence in the integrated application of the knowledge, comprehension and skills covered in the study units. The Examination Board prescribes an evaluation checklist to help ensure the quality of the evaluation. More practical information on the Bachelor's assignment is found in the Bachelor's thesis guide, which can be consulted on Blackboard.

5. General information

5a. Admission to the programme

In addition to the stipulations in article 4 of the Common Elements of this OER and the admission regulations laid down in the document '[Colloquium Doctum and other Admission Agreements for Admission to Bachelor Programmes](#)' that this article refers to, the following regulations apply to admission to the programme:

1. Students who have successfully completed a minimum of 80 EC's of the first two years of the Bachelor's programme in "Public Administration" at the Westfälische Wilhelms-Universität Münster are eligible for admission. They participate exclusively in the courses of the European ("mixed") track of the Public Administration programme that entitle them to the Double Diploma. These students receive an exemption for the requirement of adequate command of Dutch.
2. Students with a foreign pre-university education diploma which is equivalent to the Dutch VWO diploma are admissible to the international English-language track European Studies. These students receive an exemption for the requirement of adequate command of Dutch.

5b. Language of teaching and exams

Teaching in the Bachelor's programme will be in Dutch or in English. Courses that will be taught in English are recognizable in the study programs in paragraph 2 by their English course name. Exam questions may use terminology in other languages insofar as normal in the field in question.

The report of the Bachelor's assignment will be drafted in either Dutch or English. A written report in English is obligatory for students of the English-language track European Studies and for Double Diploma students of the European ("mixed") track of the Public Administration programme. All other students will write their report in Dutch, unless it is agreed upon that the report will be drafted in English. If so, this must be recorded at the start (upon formulation of the project) and students of the general Dutch-language track then have to add a Dutch summary to the report of the Bachelor's assignment.

To safeguard the quality of teaching and examination in the English language, MG has taken the following measures:

- Assessment of all MG teaching staff and examiners as for their command of the English language. If their IELTS score is slightly below the established minimum level of 7.5, they will be allowed a remediation period. Failing to meet the standard after this period will lead to exclusion of the English-language programme. Newcomers will be assessed upon their entry.
- Inclusion in the admission requirements for the English language programmes of MG of specific demands as for the proficiency in the English language, wherever a sufficient command may not be warranted by the candidate's prior education.

5c. Expression of marks according to the German grade system for the Double Diploma

The grading in the Bachelor's programme can also be expressed in the form of a mark according to the German grade system (from 1 till 6). These marks are converted in conformance with the table underneath. The conversion table may be consulted at BOZ.

Table 5: Conversion table German grade system vs. Dutch grading system

| Dutch grade | ECTS-grade & Description | | German grade |
|-------------|--------------------------|--|-------------------|
| 9 (10) | A (A+) | Excellent (outstanding performance with only minor errors) | 1 (sehr gut) |
| 8 | B | Very good (above the average standard but with some errors) | 2 (gut) |
| 7 | C | Good (generally sound work with a number of notable errors) | 3 (befriedigend) |
| 6 | D | Satisfactory (fair but with significant shortcomings) | 4 (ausreichend) |
| 6 (-) | E | Sufficient (performance meets the minimum criteria) | 4(-) (mangelhaft) |
| 5 | FX | Fail (some more work required before the credit can be awarded) | 5 (ungenügend) |
| 4-1 | F | Fail (considerable further work is required) | 6 (ungenügend) |

Explanation:

- In the Dutch grading system the marks 9 and 10 are seldom awarded.
- The Dutch "9" in general is translated with "A". For a "10" or "A+" some extra information is needed on the very outstanding achievement.
- The Dutch "6" in general is translated with "D". An "E" is given if the teacher indicates that it is a "bad 6" or the achievement only fulfills the minimum requirements.
- The German "4" in general is translated with "D". An "E" is given if the teacher indicates that it is a "bad 4 / 4-" or the achievement only fulfills the minimum requirements.

The translation from and to the Dutch marks is carried out – in consultation with the teacher(s) involved – according to the table above by BOZ.

A refinement of 0.3 above or under the marks 1 till 6 is possible (except 4.3 and 5.3).

5d. International cooperation

Students in the School of MG are offered the opportunity to gain experience abroad. Information about this option is given in the [Manual Study Abroad Bachelor](#).

5e. Programme Committee (OLC) and Examination Board

Members of the Programme Committee (OLC) are appointed by the dean of the faculty every (two) year(s) (faculty regulations article 13). The most recent composition of the committee can be found at the webpage of the [programme committees](#). Correspondence with the committee goes through olcsecretaris@mb.utwente.nl. For more information contact the secretariat at 3200.

Members of the Examination Board are appointed by the dean of the faculty every (two) year(s) (faculty regulations article 12). The recent composition of the Board can be found at the [webpage of the Examination Boards](#). Correspondence with the Boards goes through mastersgriffie@mb.utwente.nl. For more information contact the secretariat at 3200.

6. Transitional arrangements

Transitional arrangements for 2011-2012

The tables below offer an overview of the transitional arrangements for each of the curricula, resulting from curriculum changes for 2011-2012.

Table 6: *Changes for general track*

| Phase | Course 2010-2011 | Replacing course from 2011-2012 onwards |
|-------|---|--|
| B1 | Politieke processen | Inleiding politicologie |
| B1 | Informatiemanagement | Explorative-interpretive methods for governance research |
| B2 | Onderzoeksmethoden van evaluatie en ontwerp | Concept and observation |
| B2 | Inrichting & kwaliteit van openbaar bestuur | Evaluating Democratic Governance in Europe |
| B2 | Organisatie, beleid en regels | Management en organisatie van professionele organisaties |

Table 7: *Changes for European track*

| Phase | Course 2010-2011 | Replacing course from 2011-2012 onwards |
|-------|---|--|
| B1 | Politieke processen | Inleiding politicologie |
| B1 | Informatiemanagement | Explorative-interpretive methods for governance research |
| B2 | Onderzoeksmethoden van evaluatie en ontwerp | Concept and observation |
| B2 | Global social problems | Evaluating Democratic Governance in Europe |
| B3 | Democratic dilemmas of European governance | Governance of European social policies |

Table 8: *Changes for European Studies track*

| Phase | Course 2010-2011 | Replacing course from 2011-2012 onwards |
|-------|--|--|
| B2 | Methodology of evaluation and design | Concept and observation |
| B3 | Democratic dilemmas of European governance | Evaluating democratic governance in Europe |

For all courses from the column ‘Course 2010-2011’ in the tables above it is possible to sit the exam in 2011-2012 in the old variant. However, it is preferred to follow the new course.

Transitional arrangements for 2009-2010

The Law learning track has been changed. Up until 2008-2009, this learning track consisted of the following four subjects:

- In B1, 1st quartile: Staatsrecht - 412505
- In B1, 3rd quartile: Publiekrecht voor bedrijf en bestuur - 412506
- In B2, 3rd quartile: Recht en Governance - 410102
- In B3, 2nd quartile: Privaatrecht voor bedrijf en bestuur - 411701

From 2009-2010 on, the Law learning track is:

- In B1, 1st quartile: Recht & Bestuur - (19)410206(0)
- In B1, 3rd quartile: Bestuursrecht - (19)412506(0)
- In B2, 3rd quartile: Staatsrecht - (19)412505(0)
- In B3, 2nd quartile: Recht en Governance - (19)410102(0)

To allow a smooth transition, the following arrangements apply:

- cohort 2008 takes *Recht en Governance* in B2
- cohort 2008 takes *Privaatrecht* (or a course that substitutes for it) in B3
- cohort 2007 takes *Privaatrecht* in B3.

The course *Publiekrecht voor bedrijf en bestuur* may be substituted for *Bestuursrecht*.

Transitional arrangements for 2008-2009

- Cohort 2006 takes the course *Recht en Governance* (B2Q3) instead of *Bestuurskundige vaardigheden* in their B3Q3
- Cohorts 2005 and before take the course *Recht en Governance* instead of *Bestuurskundige vaardigheden*.

C - Rules & Regulations of the Examination Boards

Rules and Regulations (R&R) for academic year 2011-2012

as adopted by

the Examination Boards of the School of MG

The Examination Boards instituted by the Dean of the School of Management & Governance have coordinated the rules and regulations (R&R). These Rules and Regulations apply to:

- Bachelor's programmes Business Information Technology (BIT), Business Administration (BK), Public Administration (BSK) including the specialization European Studies (ES), Health Sciences (GZW) and Industrial Engineering & Management (TBK)
- first degree Master of Science programmes Business Administration (BA), European Studies (ES), Health Sciences (HS), Industrial Engineering & Management (IEM), Business Information Technology (MBI) and Public Administration (PA)
- post-graduate Master's programmes MEEM, MPM, MRM

Explanatory notes and practical aspects of these rules and regulations are found on the [website of the Examination Boards](#).

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- Article 1: the Examination Board
- Article 2: conferral of examination authorities
- Article 3: authorities of the Examination Board
- Article 4: drafting and form of exams and testing methods
- Article 5: written and oral exams
- Article 6: guidelines and instructions on assessing exams and determining results
- Article 7: measures in event of fraud
- Article 8: rules in event of emergencies
- Article 9: pass/fail system
- Article 10: graduating with distinction
- Article 11: degree certificates and registration
- Article 12: exemptions
- Article 13: approval of elective programme and elective minor
- Article 14: quality control

Article 1 The Examination Board (WHW, section 7.12; see also OER art. 7a)

1. In accordance with section 7.12 of the WHW and article 7a of the OER, the Dean, hereby mandated by the executive board of the institution, establishes an Examination Board for each programme or group of programmes, to determine on an objective basis whether students meet the conditions set under the Teaching and Examination Regulations in regard to the knowledge, understanding and skills required for obtaining a degree. The Examination Boards are also charged with the task of warranting the quality of the exams and examinations.
2. In accordance with section 9.14 of the WHW, the Dean of the school of MG has set faculty regulations to further govern the administration and the structure of the school. Article 12 of the Faculty Regulations governs the establishment and composition of the Examination Boards and the appointment of the members.
The boards established by the Dean and the members appointed to each board are published at the [website of the Examination Boards](#).
3. Due to practical considerations, the school's Examination Board (for all programmes excepting the BSc and MSc in BIT) meets in two subcommittees, one for the Bachelor's programmes and one for the Master's programmes. Decisions on each individual programme are made in the subcommittees.
4. The Examination Board shall meet in closed session.
5. Decisions of the Examination Board may only be taken if at least two-thirds of the members of the Examination Board with voting rights are present. The Examination Board adopts resolutions by a simple majority of votes.
6. The Examination Board may enlist the assistance of programme staff such as the programme director, programme coordinator or study adviser. These personnel act in an advisory capacity at the meetings.
7. The Examination Board may resolve to charge its authorities to the chairman or secretary, insofar as doing so is not precluded by the law or these regulations.
 - a. The determination of whether a student has passed normally is charged to the chairman, or in the event of the prevention of the chairman, another member of the committee.
 - b. The granting of permission to Bachelor's students for participation in Master's subjects (Bachelor's OER, art. 18.a2) is charged to the chair of the subcommittee for the Master's programmes and another member (representative of the relevant Master's programme).
 - c. The signing of degree certificates is charged to the chair, or, in his/her absence, another member of the Examination Board; under certain conditions the signing of degree certificates may be charged to the supervisors of the Bachelor's/Master's programme with authority for examinations (see R&R, art. 11, paragraph 2).
 - d. Signing off on the 40 EC system (Bachelor's OER, art. 16) is charged to the chair of the subcommittee for the Bachelor's programmes, or in the chair's absence, another member of that subcommittee (representative of the relevant Bachelor's programme).

Article 2 Conferral of examination authorities

1. In order to administer the exams and confirm their results the Examination Board will appoint examiners. The examiners provide the Examination Board with the required information (section 7.12, paragraph 3 of the WHW).
In the event that multiple examiners are appointed for the same study unit, one of them will be designated as responsible examiner. Generally, the examiner with primary responsibility for the teaching will also have primary responsibility for the evaluation of the academic results.
A list of examiners is compiled annually before the start of the academic year and published at the [website of the Examination Board](#).

2. In designating the examiners, the Examination Board will apply the following criteria:
 - a. the members of the permanent or temporary academic staff (associate/assistant professors, full professors, lecturers) of UT involved in the programme and who possess the appropriate teaching qualifications are authorized to administer examinations
 - b. the authorization is restricted to the domain within which the staff members are recognized as experts
 - c. staff members of partner universities are also authorized as examiners if they meet the set criteria
 - d. The Examination Board may resolve to appoint other parties as examiners. The resolution will specify the term of validity and the subject area

Article 3 Authorities of the Examination Board

1. In a number of situations explicitly provided for in the WHW and the OER, the Examination Board is authorized to depart from the provisions of the OER. These authorizations include, but are not limited to:
 - a. Authority to extend the period of validity of exams (article 7.13, paragraph 2k, WHW)
 - b. Authority to depart from exam format (article 7.13, paragraph 2l, WHW)
 - c. Authority to make open oral exam sessions closed (article 7.13, paragraph 2n, WHW)
 - d. Authority to depart, in special cases, from the language of the Master's thesis (Master's OER, art. 4a, paragraph 2a)
 - e. Authority to depart, in special cases, from the language of a Master's programme or a track of a Master's programme (Master's OER, art. 4a, paragraph 3)
 - f. Authority to depart from the date of examination (upon the student's request to postpone the affirmation of the student's successful passing of an examination; OER, arti. 17, paragraph 5)
 - g. Authority to change number of times that exams can be taken (OER, art. 8, paragraph 5)
 - h. Authority to depart from 40 ECTS credits regulation (Bachelor's OER, art. 16, paragraphs 7 & 8)
 - i. Authority to depart from rules on justification of results (Bachelor's OER, art. 12)
 - j. Authority to grant permission for participation in Master's courses (Bachelor's OER, art. 18a, paragraph 3; faculty regulations, art. 21)

Article 4 Drafting and form of exams and exam formats

1. The exam formats for the study units are set out in the programme-specific appendices (part B2 of the student's charter).
2. Learning objectives are explicitly formulated for each study unit and are announced before the start of the academic year. The exam formats match the learning objectives. The questions and tasks on an exam will not be outside the scope of the learning objectives.
3. Every exam will be transparent, valid and reliable.
4. The responsible examiner will ensure that the student is able to gain sufficient understanding of the requirements assessed in the exams in a timely manner (no later than two weeks before the start of the teaching – OER art. 8a, paragraph 2), and that these requirements are published appropriately (via Blackboard).

Article 5 Written and oral exams

1. For all organizational matters relating to exams, the official sequence of teaching in the programme is the guideline. The rules for exams and examinations will promote academic progress by cohorts as a group and will be designed to prevent delays in academic progress that could disrupt the sequence of teaching in the programme.

2. The maximum duration of a written exam will be 3½ hours, and the maximum duration of an oral exam will be 1½ hours. The maximum duration of a group oral exam will be 4 hours. The precise duration will be announced by the examiner in advance through the appropriate channels (Blackboard).
Exams for study units in the programme taught in other Schools will be scheduled at the times set by the relevant examiner.
3. For each exam session, the examiner will appoint one or more invigilators to monitor the exam session. At least one instructor involved in the teaching of the study unit in question will be present in the exam session at all times.
4. Students must identify themselves with a proof of registration (student ID card) at the exam session. Upon the start of the exam session, this proof of registration must be placed visibly on the writing table at the student's seat. If the student cannot produce identification, the student may be refused admittance to the exam.
5. If the student arrives too late, the examiner or invigilator may summarily refuse the student the right to participate in the exam.

Article 6 Regulations and instructions on evaluating exams and confirming results (WHWI, article 7.12b, paragraph 1b)

1. The Examination Board may give the examiners regulations and instructions on the evaluation of the exam and the confirmation of the results (section 7.12b, paragraph 1b, WHW). The regulations stipulated by the Examination Board will pertain primarily to warranting the quality of exams and examinations, partly in light of the knowledge, understanding and skills required to obtain a degree.
- 2a A scoring prescription will always be used for the evaluation of exams: an assessment key in the case of closed questions, model answers in the case of open questions, and evaluation criteria in the case of practical exercises.
- 2b The evaluation criteria for a practical exercise will be communicated to the students at the start, through the appropriate channels (Blackboard)
3. If a study unit or portion thereof is being evaluated by different examiners, the responsible examiner will ensure that all examiners use the same evaluation criteria.
- 4a. Written exams will be evaluated on the basis of predefined criteria for the individual papers and sub-papers of the exam.
- 4b. The maximum number of points that can be obtained per exam question will be printed on the exam papers.
5. If in the exam session it becomes apparent that the assessment of the feasibility of completing the exam within the available time, the clarity of the questions or the level of difficulty, the examiner is authorized to prescribe different criteria for evaluation as referred to in paragraph 2 of this article. These new criteria may not have a demonstrably negative impact on the students.
- 6
 - a. Normally, the Bachelor's research paper ("bachelorreferaat") in the BIT programme will be evaluated by the main supervisor of the research project.
 1. If this main supervisor is not designated as examiner by the Examination Board, this main supervisor will act as adviser, and the paper will be evaluated by the coordinator of the research area under which the student's project falls.
 2. An evaluation guideline is used for the evaluation of the project.
 - b. A Bachelor's committee of examiners will be composed to evaluate the Bachelor's assignment or project (for all Bachelor's programmes other than BIT; see 6.6.a).
 1. The Bachelor's committee will include at least:
 - the student's primary project supervisor (and examiner)
 - a second supervisor (and examiner), best able to cover an additional discipline (used in the project)

The examiners preferably hold a Ph.D.
The Bachelor's committee for the Double Diploma programme European Studies must consist of at least one supervisor (and examiner) of the School of MG and one supervisor (and examiner) from the Westfälische Wilhelms-Universität Münster.
Any expert(s) from the field may be added in the role of adviser.

2. An evaluation form is used for the evaluation of the project.
 3. The report of the bachelor assignment is public. By way of exception the report of the bachelor assignment can be declared confidential by the examiner. Reports that receive the label 'confidential' are not freely claimable externally. If the label 'confidential' is attached, an additional public version of the report must be drawn up that is freely accessible. Only in highly exceptional cases reports can be declared highly confidential.
- c. For the evaluation of the Master's thesis or project for first degree programmes, a Master's committee of examiners will be composed..
1. The Master's committee will include at least:
 - the student's primary project supervisor (and examiner)
 - a second supervisor (and examiner) best able to cover an additional discipline (used in the project).

At least one of the supervisors of the Master's project must hold a Ph.D.
For the Master's programme in BIT, at least one supervisor from MG and one supervisor from EEMCS must be on the committee. The Master's committee for the Double Diploma programme European Studies must consist of at least one supervisor of the School of MG and one supervisor from the Westfälische Wilhelms-Universität Münster.
Any expert(s) from the field may be added in the role of adviser.
 2. An evaluation form is used for the evaluation of the project.
 3. The report of the Master's project is public. By way of exception the report of the Master's project can be declared confidential by the examiner. Reports that receive the label 'confidential' are not freely claimable externally. If the label 'confidential' is attached, an additional public version of the report must be drawn up that is freely accessible. Only in highly exceptional cases reports can be declared highly confidential.
- d. For the evaluation of the Master's thesis or project for post-graduate Master's programmes, a Master's committee composed of examiners will be assembled.
1. The Master's committee will include at least:
 - the student's primary project supervisor (and examiner)
 - a second supervisor (and examiner) best able to cover an additional discipline (used in the project) or the programme director of the post-graduate Master's programmes

Any expert(s) from the field may be added in the role of adviser.
Barring exceptional circumstances, both examiners for the Master of Science programme MEEM must hold a Ph.D. For other Master's programmes, at least one of the examiners should hold a Ph.D.
 2. An evaluation form is used for the evaluation of the project.

Article 7 Measures in event of fraud (WHW section 7.12; OER, article 7a, paragraph 7)

1. Fraud is defined as:
 - a. Using more or different resources for the exam and exam components than those sanctioned by examiner upon the start of the study unit.
 - b. The use by the student in an exam or exam component of resources or assistance that the student knew or should have known was not permitted. These include but are not limited to:

Notes:

 - using crib sheets
 - copying from neighbours in the exam
 - allowing neighbours to copy from the student's own work during the exam
 - having contact with any party other than the invigilators about the exam material during the hours that the exam is being taken and while the work has not yet been handed in
 - use of electronic equipment
 - c. Forgery

including manipulation of research data in individual or group projects

- d. Conduct on the part of students designated as fraudulent by the examiner prior to the taking of the exam or exam component This conduct includes, by definition, showing one's own work to other students.
 - e. Plagiarism, by:
 - verbatim copying of work or excerpts from work of another without indicating that the wording is that of another person and/or without indicating the exact reference of the passage
 - paraphrasing work or excerpts from work of another without indicating that the argumentation is that of another person and/or without indicating the exact reference of the argumentation
 - copying the work of another without indicating that the work in question is that of another
 - re-using the student's own work for different purposes without giving notice thereof
 - f. Piggybacking: a student who withdraws from commitments made or rules set for working in a group who then turns in group work for exam purposes and wrongly benefits as a member of the group from an evaluation of the work of the group as a whole even though the student's role in the group does not warrant that evaluation of the student as an individual
2. In the event of fraud, the examiner or invigilator will inform the student that the fraud will be reported to the Examination Board and that the board will determine the sanctions to be applied. The student will not receive an evaluation.
 3. After having heard the student, the Examination Board will determine the sanctions that will be applied, and inform the student in question thereof.. In such cases, the Examination Board may exclude such students from that exam for a maximum of one year. In the event of premeditated or repeated fraud, the Examination Board may exclude the student from participation in any or all exams for a maximum of one year.

Article 8 Rules in event of emergencies

1. If an emergency occurs or is expected during or shortly before an exam, the exam will be immediately postponed. The examiner will set a new date and time for the exam in consultation with the programme director.
2. The new date and time set for the exam, which will be within one month (not counting the holiday periods), is binding. It will be announced via the normal channels within three working days after the accessibility of the building is restored.
3. If during the course of an exam, an emergency occurs or is expected, the procedure is as follows:
 - a. at the start of the exam, the student will write his name and student number on all exam work.
 - b. all present must immediately leave the exam room upon being ordered to do so by the responsible authority or invigilator.
 - c. the student will leave all unfinished exam work behind in the exam room.
 - d. if the student was able to start the exam, the instructor may, insofar as reasonably possible, determine the final mark based on the portion of the exam completed.
4. If the examiner is unable to determine a final mark based on the provision of article 8.3d, a re-sit of the exam will be organized for the students affected by the interruption of the exam, on the condition that they had registered for the exam session in question. This re-sit will take place within one month (not counting the holiday periods).

Article 9 Pass/fail system

1. The student successfully completes the propedeutic phase, Bachelor's programme or the Master's programme if and when he has achieved a 'pass' for all the study units forming part of that phase/programme (see also OER, art. 17, paragraph 2)
2. An study unit is completed with a 'pass' if the mark received is 6 or higher.

3. Exam evaluations are generally expressed in the form of a mark from 1 to 10. The key to these marks is:
- | | | |
|--------------------|---------------|---------------|
| 1: very poor | 4: inadequate | 7: fair pass |
| 2: poor | 5: near pass | 8: good |
| 3: very inadequate | 6: pass | 9: very good |
| | | 10: excellent |
- a If a fractional mark ends in .50 or higher, it is rounded to the nearest higher whole mark.
- b If a fractional mark ends with a decimal lower than .50, it is rounded to the nearest lower whole mark.
- c A mark between 0 and 1.49 is rounded to 1.
- Study units may be awarded a mark of 'G' (complete) if the examiner or examiners are of the opinion that the student has performed adequately. Students may also receive a mark of 'O' (fail) or 'V' (exemption).
4. The results of partial exams (tests, sub-assignments) will be recorded in the examiner's own administration. These results need not be rounded. The examiner will determine the way in which partial exams contribute to the ultimate result of the study unit and provide this information to the students at the start of teaching of the study unit in question.

Article 10 Graduating with distinction (OER, article 4b)

1. The school offers a system for graduating with distinction (see OER, article 4b). If a student meets the set requirements, then the designation 'cum laude' will be recorded on the student's degree certificate.
2. In exceptional cases, the Examination Board may depart from the set requirements. In such cases, argumentation of the special circumstances and the exceptional nature of the performance must be provided.

Article 11 Certificates and documentation (WHW section 7.11; OER article 17)

1. The Educational Affairs Office (BOZ) of MG will check periodically – after each exam period and in the month of October – which students meet the requirements of the first year, Bachelor's and Master's examination respectively
2. The Examination Board will issue a degree certificate as evidence of successful completion of the first-year, Bachelor's or Master's examination. The degree certificate will be signed by the chairman of the Examination Board, or, in the absence of the chairman of the Examination Board, by one of the members of the Examination Board.
3.
 - a For all Bachelor's programmes apart from BIT, if a student satisfactorily completes all study units of the programme the Bachelor's degree certificate may be extended upon passing the Bachelor's project. In this case, the degree certificate will be signed by the two supervisors with authority to conduct the examination (see R&R, article 6). For BIT, see the general system provided for under article 17 of the OER.
 - b If a student satisfactorily completes all study units of the Master's programme, a degree certificate may be extended upon passing the Master's project. In this case, the degree certificate for the Master of Sciences programme will be signed by the two supervisors with authority to conduct the examination. For the post-graduate Master's programmes IMBA, MPM and MRM, the diploma will be signed by an examiner and the programme director for the graduate education
 - c If a student, who has successfully completed all study units of the Bachelor's or the Master's programme, does not wish to receive the degree certificate upon passing the final (Bachelor's or Master's) project, he has, according to article 17, paragraph 3 of the OER, the right to submit a motivated request to the Examination Board to postpone the affirmation of the student's passing of the (Bachelor's or Master's) examination and the issuing of the corresponding degree certificate. This request has to be submitted together

with the form 'Announcement (BSc/MSc) colloquium'. In his request, the student must indicate the reasons for, as well as the desired duration of, the postponement he asks for. The latter may never exceed the limit of one year.

4. BOZ will send the student who, according to their finding, successfully completed all study units of the Bachelor's examination at a moment in time beyond the passing of the Bachelor's project and for this reason has not yet been issued the degree certificate, an e-mail notifying him thereof. This e-mail includes the following information:
 - that, according to the data at the disposition of BOZ, the student meets all the requirements of the Bachelor's examination
 - that the student has, according to article 17, paragraph 3 of the OER, the right to submit a motivated request to the Examination Board to postpone the affirmation of the student's passing of the Bachelor's examination and the issuing of the corresponding degree certificate, in which case the student has to indicate the duration of the desired postponement
 - that, giving due consideration to the legally established limit for 'langstuden' (falling behind by more than one year in the Bachelor's or Master's programmes), the duration of the postponement may never exceed the limit of one year
 - that in case of postponement, the date the Examination Board has decided, after the delay period, to proclaim the student's successful passing will, according to article 17 paragraph 5 of the OER, be taken as the date of examination
 - that the student has to submit his request to BOZ at the latest 10 working days after the e-mail was sent by BOZ
 - the e-mail address the student has to send his request to
 - that in case the student does not submit a request for postponement, he will receive a message announcing the date he may come and collect the degree certificate signed by the Examination Board
5. At all times the student who has ascertained that he has successfully completed all study units of his (Bachelor's or Master's) exam and who did not receive a notification thereof from BOZ, may himself submit a request to affirm the result of the examination and issue the degree certificate. The request to the Examination Board may be submitted filling out the special form for this end and hand it in at BOZ.
6.
 - a. The study units composing the programme and the evaluation for those units will be recorded on an appendix ('supplement') to the diploma. The appendix will also state any additional units examined at the student's request prior to the confirmation of the examination results, on the condition that they were graded with a passing mark.
 - b. If these additional units are part of a special honours track designed for excellent students in connexion to the programme, this will also be recorded
7. A diploma supplement will be included as an appendix to the Bachelor's or Master's degree certificate. This supplement is intended to provide insight into the nature and content of the completed programme, partly for the purposes of the international comparability of programmes.
8. If the student is awarded the designation of 'with distinction' upon graduation (see R&R, article 10), this will be stated on the degree certificate.
9. A student who has successfully completed more than one exam and to whom a degree certificate as referred to in paragraph 1 cannot be extended may, upon request, be given a statement to be issued by the Examination Board in which, at a minimum, the successfully completed exams are listed (section 7.11, paragraph 4, WHW).

Article 12 Granting exemptions (WHW, 7.13 article paragraph 2r+ t; OER art. 14)

1. The Examination Board may grant exemption for taking exams in study units and/or participation in practical exercises in the programme if the student has achieved the intended learning objectives in another way, as evidenced by documentation to be submitted by the student.
2. The Examination Board will exempt students from the obligation to participate in practical exercises if the student can plausibly demonstrate that he would have moral objections to the performance of, or to being required to perform, a specific assignment or exercise. In

such cases, the Examination Board will consult with the examiner of the study unit to determine another way in which the learning objectives can be met.

Article 13 Approval of flexible programme and free minor

(WHW, section 7.12b, paragraph 1c and OER art.15 (Bachelor's OER 15a))

1. The Examination Board will decide on a request for permission to pursue a flexible programme, and in reaching that decision will evaluate whether the programme fits within the domain of the programme, whether it is coherent and whether it is of a sufficient level considering the final attainment targets of the programme.
2. The Examination Board will decide on a request for permission to pursue a free minor, and in that decision will review whether the minor meets the objectives for a minor.

Article 14 Quality control (WHW, section 7.12b paragraph 1b)

1. The Examination Board has formulated a number of quality related instruments and criteria on the program level, the course level, the level of the final projects and in relation to the examiners, to suitably guarantee the quality of the exams and examinations. These instruments and criteria are:
 - a the test plans of an educational programme, that describe the way the final attainment targets of the programme are accounted for by the learning objectives of the constituent study units and how these learning objectives are tested
 - b the test format of an individual study unit, which describes it's learning objectives and the way they are tested
 - c the evaluation tools used for the different exams or parts thereof
 - d the transparency of testing and evaluation for the students
 - e the students' opinion on the quality of testing and evaluations
 - f the quality of evaluations of final bachelor and master projects
 - g the domain expertise and didactic qualities of the examiners.

Section D: Faculty-specific procedures for protection of student rights (as enacted by the executive board in the institution section of the student charter)

D1: Quality assurance

The school of MG has a quality assurance system in place designed to improve the education on an ongoing basis. This system comprises a number of evaluation procedures for aspects such as individual courses in the curriculum, as well as the programme as a whole. The programme director has final responsibility for overseeing the quality of the education. In addition, students are expected to make a contribution to the improvement of the quality of the education. They may express their input in the programme in terms of rights and obligations in a number of ways:

1. Academic Quality Committee

In the Academic Quality Committee (OKC) of the school of MG, students in all MG programmes work together as a professional team on increasing the quality of the education. The OKC is involved in coordinating and carrying out course evaluations and panel discussions and will ensure that the evaluation process is improved on an ongoing basis. The website of the OKC (www.mb.utwente.nl/okc) includes information on the results of the course evaluations.

2. Course evaluations

The student's opinion on the content and conduct of the study units is an important aspect of the quality assurance system. The faculty uses a procedure for the course evaluations that includes the programme director/department chair conducting periodic interviews with instructors based on survey results. The course evaluations are designed to identify issues. The goal is to highlight both the strong points and any problem areas in order to improve the course where possible. The course evaluation is conducted by means of a questionnaire on paper or a panel discussion, or in a few select cases, by means of an online survey. Panel discussions will include student assistants of the OKC and instructors and students from the course in question. A panel discussion is an extremely effective option for MG students to express their opinions on a course in a constructive and direct manner.

3. Evaluation of the final project

The Bachelor's project and Master's project constitute the finalizing element of their respective program (Bachelor and Master). To allow testing of the student's mastery at the indicated level (Bachelor or Master), the nature of these projects differs from the common course format. As a result, the evaluation of these projects focuses on, on the one hand, improving the quality of the connection between the project and the preceding preparatory courses, and, on the other hand, improving the fit between the project and connecting study and career opportunities.

4. Programme days

To evaluate the curriculum or a portion thereof, or to focus on subjects such as cohesion, academic feasibility, return on study or study supervision, in addition to other evaluation forms such as a mid-term review, programmes sometimes opt to organise programme days. This not only relies on the input of students and academic support personnel, but student contributions also play a very important role in areas such as formulating potential improvement actions, which can then be discussed in the programme committee.

5. Programme committee

The programme committee (OLC) consists of students and staff. The committee will advise on the Teaching and Examination Regulations, the academic programme and its performance. The committee is entitled to give solicited and unsolicited advice to the programme management, including the programme director as well as the Dean as head of the faculty.

6. Student satisfaction survey

Once every two years, the University of Twente conducts a student satisfaction survey. The general goal of this survey is to identify problems in the programme. The results are fed back to the programmes and

7. Complaint desks

A number of study associations offer the student the option to submit a complaint about the quality of the education. The education committee of the study association handles the incoming complaints about subjects, instructors, exams or studying conditions. In addition to this, a special desk is available at Student Services (2nd floor in the "Vrijhof") where students can file a complaint or submit an appeal or objection concerning the relation between the student and the institution.

D2: Health and Safety

The Netherlands have stringent Health and Safety legislation (the *Arbowet*), which also extends to students. All students are entitled to enjoy a safe and healthy working environment at the University of Twente. The university and the School of Management and Governance do everything possible to ensure the safety of their buildings. They provide various facilities so students can study in a healthy and safe environment and they offer all necessary information. However, students themselves also have their personal responsibility. Although studying at the School presents hardly any health and safety risks, it is worthwhile to take note of the following points that may arise.

HEALTH

The most significant risk to health while studying at the University, probably finds its base in the time that you will work with the computer and in the way that you do so. More often we see students using a laptop instead of a desktop. To increase the quality and efficiency of education and to prepare students better for the developments on the labour market, the faculty MB is little by little introducing the use of ICT by students during education hours since the academic year 2009 – 2010.

This offers many interesting opportunities for studying, which for sure you will discover in good health. Therefore it's good to be aware of the risks for your health that are related to the use of a computer in general and a laptop in particular.

In both cases it involves repetitive movements in a stationary, sitting position, which can lead to Repetitive Strain Injury (RSI, also known as CANS: Complaints of Arms, Neck and/or Shoulders). RSI is a general term for mobility problems and pain in the fingers, hands, wrists, arms, neck, and/or shoulders. Such complaints are increasingly common among students, especially because of not using a laptop in a good ergonomic way. Avoiding the risks does not entail avoiding computers altogether, but it is useful to know about RSI and what you can do to prevent it.

Further information is available at the page [Health and Safety](#) of the School's website. You are encouraged to read this site carefully.

And in case of using a laptop, do pay some extra attention to the information about working with a laptop and take advantage of this information.

You can also find interesting information about this subject on the page [RSI and working with the computer](#) of the site of the Human Resources department of the general UT staff site and on the site of the [RSI Association](#) (press the button "English homepage"). For the RSI telephone helpline you can dial 0900-7745456 or 0900-RSILIJN.

Within the School itself the Health, Safety and Environment coordinator can provide general advice and assistance on the subject: Monique van Velthoven, Ravelijn 3311, tel. 053 489 3828, m.j.vanvelthoven@utwente.nl.

If you have specific symptoms which may be RSI related, you can contact the UT Medical Service, tel. 053 489 8000, or your own family doctor.

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

Effective treatment of RSI may also involve a [Student Psychologist](#), tel. 053 489 2035, who is not so much concerned with the physical symptoms as well as with the underlying personal factors which may play a role in its development. The services of the Student Psychologist are free of charge and no referral is required.

SAFETY

Accidents happen, also at the university. It is therefore important to know exactly what to do in case of an emergency. For full information, please see the page [Health and Safety](#) of the Schools site.

Because this is an extremely important topic, a few of the main points are emphasized here.

- In case of an emergency, you must immediately call (053 489) **2222**. This is the university's central emergency response number.
- Regularly read the "What to do in case of an emergency" notices in the buildings you visit. Take note of the assembly point(s) to be used if the building has to be evacuated; for Ravelijn and building A this is building Waaier.
- Familiarize yourself with the escape routes and the emergency exits.

If you have any questions about safety issues, contact Monique van Velthoven, Ravelijn 3311, tel. 053-489 3828, e-mail m.j.vanvelthoven@utwente.nl.